

## SUMMARY REPORT

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Topic	Corporate Social Responsibility
Geographic focus	United Kingdom
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(This report is a summary of OSA 05/121)

According to Wikipedia, Corporate Social Responsibility (CSR) "is an expression used to describe what some see as a company's obligation to be sensitive to the needs of all of its stakeholders in its business operations."

In order to identify the most important influencers on CRS in the United Kingdom an Onalytica Stakeholder Analysis was conducted.

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## Influence

You exert influence on people when they listen to what you say or read what you have said – and vice versa.

We form our opinion about all sorts of matters using information that has been supplied to us by other parties. Is the weather getting warmer? Is the ice at the North Pole melting? We may have an opinion on this but have we actually measured it ourselves? Most of us haven't – we rely on news media we trust to form our opinion. But when we take in information from other sources, they influence us.

When calculating influence we gather information available in the public domain and analyse it to find out who is referencing whom when it comes to the issue we are analysing.

The way we calculate influence is equivalent to the way influence of academic journals and universities are calculated: using citation analysis.

At the heart of this type of influence measurement is a simple, but central conjecture:

*Person<sup>1</sup> X has influence on Person Y regarding a particular issue if Person Y is dependent on Person X for information about the issue.*

In academic citation analysis this is put into practice by a slight rephrasing:

*Person X has influence on Person Y regarding the issues covered in the academic paper, if Person Y cites person X as a reference in the paper.*

When measuring "issue influence" Analytica uses the very same principle.

Based on the principles above systems of equations can be formed and influence calculated.

One of the great advantages of this kind of influence measurement is that it takes indirect influence into account.

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<sup>1</sup> "Person" can mean organisation, website, person, etc, according to the context.

## Methodology

To construct an Analytica Stakeholder Analysis (OSA) a focus issue<sup>2</sup> needs to be defined. In this case "Corporate Social Responsibility" was chosen.

Analytica's proprietary issue-focused web crawler identifies and downloads any document<sup>3</sup> about the issue found on the Internet; typically around 10-20 thousand.

The documents are then analysed for references. So if a document, created by organisation X, refers organisation Y in the context we are focusing on, then we take it that organisation X deems organisation Y relevant to the issue. It also on average means that organisation Y, to some extent, influence organisation X on the particular issue.

After some consolidation and statistical filtering we end up with set of interlinked stakeholders; typically 1000 +/- 500. These stakeholders constitute a body of stakeholders whose relevance to the issue can be substantiated.

Using well known mathematical procedures we then calculate metrics of interest; mostly influence metrics.

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<sup>2</sup> The issue can be a simple set of words or a more complex set texts and rules.

<sup>3</sup> Web pages, word, pdf or PowerPoint documents

## Results

<i>Organisation</i>	<i>Website</i>	<i>Issue Influence Index™</i>
BITC - Business In The Community	www.bitc.org.uk	16.55
CSR.gov.uk	www.csr.gov.uk	13.99
The European Union	europa.eu.int	10.81
Investis	www.investis.com	9.63
Department Of Trade And Industry	www.dti.gov.uk	8.25
CSR Europe	www.csreurope.org	8.03
FTSE	www.ftse.com	7.94
BBC	www.bbc.co.uk	7.47
Greenleaf Publishing	www.greenleaf-publishing.com	5.26
UN Global Compact	www.unglobalcompact.org	5.22
Barclays	www.barclays.co.uk	5.13
Accountability	www.accountability.org.uk	5.08
Guardian	www.guardian.co.uk	5.06
Heart of the City	www.theheartofthecity.com	4.81
ILO	www.ilo.org	4.67
Marks & Spencer	www.marksandspencer.com	4.64
DEFRA	www.defra.gov.uk	4.62
The University Of Nottingham	www.nottingham.ac.uk	4.53
Houses Of Parliament	www.parliament.uk	4.25
World Business Council	www.wbcds.org	4.19

**Table 1 - Issue Influence Index™**

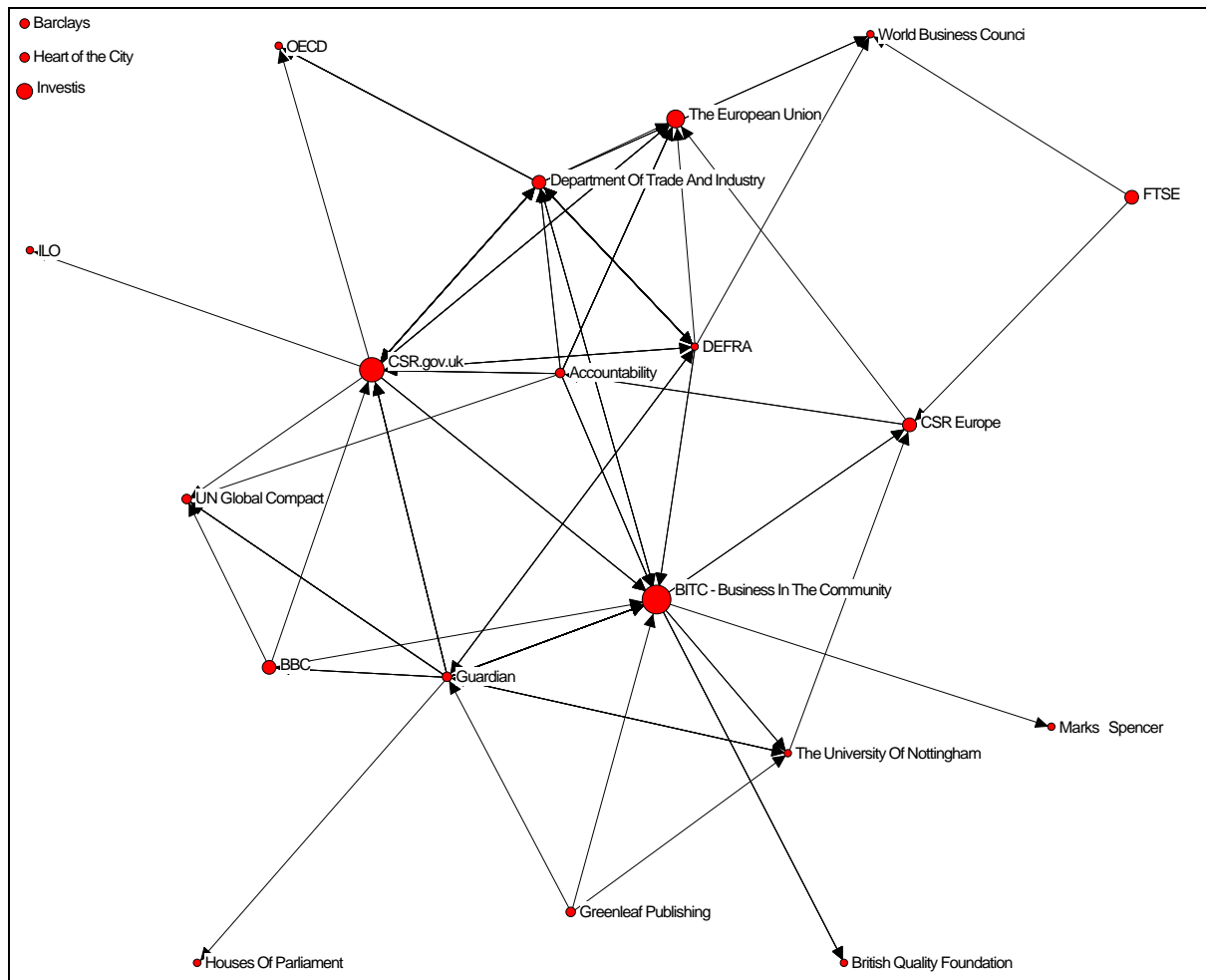
Table 1 shows the top 20<sup>4</sup> influencers on the topic of “corporate social responsibility” in the United Kingdom.

Issue Influence Index™ is a generic measure of influence. It measures both direct and indirect influence and is calculated like a citation index.

The scale is linear, ranging from 1 (one<sup>5</sup>) and upwards. An index of 1 can be interpreted as “no particular influence”. A stakeholder with an index of 4 can be interpreted as having twice the influence as someone who has an index of 2.

<sup>4</sup> A full Analytica Stakeholder Analysis usually contains the top 100-300 influencers

<sup>5</sup> Equal to “no particular influence”



**Figure 1 - Influence among top influencers (Table 1)**

Figure 1 shows how organisations from Table 1 reference each other. The direction of the arrow shows the reference. The influence is consequently the other way.

The size of the dot representing each organisation is proportional to their total influence.

Three of the organisations, Barclays, Heart of the City and Investis; are not referenced by the rest of the group (nor vice versa). These 3 organisations thus derive their influence from organisations with less influence than those listed in Table 1.

<b>Organisation</b>	<b>Website</b>	<b>Information Influence</b>
CBI Magazine	www.cbi.org.uk	7%
CSR.gov.uk	www.csr.gov.uk	6%
Guardian	www.guardian.co.uk	5%
Accountability	www.accountability.org.uk	5%
CSR Europe	www.csreurope.org	5%
BITC - Business In The Community	www.bitc.org.uk	4%
Cardiff University	www.cf.ac.uk	3%
ACCA	www.accaglobal.com	3%
For The Future	www.forumforthefuture.org.uk	3%
Institute Of Business Ethics	www.ibe.org.uk	3%
Department Of Trade And Industry	www.dti.gov.uk	3%
DEFRA	www.defra.gov.uk	3%
Earth Summit 2002	www.earthsummit2002.org	3%
BBC	www.bbc.co.uk	2%
Trades Union Congress	www.tuc.org.uk	2%
The Corporate Citizenship Company	www.corporate-citizenship.co.uk	2%
Institute Of Public Relations	www.ipr.org.uk	2%
FTSE	www.ftse.com	2%
UK Government Sustainable Development	www.sustainable-development.gov.uk	2%
ELDIS	www.eldis.org	1%

**Table 2 – Information Influence**

Table 2 shows a metric popular in network analysis<sup>6</sup>. We refer to it as “Information Influence” because it gives a good indication of how central a stakeholder is to the distribution of information about the issue in focus.

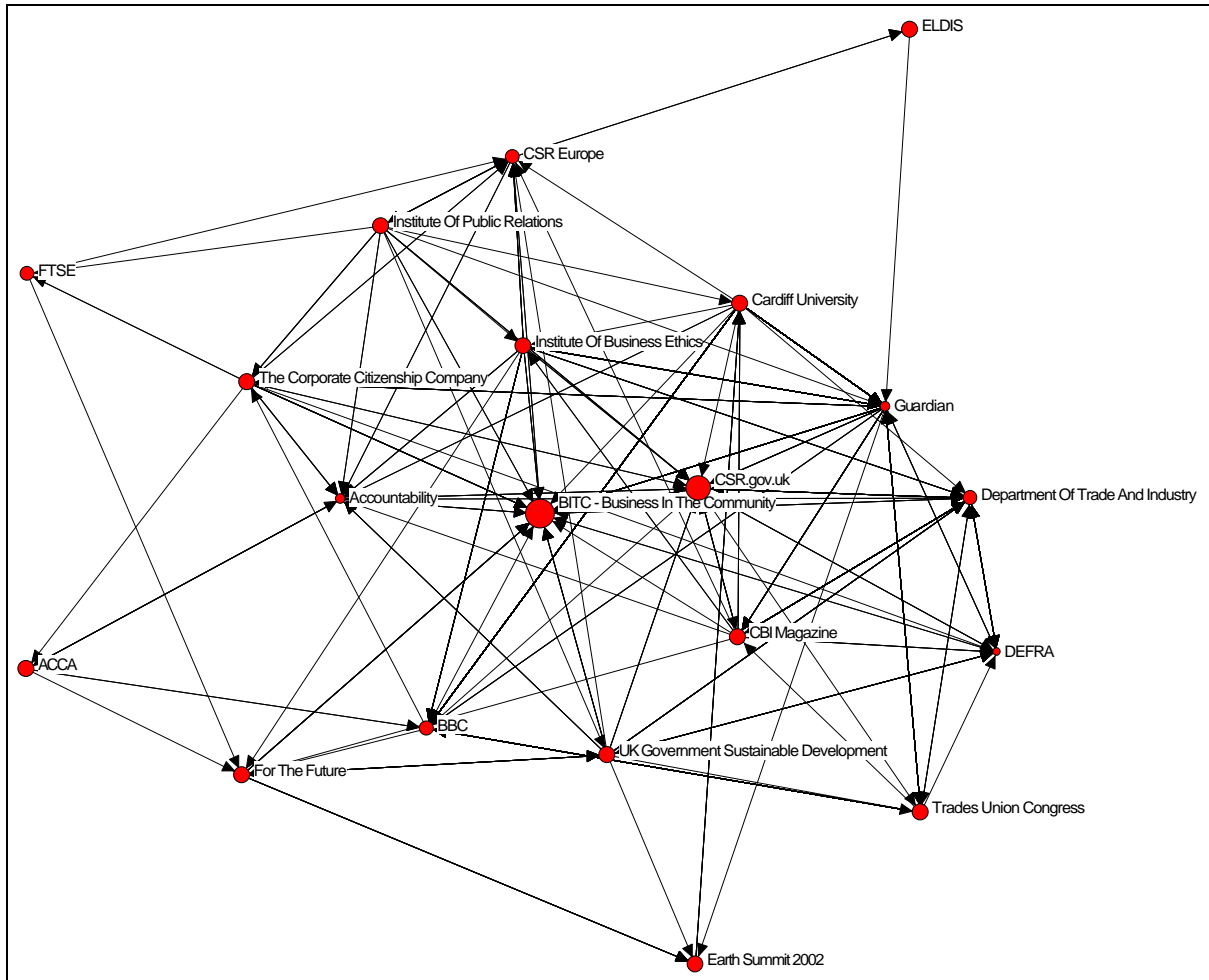
News media and others with an editorial role (collection of information and then redistributing it in edited form to a large audience) usually have a high Information Influence.

Information Influence is not as good a measure of “real” influence as the Issue Influence Index™ in Table 1, but it shows who is a supplier of information about the issue to a large audience (directly or indirectly).

For advertisers, communications professionals and PR professionals, Table 2 is valuable because it shows where it is most effective to inject a message into the public arena in order to effectively spread to a large part of the stakeholder network.

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<sup>6</sup> Where it is often called “betweenness centrality”



**Figure 2 - Influence among top Information Influencers (Table 2)**

Figure 2 shows how the organisations in Table 2 reference each other.

Unlike Figure 1 we here have a situation where all the top organisations reference each other.

Again the size of the dot representing each organisation is proportional to their real influence as listed in Table 1.

## Notes

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