



Joseph L. Rotman School of Management
University of Toronto

Rotman

Corporate Citizenship: *What's a CEO to do?*

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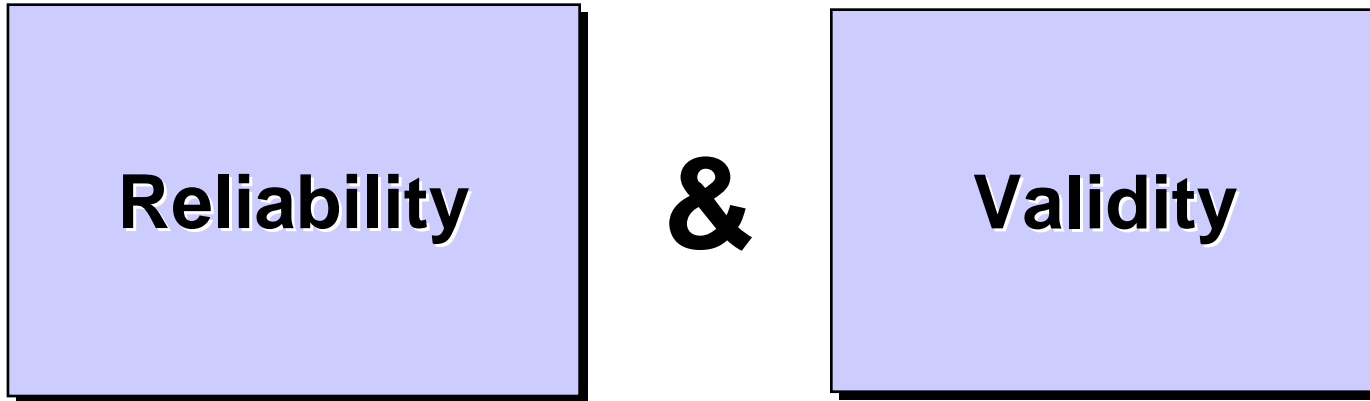
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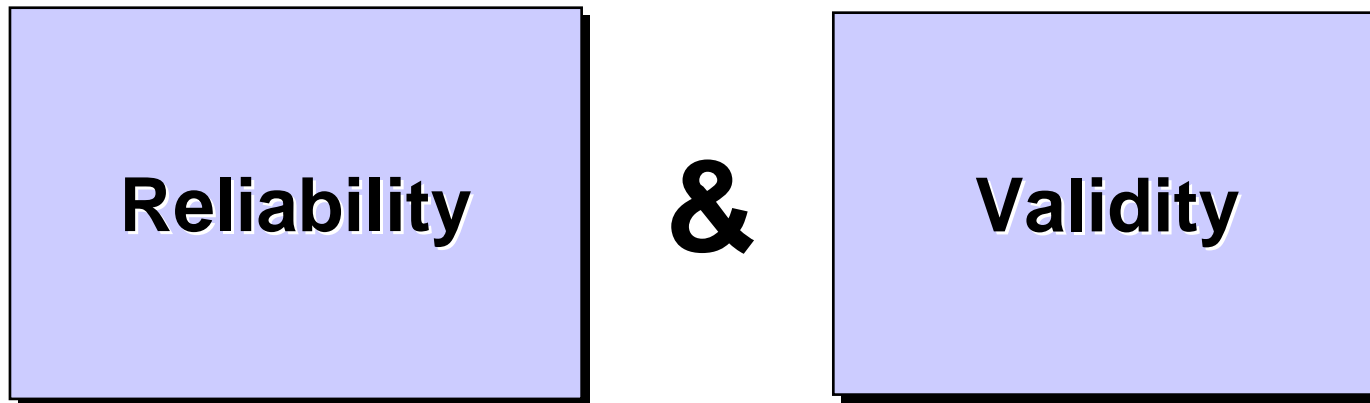
Corporate Citizenship: The Challenge

- **Diverse Actors**
- **Broadening Sphere**
- **Ambiguous Standards**
- **Complicated Economics**
- **Harsh Punishments**

Corporate Citizenship: Model Design Parameters



Corporate Citizenship: Model Design Parameters



- **Connectable**
- **Concrete**
- **Measurable**

Corporate Citizenship: Model Design Parameters

Reliability


&

Validity

- **Connectable**
- **Concrete**
- **Measurable**

- **Organic**
- **Particular**
- **Evolutionary**

Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	
Concrete	
Measurable	
Organic	
Particular	
Evolutionary	

Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	✓
Concrete	✓
Measurable	
Organic	
Particular	
Evolutionary	

Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	✓
Concrete	✓
Measurable	✓
Organic	
Particular	
Evolutionary	

Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	✓
Concrete	✓
Measurable	✓
Organic	X
Particular	
Evolutionary	

Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	✓
Concrete	✓
Measurable	✓
Organic	X
Particular	X
Evolutionary	

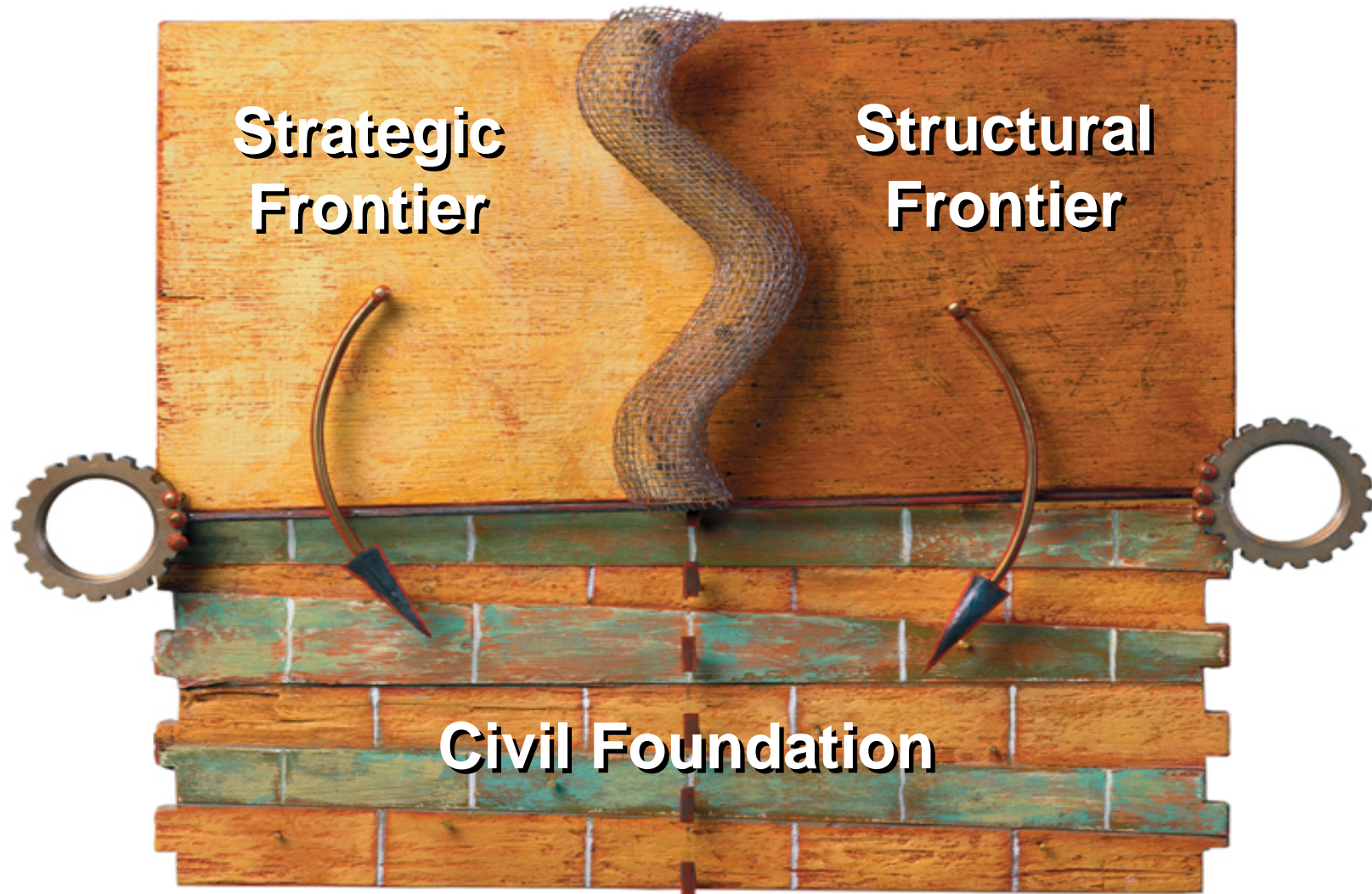
Corporate Citizenship: Model Evaluation

	Stockholder
Connectable	✓
Concrete	✓
Measurable	✓
Organic	X
Particular	X
Evolutionary	X

Corporate Citizenship: Stakeholder Model

	Stockholder	Stakeholder
Connectable	✓	X
Concrete	✓	X
Measurable	✓	?
Organic	X	✓
Particular	X	✓
Evolutionary	X	X

Corporate Citizenship: The Virtue Matrix Model



Corporate Citizenship: Model Summary

	Stockholder	Stakeholder	Virtue Matrix
Connectable	✓	X	✓
Concrete	✓	X	?
Measurable	✓	?	?
Organic	X	✓	✓
Particular	X	✓	✓
Evolutionary	X	X	✓