

# A Systematic Literature Review on Corporate Social Innovation Towards Sustainable Competitive Advantage

Sudarmawan Samidi<sup>1</sup>, Muhammad Wildan Amarullah<sup>1</sup>, Hanna Zulaikha<sup>2</sup>, Anastasia Shinta Kusumaningtyas<sup>1</sup>, Khowaja Abdul Jawad<sup>3</sup>, and Ani Nuraisyah<sup>1\*</sup>

<sup>1</sup>*School of Business, IPB University*

<sup>2</sup>*Faculty of Agriculture, Universiti Putra Malaysia*

<sup>3</sup>*Faculty of Economics, Ghalib University*

\**Corresponding author. Email: [anynuraisyah21@gmail.com](mailto:anynuraisyah21@gmail.com)*

## ABSTRACT

This study aims to systematically review the existing studies on the relationship of corporate social innovation (CSI) with sustainable competitive advantage. Through a systematic literature review, the study selected 26 papers and performed a descriptive analysis of the literature to address the following research questions: How has the CSI concept created shareholder and social value? What are the contributions of CSI practice that have been driving towards a sustainable competitive advantage agenda? How is CSI different from corporate social responsibility (CSR) and creating shared value (CSV) concepts that all lead to sustainable competitive advantage? We argue that to help solve social problems, companies should have a definitive alternative through innovative procedures and strategies while reaching economic results. Moreover, we argue that the concept of CSI is one of the important elements towards sustainable competitive advantage which eventually influences the performance of the company. However, we must include social and environmental factors in addition to company performance when we reflect them in the concept of sustainable development.

**Keywords:** *corporate social innovation, corporate social responsibility, Competitive Advantage*

## 1. INTRODUCTION

In recent decades, businesses have grown increasingly involved in the solving of social problems [1], According to [2], enterprises are agents capable of changing social issues into economic possibilities. Businesses with social goals that are implementing creative activities can benefit from social innovation [3], However, the creation of new ties between enterprises and society must be explored in the case of non-profit organisations [4]. By labelling this topic as corporate social innovation, [5] moved from this approach by creating a new paradigm in business, in which possibilities for innovation were regarded as learning laboratories to solve problems or unfulfilled needs in society. It refers to new products, methods, and practises that serve society by solving social problems while also

benefiting the economy and improving corporate performance [6]. Therefore, companies must establish new revenue streams as well as a stronger sense of social responsibility in order to create an innovation system and corporate culture that may bring several competitive advantages [7].

As [8] pointed out, that company has an ability to sense and respond strategically to opportunities and threats which could enhance the competitive advantage. The competitiveness is significantly influenced by innovation and failure to innovate reduces competitiveness [9, 10]. The concept of corporate social innovation (CSI) has addressed social concerns while also considering shareholder value [11]. Due to society expects multinational companies to be socially responsible, social innovation is important in global strategy [12]. Assessments of stakeholders and the

macro-environment are critical for effective innovation [13]. Worldwide corporations must strike a balance between their global business mission, reputation, and strategy, as well as local reality [14].

The concept of social innovation (SI) is among the most discussed in the field of innovation in the last years [15]. In addition, it has received growing scholarly interest which appears as a potential solution to address existing social needs that have not been filled by existing players such as government, enterprises, non-government organizations (NGOs), and the civil society [16, 15, 17]. Some empirical studies provide valuable information to support the outcomes of CSI in terms of providing social value and long-term competitive advantage. For example, GlaxoSmithKline, Novartis, and Napp Pharmaceuticals create inimitable pharmaceutical products, processes, and services in specific disease areas by embedding new knowledge resources through partnerships with research universities, thus improving the quality of life of our society by gaining a significant amount of commercial benefits in return.

The idea of CSI is derived from the intertwining of several other concepts, which are Corporate Social Responsibility (CSR) and Creating Shared Value (CSV) as shown in the literature. CSR has been more focused on philanthropic or generic initiatives aimed at responding to external pressures and improving MNCs' reputation, whereas CSI represents a strategic investment that companies manage, applying their full assets and expertise through deeper collaboration across functions within a firm and external parties (NGOs, Governments) to co-create something new addressing social needs in a long-term way

[7]. The CSV concept can be summarized as policies and operational practises that improve a company's competitiveness while also improving the economic and social conditions of the communities where it operates [18]. For these reasons, we believe that CSI is an evolutionary concept that better encompasses the other concepts and reflects the balance that businesses must achieve in order to create both shareholder and social value.

The study contributes to the literature of CSI concepts and practices towards sustainable competitive advantage as a reference to the existing literature to scholars in the field. Based on a systematic literature review, this study focuses on peer-review literature was retrieved from journals indexed by Scopus on CSI concepts and practices towards sustainable competitive advantage which guided by three research questions as follows:

RQ1. How has the CSI concept created shareholder and social value?

RQ2. What are the contributions of CSI practice that have been driving towards a sustainable competitive advantage agenda?

RQ3. How is CSI similar to or different from CSR and CSV concepts which lead to sustainable competitive advantage?

This study pursues the following structure. Section 1 describes the introduction; Section 2 analyses the theoretical background; Section 3 describes the research method; Section 4 presents results and discussion on theoretical and empirical literature about the CSI towards sustainable competitive advantage; Sections 5 ends with the conclusion, limitations and suggestions for future research.

## **2. THEORETICAL BACKGROUND**

Corporate social innovation can be defined as a new and innovative solution integrated into products, processes and services to meet societal needs and improve the quality and quantity of life [19]. More specifically, corporate social innovation understands and integrates social, economic and technological approaches to meet the requirements and pressures of the new economic environment. With the integration of social, economic and technological approaches, there is a collective dynamic interaction that guarantees organizations and business entities a substantial profit on these three aspects [20].

Therefore, corporate social innovation is seen as an outstanding new model for solving social, economic, and technological problems facing all stakeholders and attracting interest and attention from the private sector, policymakers, and researchers around the world [21].

[22] investigated the relationship between sustainability-oriented activities and financial performance as of considerable potential importance to managers and investors. The result of the study shows that if corporate sustainability has the wealth-protecting effect that emerges between stock market crashes, it's making sustainable corporate stocks a highly desirable investment asset. Moreover, corporate sustainability increases long-term efficiency and ultimately increases shareholder wealth overall. Furthermore, companies that meet corporate sustainability criteria are more resistant to stock market crashes. However, sustainable companies that generate superior long-term returns can help investors in their deliberations on how to achieve additional returns by having a sufficiently diversified portfolio during the global financial crisis.

Corporate social innovation improves social and economic problems by creating new solutions, refers to the knowledge embedded in products, processes and services to meet social and economic imperatives as well as improving the quantity and quality of human life [20]. Social innovation also contributes to the

unemployment problem, by increasing the employment for people and also increases the consumption of economic services. The positive effects of corporate social innovation and knowledge resources on social health issues lead to the creation of superior health products that can improve the health of people, and then generate substantial returns in the direction of profit maximization for stakeholders. The link between superior knowledge and corporate social innovation is the best possible solution to produce superior products, processes and services in order to overcome social, economic and technological problems [21].

According to Dess et al. (2014), sustainable competitive advantage is only possible by making a new innovation that distinguishes your company from competitors. Because Innovation is one of the basic determinants of success achieved by economic agents [23]. Social innovation refers to ideas, methods, processes and results that offer new ways of meeting social needs [24]. Corporate Social Innovation (CSI) is an initiative to create value for both shareholders and society with the potential to change the structure of the innovation system, improve employee motivation, change corporate identity and strategy to increase competitive advantage while providing solutions to social needs [15, 10, 24]. CSI represents a strategic investment where companies manage, like other business projects, apply all their strengths and expertise through closer collaboration between functions within the company and external parties (non-governmental organizations, governments, etc.) to jointly create something new that offers a lasting solution to a social need [7].

The concept of CSI originates from and is closely associated with corporate social responsibility (CSR) and the creation of shared value (CSV) [7]. CSR is more focused on philanthropic or general initiatives that respond to external pressures and improve the reputation of multinationals whereas the CSV focused on shared value which based on mutually positive economic and social benefits relative to costs for the ability to compete in long-term [26]. due to many companies are currently stuck in an outdated model and must reconnect their success with social progress. This concept, although similar to CSI, is limited to policies and practices that work towards economic success and has thus been incorporated into the concept of CSI [18].

### 3. RESEARCH METHOD

The study uses a systematic literature review (SLR) approach which is inspired by the previous studies [27, 28]. In addition, The SLR approach has gained increasing credibility within management research which offer a transparent, reproducible, and iterative review process. Meanwhile, [29] identify that

systematic literature reviews are grounded on a set of common principles which are guided by a research question and systematic approaches.

The systematic literature review was conducted for the relevant research papers on journals indexed by Scopus which were published during the period 2015–2021 in English. The rationale for the year of paper published selection to be reviewed is to ensure reviewing most of the related to the increased importance of CSI concepts and practices toward sustainable competitive advantage. Related key terms such as CSR and CSV which are similar concepts with CSI were used to conduct the search. The authors combined each of the two keywords representing independent (corporate social innovation) and dependent (sustainable competitive advantage) variables in the search field using Publish or Perish platform, and then selected papers with these keywords in at least one of the following fields, namely title and keywords.

However, the data collection and analysis process are made up of five steps as implemented [27]. First, 200 papers from journals indexed by Scopus database were selected after filtering the results via a Publish or Perish based on their relevance to the purpose of this study using the related title and keywords. Second, eliminate the duplications and store the literature as per their respective keywords in titles besides introducing restrictions that would limit the search to only the relevant fields which resulted in a total of 36 papers. Third, the collected papers' contents also were fully reviewed, and only the papers that highlighted the relationship between CSI concepts and practices towards sustainable competitive advantage were selected for the final analysis. Based on the additional filtering in this step, 26 papers were selected. Step four is related to the results as will be shown later, while the final step is related to conclusion, limitation, and suggestions for future research. Fig. 1 provides a summary of the five steps mentioned that explain data collection and analysis process.

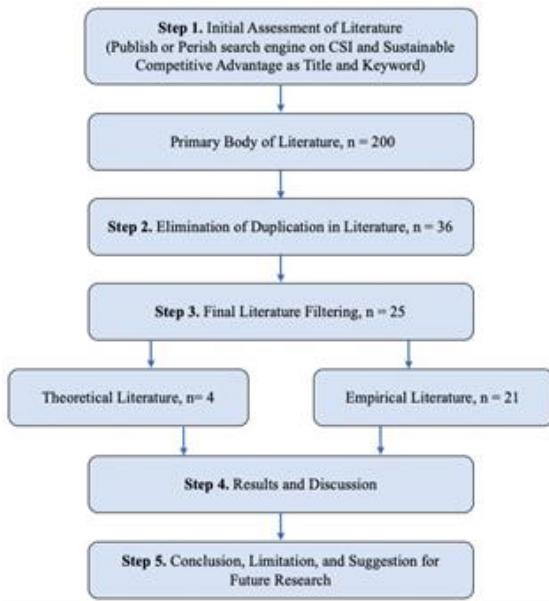


Figure 1. Data collection and analysis process

#### 4. RESULTS AND DISCUSSION

This study uses the descriptive analysis which aims to analyse the CSI concept and its impact on the firm’s sustainable competitive advantage from different empirical and theoretical previous studies that can help to obtain a deeper insight. Moreover, the 25 research papers selected come from 15 different journals indexed by Scopus database from diversified fields such as innovation, social responsibility, environmental, social governance, entrepreneurship, management, strategy, performance, and competitive advantage which emphasizes the diverse characteristic of the subject. In addition, it presents a good indicator of the disciplines from which CSI research draws its concepts, theories and its practices towards sustainable competitive advantage.

Table I summarized the final collection of papers based on authors, year of publication, nature of studies, and journals’ names. As Table I shows, there are 16 refereed journals (indexed by Scopus) that published 26 papers on corporate social innovation and sustainable competitive advantage. Out of the 26 papers, 24 papers are empirical studies while 4 papers are theoretical and/or qualitative studies. These studies were published during the period 2015-2021.

Table 1. Summary of the final papers collection

Authors and Year of Publication	Nature of the Study			Journal indexed by Scopus	
	Empirical	Theoretical	No	Journal Name	Quartiles /H-Index
Hinestroza MPG, Riofrío AMS (2021)	✓	-	1	International Journal of Innovation and Sustainable Development	Q3/20
Alfalih A A (2021)	✓	-	2	Journal of the Knowledge Economy	Q2/27
Chkir I, Hassan BEH, Rjiba H, Saadi S (2021)	✓	-	3	Emerging Markets Review	Q1/50
Liu Y, Chen Y, Ren Y, Jin B (2021)	✓	-	4	Journal of Cleaner Production	Q1/200
Calic G, Ghasemaghaei M (2021)	✓	-	5	Journal of Business Research	Q1/195
Fukuyama H, Tan Y (2021)	✓	-	6	European Journal of Operational Research	Q1/260
Chen FC, Tebourbi I (2021)	✓	-	7	Managerial and Decision Economics	Q3/51
Javeed SA, Latief R, Jiang T, San Ong T, Tang Y (2021)	✓	-	8	Journal of Cleaner Production	Q1/200
Dionisio M, de Vargas ER (2020)	-	✓	9	International Business Review	Q1/95
Tabares S (2020)	-	✓	10	Social Enterprise Journal	Q2/7
Barnett ML (2020)	-	✓	11	Rutgers Business Review	Q4/3
Gafni N, Wirtenberg J (2020)	✓	-	12	Rutgers Business Review	Q4/3
Zhou H, Wang Q, Zhao X (2020)	✓	-	13	Industrial Management & Data Systems	Q1/103
Broadstock DC, Matousek R, Meyer M, Tzeremes NG (2020)	✓	-	14	Journal of Business Research	Q1/195
Hadj TB (2020)	✓	-	15	Journal of Cleaner Production	Q1/200
Ji H, Miao Z (2020)	✓	-	16	Journal of Cleaner Production	Q1/200
Ko KC, Nie J, Ran R, Gu Y (2020)	✓	-	17	Pacific-Basin Finance Journal	Q2/58
Kraus S, Rehman SU, García FJS (2020)	✓	-	18	Technological Forecasting and Social Change	Q1/117
Bendell BL, Huvaj MN (2020)	✓	-	19	Journal of Business Research	Q1/195
Carberry EJ, Bharati P, Lev DL (2019)	✓	-	20	Business & Society	Q1/75
Alonso-Martínez D (2019)	✓	-	21	Corporate Social Responsibility and	Q1/73

##### 4.1 Theoretical studies on the CSI towards sustainable competitive advantage

As per final research paper collection from the journals indexed by Scopus, there are at least four theoretical studies that provide a theoretical justification for the relationship between CSI towards sustainable competitive advantage. [25] conducted a study which focuses on social innovations that create social value and competitive advantage. The study aims to build a framework that describes factors leading to the success of CSI. The results revealed that there are three organizational components which enhance the CSI such as strategic alignment, institutional elements, and clarity in intent. Moreover, the study confirmed that the CSI concept has resolved social concerns and considers shareholder value. Furthermore, the study adopts the definition of social innovation as measurable, replicable initiative that uses a new concept or a new application of an existing concept to create shareholder and social value.

[30] conducted a study which highlighted the contributions and major discussions on CSI literature trends as the research agenda. The study provides novel

insights on CSI research by drawing attention to discussions around the consensus on a definition of CSI, its disciplinary origins and the denominations referring to this field. Although CSI struggles to gain independence as a research field, the evidence shows that CSI is a cross disciplinary concept nourished by multiple disciplines. The study describes the epistemological origins of CSI which emerged from two paradigms in social innovation (SI). First, SI is considered as the solution to social problems through intentional goals in aspects such as social practices and social transformation. Second, the nature of SI is instrumental and its transformations are correlated to social impacts and the introduction of novel ideas (outputs, processes or products) that fulfil unsatisfied needs emerging from the failure of conventional paradigms.

[31] conducted a study which intended to help firms recognize and overcome the challenges of CSI implementation by offering theoretical and applied insights. He believes that business has significant social responsibility and most firms recognize and embrace their social responsibility. Even though the managers have often made tough decisions that inevitably lead to social harm because in their minds, it is just the nature of business. Therefore, many firms lack ample understanding of how to be more responsible, at a time of great societal need. The result of the study revealed that CSI is not just innovation but as a series of steps, to include invention, innovation, intrapreneurship, integration, and impact.

Meanwhile, another study in the same context is conducted by [7]. The study explores the relationship between multinational corporations (MNCs) and the concept of CSI. They also define the CSI concept and present it within organizational practice context through systematic literature review. Moreover, the differences of CSI with CSR, CSV, and hybrid organizations concept are analysed due to the most relevant that appeared in the previous literature and organizational activities. They also adopted the criteria such as corporations, social value creation, and institutionalization in search to explore their relationship with the growth and evolution of CSI as a response to institutional pressures to enhance their legitimacy, reputation, and competitive advantage. The findings indicated that CSI practice could improve better relationships between businesses, stakeholders, society, and communities. The results further reveal that the CSI concept is the latest and definitive alternative for companies to help solve social problems through innovative procedures and strategies while reaching economic results.

Furthermore, they suggest consolidating the concept by institutionalization of CSI which considers increased demands from stakeholders and calls for institutional

changes that could influence and facilitate the diffusion of corporate business practices and innovations.

#### *4.2 Empirical studies on the CSI towards sustainable competitive advantage*

Research on CSI is not only limited, but there is a lack of studies that investigate the relationship between CSI and sustainable competitive advantage. Most empirical studies investigated the relationship between CSI and CSR, CSI and its relationship with business, financial performance, CSR and its impact on firm innovation, performance, stakeholders management, environmental management. Nevertheless, this descriptive analysis of empirical studies aims to integrate CSI concept and its practice towards sustainable competitive advantage.

A study was conducted by [24] examining the success of social innovation through the acquisition of tacit knowledge from external parties. The study draws from literature on knowledge transfer, corporate partnerships, and CSI and extends the authors' previous research on CSR and sustainability-oriented innovation. Observations draw on a five-year longitudinal, multi-company, multinational study of over 70 firms. The results of the study revealed that much of the knowledge exchanged in CSI is tacit knowledge that companies develop from shared interactions and experiences. Furthermore, the study describes CSI relationship platforms in two dimensions; 1) distance of engagement from the firm value chain, and 2) intensity of investments and interactions.

[32] conducted the study which results that CSI has four key methods, namely, corporate philanthropy, corporate social responsibility, shared value creation, advocacy and public policy. Meanwhile, another study in the same context is conducted by [33]. The study investigated the CSI framework in Colombian companies during the Covid-19 pandemic. The result revealed that four pillars have been developed such as; corporate philanthropy, corporate social responsibility, shared value creation, and advocacy and public policy. Furthermore, [34] analyses the important aspects of CSI including its definition, measurement, and the investment of firms' resources using sample 1,122 firms in 29 countries by European Union Industrial Research and Development Investment Scoreboard. The result showed the influence of transparency, risk, and social cohesion. According to this study results, governments should encourage transparency and reduce the instability associated with their political and public organizations.

Another study conducted by [35] investigated how social movements foster corporate social innovation (CSI) using an extensive survey of 400 U.S firms tested by structural equation modelling (SEM). The result showed environmental activists have been more

effective at influencing green information system adoption by creating field-level pressures than through more direct influence. The strong evidence shows that social movements are most powerful wielding influence indirectly, as instigators of field-level social innovation, catalysing responses by corporations. Moreover, this study highlights the relevance of social cohesion among citizens, which helps build a good environment to create and improve social innovations, resulting in greater social value. Another study conducted by [36] to identify and measure the association linking sustainable entrepreneurship and social innovation, through corporate social performance as a mediating variable. The results demonstrate a mediating effect from corporate social performance between sustainable entrepreneurship extrinsic motivation and sustainable entrepreneurship outcome as determinants, and social innovation.

[37] investigated how firms in emerging economies can emphasize on CSR and sustainability as an opportunity to drive CSI to create shared value and gain competitive advantage. The results revealed that Indian firms have been lagging behind on both sustainability/CSR and innovations due to domestic regulatory requirements, and the need to compete in a globalizing economy. The study suggested the emerging economy firms to strategize and integrate their sustainability agenda with innovations that influence both organizational and societal outcomes [38] found that CSR has influenced corporate innovation by examining 20 countries using regression analysis. As a result, CSR is the key driver for corporate innovation. The effect of CSR on innovation is more evident in developed countries and civil-law countries. [39] also identify the impact of CSR on technological innovation based on 277 manufacturing in china from 2013-2018 with Poisson panel regression. The result shows that CSR has an inverted U-shaped impact on technological innovation performance and effectively promotes technological innovation performance at a certain critical threshold. However, it will negatively influence technological innovation performance when the critical threshold is exceeded. Furthermore,

[40] examines big data to improve social performance of 297 North American and middle-senior level managers by structural equation modelling (SEM). The result shows that firms rely on big data to improve corporate social performance (CSP). Additional analyses revealed on how this relationship is manifested through organisational innovation.

[41] verified the relationship of capital innovation and corporate social responsibility (CSR) with business performance in Taiwan from 33 manufacturing companies won 2016 Corporate Citizen Award using data envelopment analysis (DEA) method. The results show the difference in the efficiency of corporate

citizens between the high - tech and traditional sectors is not significant, but the average efficiency value of the high - tech sector is higher. [42] assesses its relationship with organizational innovation and firm performance in a single integrative model by using structural equation modelling (SEM) on the data set of 552 Spanish firms. The result showed the companies who have been most proactive in their CSR activities could also be the best performing companies.

A study conducted by [43] investigating the impact of CSR, environmental, social and governance (ESG) implementation strategies towards corporate value and performance. In addition, the study examined the impact of firms' engagement in ESG policies on their innovation capacity levels. The study provides evidence of a nonlinear relationship between ESG policy adoption and firms' innovation capacity at 320 Japanese firms for the period 2008-2016. [44] also examines the connection between environmental regulations, CSR and firm innovation with the moderating role of CEO power and ownership concentration Pakistani manufacturing firms. The study uses the panel data for the period 2008 to 2018 by ordinary least squares (OLS), fixed-effect (FE) model, generalized method of moments (GMM), and feasible generalized least squares (FGLS). The result concludes that environmental regulations and CSR have a positive relationship with firm innovation. Moreover, a powerful CEO and ownership concentration are valuable for firm innovation, because these factors are positively connected with firm innovation. Majorly, this study contends that environmental regulations and CSR are positively connected with firm innovation because of the interactive role of CEO power.

Similarly, [45] examine how firms' corporate social responsibility (CSR) strategies affect their innovation performance via two mediating variables, employee involvement and supplier collaboration, and compare how this mechanism works in the service and manufacturing industries by resource based view (RBV) and service-dominant logic (SDL). Moreover, [46] examine the impacts of different CSR dimensions (i.e., environmental CSR, social CSR, and corporate governance) on collaborative innovation based on panel data analysis covering the period 2008-2016 in China. [47] also analyses the role played by corporate social responsibility in boosting the responsible innovation and the competitiveness of 131 North African small and medium-sized enterprises (SMEs) by focusing on the commitments toward internal and external stakeholders as well as environmental management using multiple regression analysis. Furthermore, [48] examined the relationship between corporate social responsibility (CSR) and corporate innovation performance. Similarly, [49] also investigated the influence of corporate social responsibility (CSR) on environmental performance.

[50] found that strategic disposability to performance evaluation are innovation, stability, profitability, and CSR. The results of the study show that the Chinese banking industry has a high level of innovation inefficiency and profitability inefficiency is higher than primary business stability inefficiency, strategic management stability inefficiency and CSR inefficiency for all the bank ownership types except the state-owned commercial banks. Then, state-owned commercial banks have a higher level of CSR inefficiency compared to the other inefficiencies. Lastly, [51] examine the impact of stakeholder engagement through corporate social and environmental behaviours (CSEB) on firm investment in innovation using sample fortune 500 firms by knowledge-based view (KBV), stakeholder theory, and the upper echelons perspective.

## 5. CONCLUSION, LIMITATION, AND SUGGESTIONS FOR FUTURE RESEARCH

The concept of CSI has been implemented in many industries. CSI can be referred to as product innovation with a social aim which helps companies to prioritise their business and remodel or significantly improve company's product or service. CSI also aims to create new sources of income and to create an innovation system that is more suitable for society and corporate culture that can be a source of competitive advantage. CSI focus on how to manage firms' knowledge in order to get not only profits but also social goals. Its effectiveness depends on the firms' ability to manage both knowledge for innovation and their propensity to achieve social benefits. Furthermore, CSI represents a strategic investment that companies manage more or less like other corporate investments, engaging a company in societally-relevant R&D and applying the full range of corporate assets to the challenges at hand. CSI involves deeper collaboration across functions within a firm and with external parties to co-create something new that provides a sustainable solution to social ills and can be a source of competitive advantage.

In this context, CSI is created in order to meet the following characteristics, based on the above definitions and the findings of the ensuing case studies: (1) it must be implemented in a firm that sells goods and services for a profit; (2) it only relies on market forces to accomplish influence; (3) it is a part of the company strategy, which is driven by functional business divisions (e.g. marketing, research and development, human resources), and the effects on how businesses work; (4) it adds value to the business.

In order to satisfy the needs in this challenging economic environment, CSI integrates social, economic, and technological approaches similarly to create a sophisticated business review which provides a collective dynamic interplay. Subsequently, CSI is

viewed as an emerging paradigm for resolving social, economic, and technological concerns that all parties are confronted with, attracting the interest and attention of private sectors, policymakers, and researchers around the world.

Finally, we argue that to help solve social problems, companies should have a definitive alternative through innovative procedures and strategies while reaching economic results. Moreover, we argue that the concept of CSI is one of the important elements towards sustainable competitive advantage which eventually influences the performance of the company. However, we must include social and environmental factors in addition to company performance when we reflect them in the concept of sustainable development.

## REFERENCES

1. Pol, E. and Ville, S., Social innovation: buzz word or enduring term?, *The Journal of Socio Economics*, 38 (6), 878-885 (2009)
2. Drucker, P.F., The new meaning of corporate social responsibility, *California Management Review*, 26 (2), 53-63 (1984)
3. Dawson, P. and Daniel, L., Understanding social innovation: a provisional framework, *International Journal of Technology Management*, 51 (1), 9-21 (2010)
4. Nicholls, A. and Murdock, A., *The nature of social innovation, Social Innovation: Blurring Boundaries to Reconfigure Markets*, 1-30, Palgrave Macmillan, London (2012)
5. Kanter, R., From spare change to real change: the social sector as beta site for business innovation, *Harvard Business Review*, 77 (3), 122-132 (1999)
6. Varadarajan, R. and Kaul, R., Doing well by doing good innovations: alleviation of social problems in emerging markets through corporate social innovations, *Journal of Business Research*, 86, 225-233 (2018)
7. Dionisio, M., & de Vargas, E. R., Corporate social innovation: A systematic literature review, *International business review*, 29 (2), 101641 (2020)
8. Li, D., & Liu, J., Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China, *Journal of Business Research*, 67 (1), 2793-2799 (2014)
9. Ferauge, P., A conceptual framework of corporate social responsibility & innovation, *Global Journal of Business Research*, 6 (5), 85-96. (2012)

10. Herrera, M.E.B., CSR and value creation. In V.O. Santos, & A.B. Moss (Eds.), *Doing good in business matters: CSR in the Philippines* (pp. 114–195). Makati City: Asian Institute of Management and De La Salle Professional Schools. (2007).
11. Phills, J.A., Deiglmeier, K., & Miller, D.T., Rediscovering social innovation, *Stanford Social Innovation Review*.
12. Snider, J., Hill, R.P., & Martin, D., Corporate social responsibility in the 21st century: A view from the world's most successful firms, *Journal of Business Ethics*, 48 (2), 175–187 (2003)
13. Ferauge, P., The complementarity of corporate social responsibility and innovation: Evidence from Belgian firms, *Global Journal of Business Research*, 7 (5), 99–113 (2013)
14. Husted, B. W., & Allen, D. B., Corporate social responsibility in the multinational enterprise: strategic and institutional approaches, *Journal of International Business Studies*, 37 (6), 838–849 (2006)
15. Canestrino, R., Bonfanti, A., & Oliaee, L., Cultural insights of CSI: how do Italian and Iranian firms differ? *Journal of Innovation and Entrepreneurship*, 4 (1) (2015)
16. Păunescu, C., Current trends in social innovation research: social capital, corporate social responsibility, impact measurement, *Management & Marketing, Challenges for the Knowledge Society*, Vol. 9 (20), 105 - 118 (2014)
17. Van der Have, R. P., & Rubalcaba, L., Social innovation research: An emerging area of innovation studies? *Research Policy*, 45 (9), 1923–1935 (2016)
18. Porter, M. E., & Kramer, M. R., *Creating Shared Value. Managing Sustainable Business*, 327–350 (2018)
19. Phills, J. A., Deiglmeier, K., Miller, D. T., Rediscovering social innovation, *Stanford Social Innovation Review*, 6 (4), 34-43 (2008).
20. Pue, K., Vandergeest, C., Breznitz, D., *Innovation Policy Lab White Paper Toward a Theory of Social Innovation*, 2016-01 (2015)
21. Jali, M. N., Abas, Z., & Ariffin, A. S., Corporate social responsibility and corporate social innovation: A conceptual understanding, In *SHS Web of Conferences*, 34, 1-9, EDP Sciences (2017)
22. Bezares, F. G., Przychodzen, W., Przychodzen J., *Corporate Sustainability and Shareholder Wealth—Evidence from British Companies and Lessons from the Crisis, Sustainability*, 8, 276 (2016)
23. Okreglicka, M., Internal innovativeness and management of current finances of enterprises in Poland, *Business Challenges in the Changing Economic Landscape*, 1, 225–237. Springer, Cham (2016)
24. Mirvis, P., Herrera, M. E. B., Googins, B., Albareda, L., *Corporate social innovation: How firms learn to innovate for the greater good*, *Journal of Business Research*, 69 (11), 5014– 5021 (2016)
25. Herrera, M. E. B. Creating competitive advantage by institutionalizing corporate social innovation, *Journal of Business Research*, 68 (7), 1468-1474 (2015)
26. Fearne, A., Garcia Martinez, M., Dent, B., Dimensions of sustainable value chains: Implications for value chain analysis. *Supply Chain Management: An International Journal*, 17 (6), 575–581 (2012)
27. E-Vahdati, S., Zulkifli, N. and Zakaria, Z., Corporate governance integration with sustainability: a systematic literature review, *Corporate Governance: The International Journal of Business in Society*, 19 (2), 255-269 (2019)
28. Le, N., Groot, W., Tomini, S.M. and Tomini, F., Effects of health insurance on labour supply: a systematic review, *International Journal of Manpower*, 40 (4), 717-767 (2019)
29. Gough, D., & Richardson, M., *Systematic reviews. In Advanced research methods for applied psychology*, 63-75, Routledge (2018)
30. Tabares, S., Insights from corporate social innovation: a research agenda, *Social Enterprise Journal*, 16 (3), 317-338 (2020)
31. Barnett, Michael L., *Helping Business Help Society: Overcoming Barriers to Corporate Social Innovation*, *Rutgers Business Review*, 5 (2), 137-144 (2020)
32. Gafni, Noa and Wirtenberg, Jeana, *Executive Insights: Leading the Way in Corporate Social Innovation – An Interview with Gary M. Cohen*, Executive Vice President of Global Health & President of the BD Foundation. *Rutgers Business Review*, 5 (2), 248-258 (2020)
33. Hinestroza, M. P. G., Riofrío, A. M. S., & Mendez, J. C. E., *Corporate Social Innovation During the Covid-19 Pandemic: Some Practices from Colombian Companies*, In *Handbook of Research on Management Techniques and Sustainability Strategies for Handling Disruptive Situations in Corporate Settings*. IGI Global Publishing (2021)



34. Alonso - Martínez, D., González - Álvarez, N., & Nieto, M., The influence of financial performance on corporate social innovation, *Academy of Management Proceedings* 2017, 1 (2017)
35. Carberry, E. J., Bharati, P., Levy, D. L., & Chaudhury, A., Social Movements as Catalysts for Corporate Social Innovation: Environmental Activism and the Adoption of Green Information Systems. *Business & Society*, 58 (5), 1083-1127 (2017)
36. Al Falih, A. A., The role of sustainable entrepreneurship and corporate social performance on social innovation: The case of the private industrial sector in Saudi Arabia, *Journal of the Knowledge Economy*, (2021)
37. Jayakumar, T., Corporate social innovation: an Indian moving company drives industry change, *Journal of Business Strategy*, 38 (6), 59-68 (2017)
38. Chkir, I., Hassan, B. E. H., Rjiba, H., & Saadi, S., Does corporate social responsibility influence corporate innovation? International evidence, *Emerging Markets Review*, 46 (2021)
39. Liu, Y., Chen, Y., Ren, Y., & Jin, B., Impact mechanism of corporate social responsibility on sustainable technological innovation performance from the perspective of corporate social capital, *Journal of Cleaner Production*, 308 (2021)
40. Calic, G., & Ghasemaghaei, M., Big data for social benefits: Innovation as a mediator of the relationship between big data and corporate social performance, *Journal of Business Research*, 131, 391-401 (2021)
41. Chen, F. C., & Tebourbi, I., The relationship between business performance, corporate social responsibility, and innovation capital: A case study of Taiwan, *Managerial and Decision Economics*, 42 (2), 360-368 (2020)
42. Martinez-Conesa, I., Soto-Acosta, P., & Palacios-Manzano, M., Corporate social responsibility and its effect on innovation and firm performance: An empirical research in SMEs, *Journal of Cleaner Production*, 142, 2374-2383 (2017)
43. Broadstock, D. C., Matousek, R., Meyer, M., & Tzeremes, N. G., Does corporate social responsibility impact firms' innovation capacity? The indirect link between environmental & social governance implementation and innovation performance, *Journal of Business Research*, 119, 99-110 (2020)
44. Javeed, S. A., Latief, R., Jiang, T., San Ong, T., & Tang, Y., How environmental regulations and corporate social responsibility affect the firm innovation with the moderating role of chief executive officer (CEO) power and ownership concentration? *Journal of Cleaner Production*, 308 (2021)
45. Zhou, H., Wang, Q., & Zhao, X., Corporate social responsibility and innovation: a comparative study, *Industrial Management & Data Systems*, 120 (5), 863-882 (2020)
46. Ji, H., Miao, Z., & Zhou, Y., Corporate Social Responsibility and Collaborative Innovation: The Role of Government Support. *Journal of Cleaner Production*, (2020)
47. Hadj, T. B., Effects of corporate social responsibility towards stakeholders and environmental management on responsible innovation and competitiveness, *Journal of Cleaner Production*, 250 (2020)
48. Ko, K. C., Nie, J., Ran, R., & Gu, Y., Corporate social responsibility, social identity, and innovation performance in China. *Pacific-Basin Finance Journal*, 63 (2020)
49. Kraus, S., Rehman, S. U., & García, F. J. S., Corporate social responsibility and environmental performance: The mediating role of environmental strategy and green innovation, *Technological Forecasting and Social Change*, 160 (2020)
50. Fukuyama, H., & Tan, Y., Implementing strategic disposability for performance evaluation: Innovation, stability, profitability and corporate social responsibility in Chinese banking, *European Journal of Operational Research*, (2021)
51. Bendell, B. L., & Huvaj, M. N., Does stakeholder engagement through corporate social and environmental behaviors affect innovation? *Journal of Business Research*, 119, 685-696 (2020)