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The orientation of organizations from the commitment to the social responsibility to the foundation to create a shared value: "NIKE" as a model

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***Abstract*---**The study aimed to find out the modern orientation of institutions towards creating a shared value, based on their commitment to the social responsibility towards interests in order to ensure social and economic benefit, while presenting the areas focused on NIKE to turn from a crisis of social responsibility To achieve shared value. the study concluded that the careful and accurate identification of social responsibility issues and interests affected by them leads to the creation of shared value and the preservation of the reputation of the institution.

***Keywords*---**Social Responsibility, Stakeholders, Shared Value, NIKE company.

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1. Introduction

Social performance has become an important tool for improving the efficiency of organizations and supporting their competitive position. Various institutions are moving towards facilitating tasks that reflect their social responsibility. In the late 1950s, organizations faced severe criticism regarding their huge profits, from which society did not benefit in terms of development and improving the quality of life. This means that the positive impact was absent. In response to this criticism, organizations began to adopt social responsibility programs, which were opposed by many economists such as Milton Friedman and Adam Smith, who viewed social responsibility as additional costs that do not contribute to profit generation. In light of all this, the concept of shared value emerged as a tool to achieve both the economic value of the organization and the social benefit for the community.

1.1 The Problematic: In light of the above, the following question can be posed: How has NIKE managed to achieve shared value for itself and for the community?

Based on the previous problematic, the following sub-questions can be posed :

- What is meant by social responsibility and what are its dimensions ?
- What is meant by shared value and what is its significance ?
- Does the organization's commitment to its social responsibility contribute to achieving shared value?

1.2 Study Objectives: The study aims to establish the fundamental concepts of social responsibility and shared value, highlighting the importance of the organization fulfilling its social role not only towards owners but also towards all stakeholders, and the role of this in creating economic and social value, with reference to the transformation that NIKE has undergone in its social commitment and how this contributes to creating shared value.

1.3 Importance of the Study: The study derives its importance from the significance of social responsibility, which is considered one of the contemporary challenges for organizations. It is related to multiple relationships and variables both within and outside the organization. There are differing viewpoints, as some see it as an additional cost burdening organizations; hence, the role of shared value comes in establishing a balance between economic and social benefits.

1.4 Study Methodology: To achieve the study's objectives, we utilized a descriptive analytical approach, which is one of the organized scientific interpretations to describe a specific phenomenon or problem, providing regulated information about the phenomenon or problem, classifying it, analyzing it, and subjecting it to detailed study.

2. General Concepts of Social Responsibility

2 .1 Definition of Social Responsibility: This concept has its roots in the U.S., where American writers introduced the concept of social responsibility in the 1950s) (Hamidi Youcef, 2012, p. 23).Despite nearly seventy years since the launch of social responsibility initiatives, a comprehensive and precise definition has not been established. Below are some summarized definitions:

Keith Davis defined social responsibility in 1973 as "the commitment of the organization to achieve a balance between economic objectives and social objectives by addressing various social challenges" (Davis, 1973, p. 312).
Archie B. Carroll, one of the prominent authors on the subject of social responsibility, defined it in 1979 as "what society expects at a given time from the organization, including economic, legal, ethical, and discretionary aspects" (Carroll, 1999, p. 283).
The United Nations Research Institute for Social Development adds that it is "the ethical behavior of an organization towards society, including responsible management behavior in dealing with stakeholders who have legitimate interests in the business" (المعايطة، 2015، صفحة 18) .
The World Bank opposes the voluntary perspective of social responsibility and views it as "the commitment of business owners to contribute to sustainable development by working with employees, their families, the local community, and society as a whole to improve living standards in a way that serves both commerce and development" (بن علي، 2017، صفحة 149) .
Therefore, we conclude that social responsibility encompasses the commitments that organizations have to increase positive outcomes and reduce negative impacts of their actions on society and the environment in which they operate. Organizations should focus on satisfying the desires and needs of society, caring for its interests, and also promoting the public good in the long term while achieving their various outlined goals in accordance with community development.

2.2 Patterns of Social Responsibility: Two opposing viewpoints have emerged, forming two contradictory patterns in the perception of organizational management regarding the social role it should play, resulting in a third intermediary pattern(صبرة، 2016، صفحة 9 بتصرف) .
2.2.1 The Economic Pattern : According to this perspective, organizations should focus on the goal of maximizing profit, and social contributions are merely incidental outcomes derived from it. Proponents of this approach include Milton Friedman, who believes that managers are professionals rather than owners of the businesses they manage. Therefore, they represent the interests of the owners, which should be achieved in the best possible ways to maximize profits . (التميمي، 2010، صفحة 354)
2.2.2 The Social Pattern :This is the opposite of the first pattern, where organizations are considered social units that largely take into account the community and its requirements when making decisions, being mindful of the impacts of these decisions on all aspects of society. However, it is impossible for organizations to fully respond to or adopt this pattern. As a result of the contradiction between the two patterns, a third pattern emerged, serving as an intermediary between the two.
2.2.3 The Economic Social PatternThis pattern is considered more balanced as it is based on both economic and social aspects, given that organizations represent a range of interests that are not limited to one party, namely the owners of capital, but include multiple stakeholders such as the government, individuals, and society as a whole, with whom they have specific obligations. A significant support for this pattern is the trend towards privatization.

2.3 Dimensions of Social Responsibility: Those examining studies and research on the topic of the dimensions of social responsibility will find that researchers have differed in their classifications. Researcher Archie B. Carroll categorized them into four levels: economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility**.** (Carroll A. , 1979, p. 500)

Meanwhile, Marcello Palazzi and George Starcher see it as: responsibility towards consumers, responsibility towards employees, responsibility towards partners, responsibility towards the local community, responsibility towards the environment, and responsibility towards investors.. (Palazzi & Starcher, 1997, p. 09)

We also find that Al-Houri and others classify it as responsibility towards: the local community, workers, customers, suppliers, the environment, and shareholders (عبابنة، 2009، صفحة 15)، .

However, despite this difference, the dimensions of social responsibility have not deviated from the framework presented by researcher Carroll, who is considered the first to provide a comprehensive definition of corporate social responsibility and the first to establish its theoretical foundations. He also identified its dimensions in 1979, as mentioned (قاشي و بودرجة، 2018، صفحة 36، بتصرف)، .

A. Economic Dimension: This dimension refers to creating value through the production of goods and services, meaning that the organization should be beneficial and economically viable, with the goal of creating job opportunities and income sources.

B. Legal Dimension: This refers to the organization's obligation to comply with laws, where the law represents the rules that organizations are expected to operate under. Compliance with legal requirements is the minimum acceptable standard.

C. Ethical Dimension: Organizations are expected to understand the value, ethical, behavioral, and belief aspects of the communities in which they operate. In fact, these aspects are not yet framed by binding laws, but respecting them is essential for enhancing the organization's reputation in the community and gaining acceptance. Therefore, they must be committed to doing what is right, just, and fair.

D. Philanthropic Dimension: This is represented by the charitable activities that organizations undertake, driven by the community's desire for organizations to be good citizens. These activities include engaging in goodwill initiatives. Examples of charitable actions include contributions of financial, material, or human resources, or dedicating time to lead beneficial campaigns, aimed at contributing to charitable efforts in the community such as education and others (قاشي و بودرجة، 2018، صفحة 38) .. (الطائي، 2016، صفحة 29).

2.4 Dimensions of Corporate Social Responsibility Towards Stakeholders: The four dimensions of social responsibility are applied towards stakeholders, which can be illustrated through the following table**:**

Table No. (01): Identifying Stakeholder Interests Regarding Dimensions of Corporate Social Responsibility

Most Influential Stakeholders					
Others	Community	Workers	Consumers	Owners	Dimensions of Corporate Social Responsibility
					Economic Dimension
					Legal Dimension
					Ethical Dimension
					Philanthropic Dimension

Source: (Archie B. Carroll, 2009, p. 47)

Based on the table above, the degree of the organization's interest in stakeholders is determined by their importance and level of influence. Considering stakeholders as legal entities, their primary concern is the economic dimension and the profits generated by the organization's activities. There is also another type that is concerned with the classification of the legal dimension to ensure their rights. When the level of importance decreases, the ethical dimension comes into play, embodying values, norms, and the organization's culture towards others. The philanthropic dimension, despite its non-mandatory nature, is often the most sought after and desired by the community .
Given the numerous stakeholders in the organization, it has become essential to commit to comprehensive social responsibility, as outlined above.

3. The concept of shared value: Many economists have argued that an organization's adoption of social responsibility does not yield profits, especially in the short term, which led to the emergence of the concept of shared value **.**

3.1 Definition of shared value: It is defined as "practices that enhance the organization's competitiveness while simultaneously improving economic and social conditions in the communities in which it operates." The creation of shared value is based on identifying and expanding the links between social and economic progress"**.** (Porter Kramer, 2011, p. 06) .It is also "the process of transforming social problems associated with the organization into business opportunities, achieving both economic and social value, where shared value serves as a means for the organization to gain legitimacy from the community". (Andrew Crane, 2014, p. 130) On the other hand, shared value represents "the process of integrating the organization's economic value with social benefit side by side when the organization makes investment decisions (خرشي، 2016، صفحة 06) ".The organization's focus should not be limited to social issues alone, but should be managed through planning and then implementation, which helps it measure the economic benefits that result from them . (Porter & all, 2011, p. 02).
It can be said that shared value is a concept that reflects a modern approach for organizations in their pursuit of achieving a relative balance between their economic value and social benefit, while maintaining this balance in the long term.

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3.2 Balanced socio-economic performance: The organization's role in community development while maintaining its economic interests is as follows:

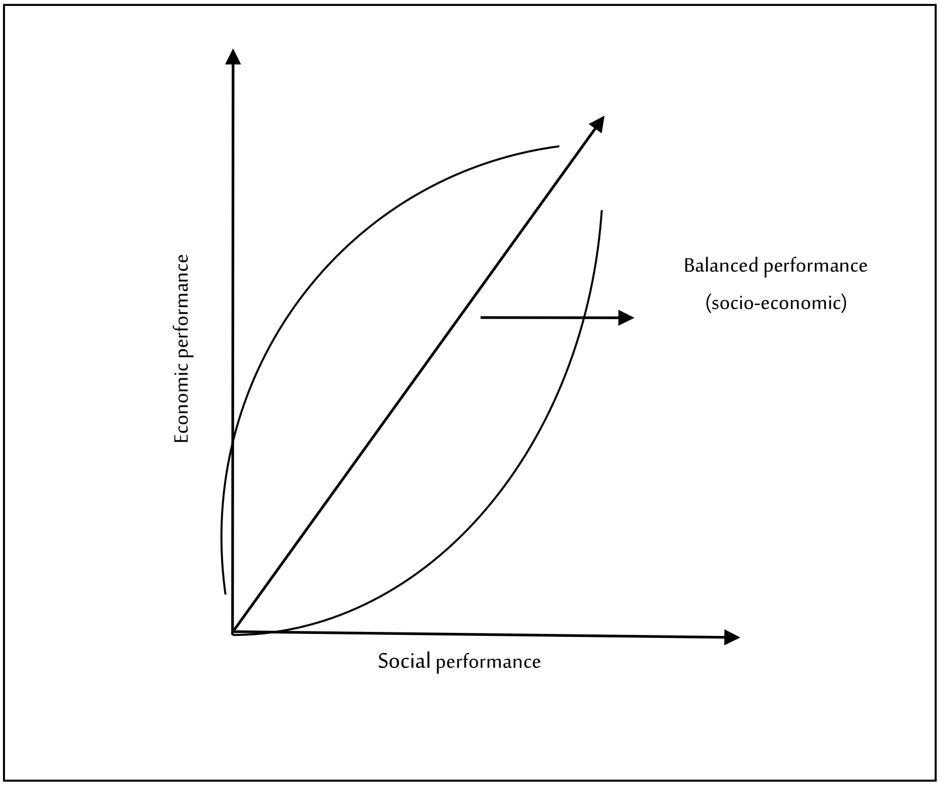

Figure (3): Balanced social and economic performance
Source: (الغالبي و العامري، 2016، صفحة 75 بتصرف)

3.3 **Motives for achieving a balance between economic and social responsibility can be summarized as follows:** (مقدم و زايري، 2013، صفحة 80 بتصرف)

- Achieving a balance between the interests of shareholders and those of other groups creates a sense of fairness and justice, fostering satisfaction among all members of the community, especially after separating ownership from management.
- The economic efficiency of the organization cannot be realized in isolation from the prevailing social influences in the community.
- Shareholders seek to maximize profits, but not just in the short term; they desire the continuation of these profits at reasonable rates while achieving a good reputation and a prestigious position for their organizations in the long term, which can only be achieved by strengthening relationships with various parties.
- Employees will not accept shareholders making huge profits without benefiting themselves and achieving their welfare, as they are indeed key elements in generating these profits.
- The local community and its leaders will not always stand by watching as organizations benefit from various community resources and elements, depleting its wealth to achieve profits without providing any assistance to solve the multiple social problems that they may have caused.

3.4 The Difference Between Shared Value and Social Responsibility: We summarize it in the following table:

Table No (02): The Difference Between Shared Value and Social Responsibility:

Shared Value	Corporate Social Responsibility
- Designing new products that meet social and environmental needs while also generating financial returns for the organization. - The ability to enter new markets. - Enhancing the organization's production capacities and knowledge skills through collaboration with competent suppliers. - Improving the organization's competitive capabilities while maximizing its economic benefits and the social advantages for the community.	-Enhancing the organization's citizenship and values. -Allocating a portion of the organization's funds for charitable work. -The ability to hire and retain employees. -Responding to community aspirations and working towards the sustainability of the organization. -Improving the organization's reputation and strengthening the relationship with the community.

source: (Carol, 2014, p. 05)

From the above table, it is clear that social responsibility is a response to the increasing pressures from society on institutions to contribute to its welfare, while shared value is based on achieving a dual benefit: economic for the institution and social for the community. Both Porter and Kramer emphasize that adopting social responsibility by an institution is often a defensive strategy primarily aimed at maintaining its reputation and covering some of its unethical practices. In contrast, shared value finds its importance in the institution's use and management of resources and skills in a way that balances the economic benefit for the institution with the welfare of the community.. (Thomas, 2014, p. 07)Many researchers believe that the implementation of social responsibility programs by an institution achieves social and environmental benefits without creating economic value. In contrast, creating shared value enhances the competitiveness of the institution and achieves economic benefits for it and social benefits for the community.. (Ghizlane, 2017, p. 09)

4 . Nike's Approach to Creating Shared Value :

4.1 Overview of Nike: (Officially pronounced "Nai-kee" but often pronounced "Nike"), it is a large American company that produces clothing, shoes, and sports equipment. Founded on January 25, 1964, as Blue Ribbon Sports by Phil Knight and Bill Bowerman, it changed its name to Nike in 1978. The company has acquired other sports brands, including Cole Haan, Hurley International, and Converse Inc. The "Nike" brand is one of the most valuable brands in the world, and its logo adorns the jerseys of some of the most famous international football teams, including English clubs: Tottenham Hotspur, Chelsea, Manchester City, and Spanish clubs: Barcelona and Atlético Madrid, as well as Italian clubs like Inter Milan and Juventus.(بتصرف) (نايكي) ..

4.2 The Crisis of Social Responsibility at Nike :

Nike relied on expansion and external growth strategies to benefit from the advantages offered by many third-world countries, particularly in East Asia, such as low labor costs and fewer investment restrictions. This led to significant success and competitive strength; however, it did not pay much attention to its social responsibility. Nike's approach to social responsibility did not consider how the social context affected its economic success, and there was a complete exclusion of female participation in the workforce within the employment patterns it adopted, particularly in the production of footballs. Additionally, child labor in the sewing of footballs by several of its supplier factories raised severe criticisms from various human rights organizations, including the International Labour Organization and UNICEF. This negatively impacted the company's reputation and economic success.. (Lund-Thomsen, 2013, p. 12)

These criticisms occurred in the 1990s, and in response, the company took a defensive stance, stating in 1997 that sovereign nations have the authority to establish labor laws and that it has no legal connection to the workers in its supplier factories in Asia (China, Vietnam, Indonesia.((Hamelin, 2013).

Although Nike is not legally responsible for the violations committed by some of its supplier factories, it is considered morally responsible due to its association with these factories and its brand. This has caused significant damage to its reputation, as consumers began to associate the company's products with child labor, low wages, and socially irresponsible practices, negatively impacting the company's sales by the end of the 1990s.

4.3 Social Responsibility Reforms at NIKE: NIKE realized that the only way to save its reputation was to be a socially responsible company. It needed to be accountable even for its suppliers. As a result, the company undertook extensive reforms to change its image as being socially irresponsible. These reforms included the following) و (الزهر، 2014، صفحة 104 بتصرف) ::BMMI(2016 ،

-Phil Knight, the CEO of NIKE, launched a media campaign that lasted for months on television stations to explain the company's position, clarify its vision to the public, and present the new measures taken to combat behaviors that contradict social responsibility principles.

-The company took steps to increase the minimum wage it pays to its workers, which led to improvements in labor practices overall and ensured that working conditions were safe.

-The company acknowledged that the flaws it experienced were an integral part of this process, and NIKE has now made significant progress in distancing its reputation from factories that exploit workers. In 2005, NIKE was the first company in its field to publish a list of its contracted factories, as well as reports regarding the working conditions in these factories and the wages paid to workers, in order to fulfill its commitment to establishing social responsibility.

4.4 NIKE's Model for Creating Shared Value: Given NIKE's historical lack of social responsibility policies and the crisis it faced as a result, the company recognized that the key to creating value requires integrating social responsibility towards stakeholders in its various activities. Based on this, it defined its responsibilities as follows: environmental responsibility, responsibility towards workers, responsibility towards suppliers, and economic responsibility towards shareholders. The company also set four strategic goals for 2010, which are as follows:

-Striving for innovation in sustainability programs as a key investment, alongside research and development, which are priorities for the company (ensuring both economic and social benefits.

-Continuous innovation in products to achieve returns on investment and meet shareholder objectives.

-Launching the GreenXchange platform to green factories and processes in an effort to protect the environment.

-Enhancing the company's competitiveness through sustainable investments. (Jonathan, 2013, p. 11بتصرف)

4.4.1 NIKE's Social Responsibility: In order to create shared value, the company focused on its social responsibility, and its most significant contributions can be highlighted as follows:

A. Commitment to Human Rights: (sustainability.nike)

- NIKE works to respect human rights in all its operational processes, engaging with various stakeholders including its suppliers, partners, and workers. NIKE operates according to its code of conduct, which reflects its commitment to improving factory working conditions and reducing negative impacts on workers, local communities, and the environment.
- The workforce at the company is considered one of its main assets that drive optimal performance, so the company focuses on supporting, evaluating, and properly empowering its employees. Additionally, the company collaborates with suppliers to enhance their technical capabilities and management systems to improve quality, facilitate workers' tasks, and achieve better business outcomes.

B. Concern for Workers in NIKE Factories: This is reflected in the following:

- The company's efforts to create a work environment that emphasizes respect, equality, and inclusion, especially in hiring women and empowering them at leadership levels, so that NIKE's culture evolves into a place where everyone finds the opportunity to succeed.
- -In 2016, the company launched a family care program for workers in the United States, which provides up to eight weeks of paid leave for all employees to care for a family member in need of assistance. By the end of 2017, more than 1,800 employees had already benefited from the program, consisting of 1,073 men (57%) and 816 women (43%.((Sustainable, 2017, p. 20)
- -The main requirements for NIKE are that all workers must be full-time employees with equivalent social benefits, and their wages should be based on an hourly rate with relevant performance bonuses.
- -The new model also included training programs for workers and management to educate them about NIKE's code of conduct/core labor standards and to ensure their basic rights.
- -To ensure that factories comply with social responsibility programs, the monitoring process has been assigned to several agents of NIKE, and corporate social responsibility audits are conducted periodically by other monitors from consulting firms worldwide, such as the British company "Just Solutions.". (Lund-Thomsen, 2013, p. 13 بتصرف)

C. Environmental Sustainability and Renewable Energy at NIKE: The company aims to achieve 100% renewable energy in its factories in Europe through a new partnership with "Iberdrola," a global leader in clean energy. In addition to the previously launched partnership with "Avangrid" in North America, this renewable energy purchase agreement will enable the company to reach 75% renewable energy worldwide as part of its goals for the year. (PROTECTING THE ENVIRONMENT) The company also works to reduce carbon dioxide emissions resulting from its operations, and it has been able to reap the benefits of its environmental marketing investment by achieving a significant market position. This is done by establishing a green image among its audiences, which is reflected in the company ranking 29th among the top 50 most environmentally committed companies in the world, according to the Interbrand ranking of environmentally committed companies .(بلبراهيم, 2016, p. 210)

4.4.2 Shared Value Created (Value to Society & Value to NIKE): NIKE was ranked 72nd globally in the list of the top 100 companies fulfilling their social responsibility for 2018, published by the Corporate Social Responsibility magazine. (CR'S_Magazine, 2018) The company has made significant strides in this area, and through the implementation of various social responsibility programs across different dimensions, it has achieved many positive outcomes for both itself and the community, which we summarize as follows: .أShared Value Created for the Company (Value to NIKE): Nike's social responsibility programs have contributed to creating economic value through :(بلبراهيم, 2016, p. 210 بتصرف) و (الحقائق_منجم, 2018)

- Nike has captured nearly 62% of the global athletic footwear market, making it the most popular shoe brand in the world;
- Reduced energy and resource consumption levels in the production chains of certain product lines;
- The company has managed to reduce significant costs related to taxes and legal proceedings it was exposed to;
- The company benefited from developing its creative, productive, and environmental capabilities through the implementation of social responsibility programs, successfully reducing substantial costs associated with taxes and legal actions;
- The company's reputation in the community improved as its image shifted from being socially irresponsible to being accountable for all its factories and activities;
- A culture of employee belonging to the company was created, increasing their loyalty levels and positively reflecting on their productivity; in 2015, there were more than 62,000 employees working in all of the company's branches worldwide;
- A positive mental impression of the company was created among consumers, leading to a preference for its products over others.

B. Shared Value Created for Society: Nike's social responsibility programs have contributed to creating social value through:

- Promoting the principles of many human rights organizations, such as the International Labour Organization and UNICEF;
- Contributing to environmental conservation by using renewable energy and reducing pollution and waste;

- Establishing transparency standards in business disclosure reports;
- Employing women in company factories, which has encouraged female leadership and reinforced justice and equality in employment;
- The company's commitment to environmental sustainability has fostered the creative and innovative capabilities of the youth that the company has supported.

Nike ranked sixth in the "Change the World" list published by Fortune magazine in its second edition, which highlights companies making a positive social impact and seeking to create shared value by integrating social needs into business strategies, achieving both social and economic benefits. This list was issued in collaboration with researchers Porter & Kramer, relying on three main criteria: measuring social impact, business results, and the degree of innovation, with priority given to companies generating over one billion dollars in annual revenues.. (The Bridge to BetterBrands) This reflects the significant transformation that Nike has undergone in the field of social responsibility and its strategy aimed at improving its social reputation and establishing shared value.

5. Conclusion:

Today, institutions operate in a highly competitive environment where their success no longer depends solely on knowing the most efficient ways to convert inputs into products, but also on their ability to address social issues. Contrary to the classical view that social responsibility does not yield financial returns for institutions, the concept of shared value has emerged as a new business approach. It explains the pursuit of institutions to commit to comprehensive social responsibility dimensions in a thoughtful manner that achieves economic value for them and social value for the community, while creating a balance between these benefits. The study reached several findings, including the following:

- Given the developments in the current business environment and the increasing awareness of the importance of social performance for institutions, it has become essential for organizations to implement social responsibility programs as a fundamental approach to building their reputation and improving their image.
- The study found that social responsibility is not only directed towards shareholders but also towards various other stakeholders, including: employees, suppliers, customers, the community, and the environment...
- The transformation that Nike has undergone, starting from the social responsibility crisis to the programs it has implemented, serves as an entry point toward creating shared value. The study also provides several recommendations, including the following:
- Institutions must believe in the issue of social responsibility towards the community, ensuring that this responsibility encompasses all of the institution's factories, suppliers, and contractors.
- Focus on social responsibility in its four dimensions, especially the ethical and charitable aspects, to enhance the institution's reputation, particularly in the event of a social responsibility crisis.

- The institution should define a clear vision regarding the social role it wants to adopt and the main issue it will focus on addressing, along with identifying the anticipated social and economic value.
- Establishing a model for creating shared value that ensures the success of the institution and achieves a balance between economic and social benefits.

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