

Business, Society & Ethics

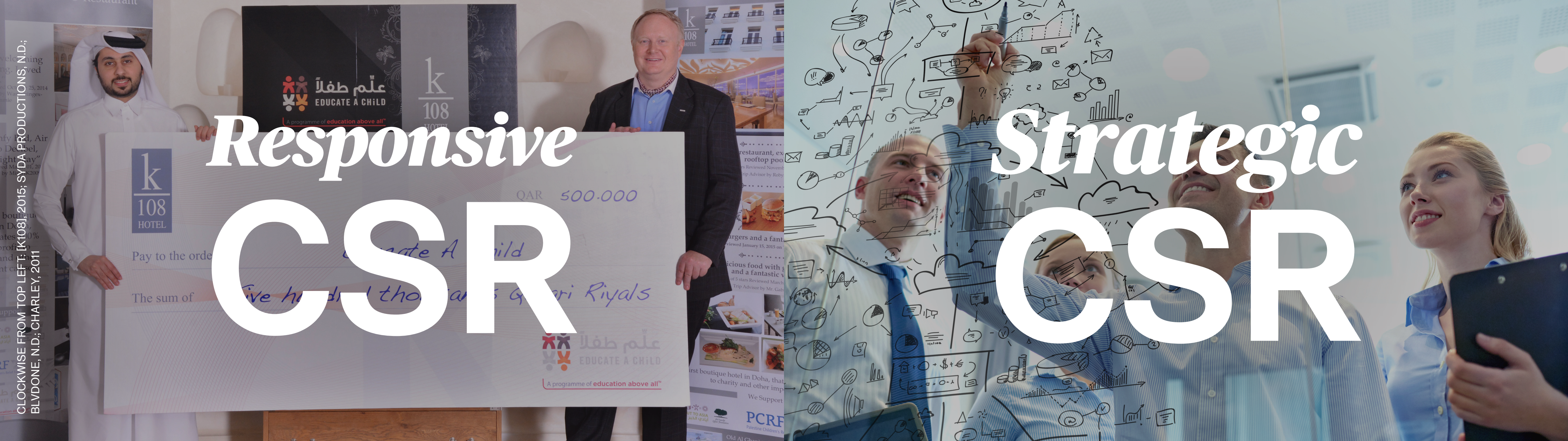
7 April, 2019 | Lecture #29

Growing Markets at the

Base

Of the Pyramid





Responsive CSR

Strategic CSR

The Conflicting Concerns Model



Business Interests

VS.

Social Interests

Mutual Concerns

Social Interests

- TRANSPARENCY
- SOCIAL STABILITY
- PRODUCT SAFETY
- LAW ENFORCEMENT
- GOOD GOVERNMENT
- EDUCATION
- HIGH STANDARDS OF LIVING
- SKILLED WORKFORCE
- THE RULE OF LAW
- HEALTHCARE
- INNOVATION
- SUSTAINABILITY
- EFFICIENT USE OF RESOURCES
- ECONOMIC PROSPERITY
- SAFE WORKING CONDITIONS
- JOB CREATION

Business Interests

A group of business professionals in a meeting, looking at a whiteboard covered in hand-drawn business diagrams and charts. The text 'Strategic CSR' is overlaid in the center.

Strategic CSR

Reconceive Products & Markets



VODAFONE QATAR

AL JOHARA PROGRAM

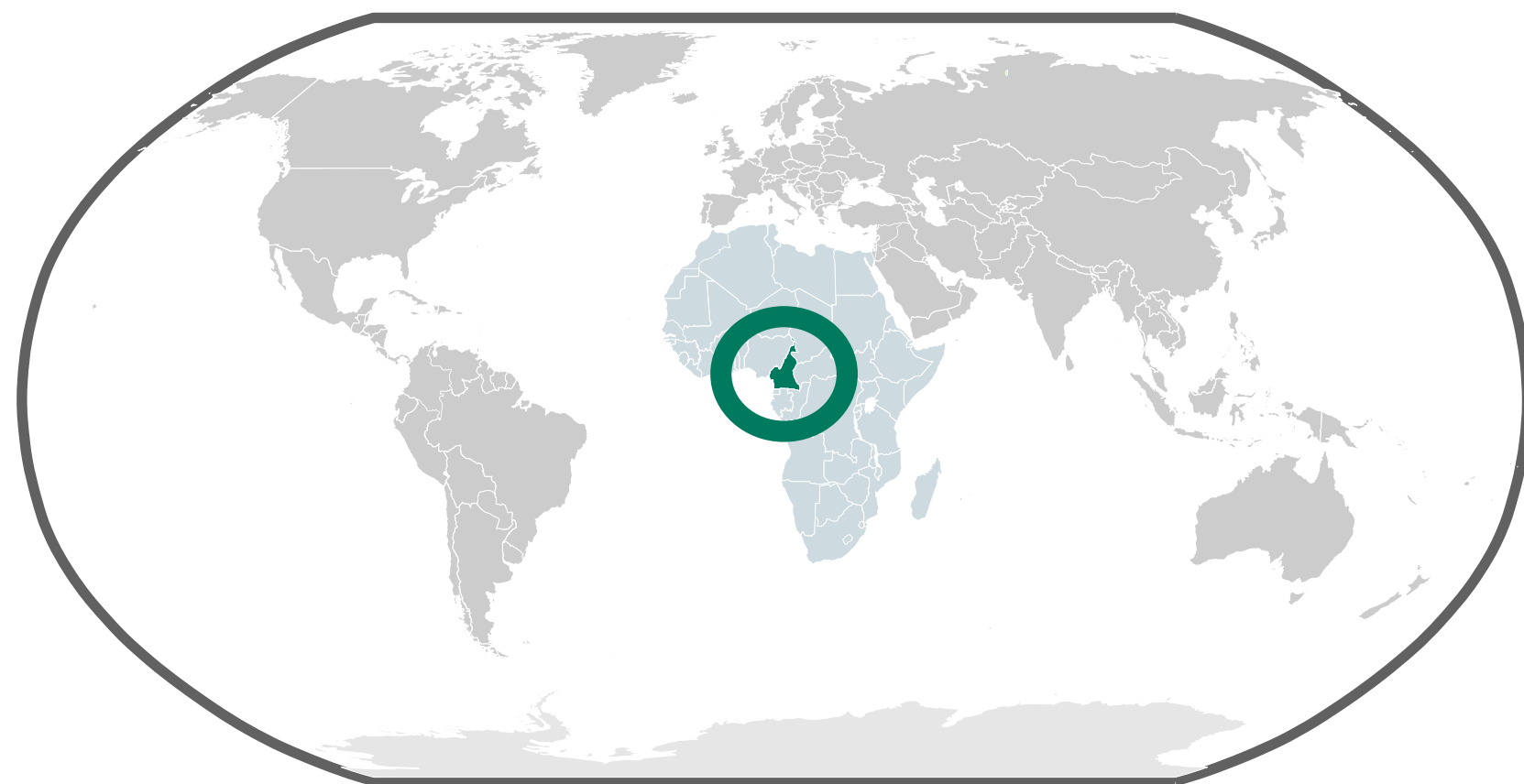
"WE'RE AT OUR BEST WHEN YOU'RE AT YOURS"

خدمة السيدات

Ladies Service Area



CAMEROON



4 SALE



camtel

Credit Transfer

Credit Supply to Call Boxes
Credit Transfer
calls - 25 F



Credit Supply to Call Boxes
Credit Transfer
Calls - 25 F

4 SALE

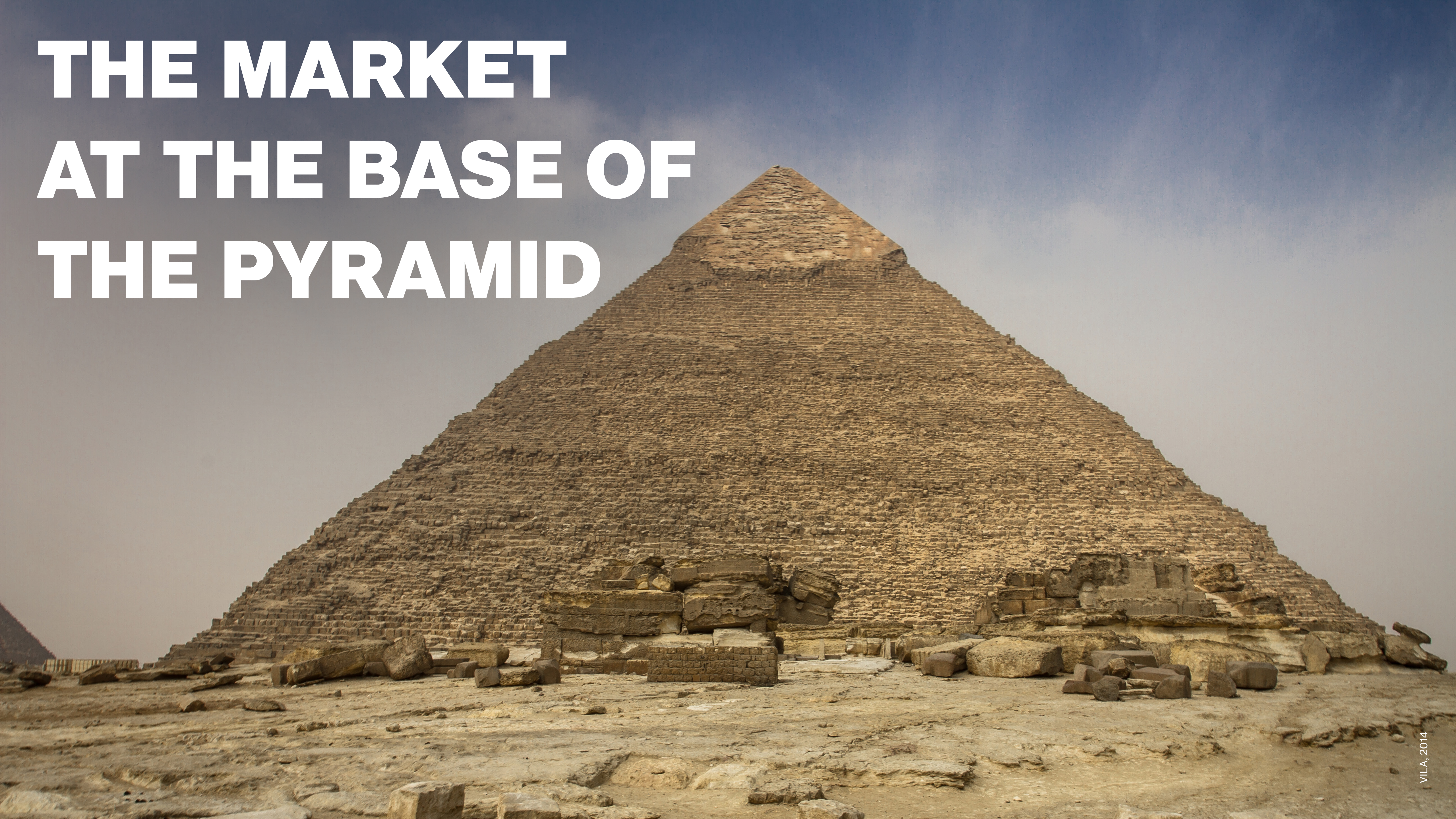


4 SALE



Credit Transfer





THE MARKET AT THE BASE OF THE PYRAMID

Affordable



FROM LEFT: RBBAIRD, 2010; MANGOSTOCK, 2011; STONEHOUSE, 2010

Accessible



Available





**Why is cultivating BOP
markets morally good?**

Moral Challenges at the Base of the Pyramid

Aneel Karnani (2009) is skeptical about marketing at the BOP. He worries that the people at the BOP are incredibly vulnerable to exploitation, and so less scrupulous businesses may then use the tactics from Prahalad (2014) in order to profit themselves without any benefit for those in the BOP.

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Acknowledgements

Introductory slide photograph by Adamkaz (2012). Special thanks to D. Haidan for giving me a photo to illustrate the Al Johara Program (Vodafone Qatar, 2014). My use of “responsive CSR” and “strategic CSR” is influenced by Porter & Kramer (2006). The framing of mutual concerns is based on the dual concern model from Pruitt and Kim (2004, p. 41, fig. 3.1). My understanding of MTN and Orange in Cameroon is based on a case study by Rivera-Santos *et al.* (2009).