University doctoral (PhD) dissertation abstract

STRATEGIC WEIGHT OF STAKEHOLDERS
WITH PARTICULAR REFERENCE TO
SPECIFIC MEASUREMENT CONSIDERATION OF CSR PERFORMANCE

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1. Research history, objectives and the introduction of research questions

A starting point for the writing of this dissertation was the recognition that there is a picture based on fundamentally deficient, mostly informal, empirical experiences and less on structured assessments of market leaders operating outside the classical competitive field, thus about the strategic management practice, forms of monopolistic or oligopolistic organizations', and about the relationship of acquired experiences and of the so called „mainstream" theoretical and practical trends. On the basis of my initial market structure and economic-statistical investigations performed in the context of the above, at the same time, the role of stakeholders and the management concerned has become increasingly pronounced. I performed my investigations, reflecting on this recognition, and the stakeholder management and the CSR process-based strategical fit, and later the measurement of CSR-performance in a special, so called „stigmatized" industry, with the involvement of domestic and international market leader companies in gambling indutry. In the dissertation, I use the term industry to refer to the regulatory environment of this sector. The inspections of these studies, thus were not focusing on social dangers and their exploration which were already studied by others, but on the practical CSR activity of gambling game organizers and their measurement. I transformed the above topic possessing wide-ranging correlations into a unified study program by paying attention to the results that surfaced along the study of professional literature. By relying on the processing of literary history, I defined the following four fundamental research objectives:

1. The study of correlations between the characteristics of corporate strategies, and companies market structure and economic-statistical dimensions.
2. The study of CSR strategy development process and its fitting into corporate strategy development.

3. The development of an industry-specific CSR performance measurement tool for the gambling industry.
4. Overviewing the role of stakeholders in European gambling industry.

Establishing on the above mentioned, I outlined the following research questions during the planning phase of the studies, on a literary or empirical basis:

- The study question related to strategic approach: Is there a difference between the organizations on which area do they focus on in relation to strategy development?
- The study question related to relationship-oriented approach: Is there a difference between the organizations, in how complex of a connection network do they possess?
- The study question related to business-based approach: Is there a difference between the organizations, in what kind of marketing toolkit supporting the business goal do they work with?
- The research question outlined in relation to future orientation: Is there a difference between the organizations, in how much do they have concrete ideas, expectations towards the future?
- The research question outlined in relation to the stakeholders: Is there a difference between the organizations, in how (through which marketing activities and programs) do they deal with stakeholders?
- How does the CSR strategy of domestic gambling market's dominant company fit into corporate strategy and how much is it based on the priority stakeholders of the organization?
- How is it implemented in practice, that the focus of gambling industry's CSR activity is itself responsible for game organizing?

2. Description of the database and methods used

I have implemented such a complex series of studies by considering the study framework and questions, that altogether contained six investigations within three research areas. **Figure 1.** serves to overview the series of studies explained in the dissertation.
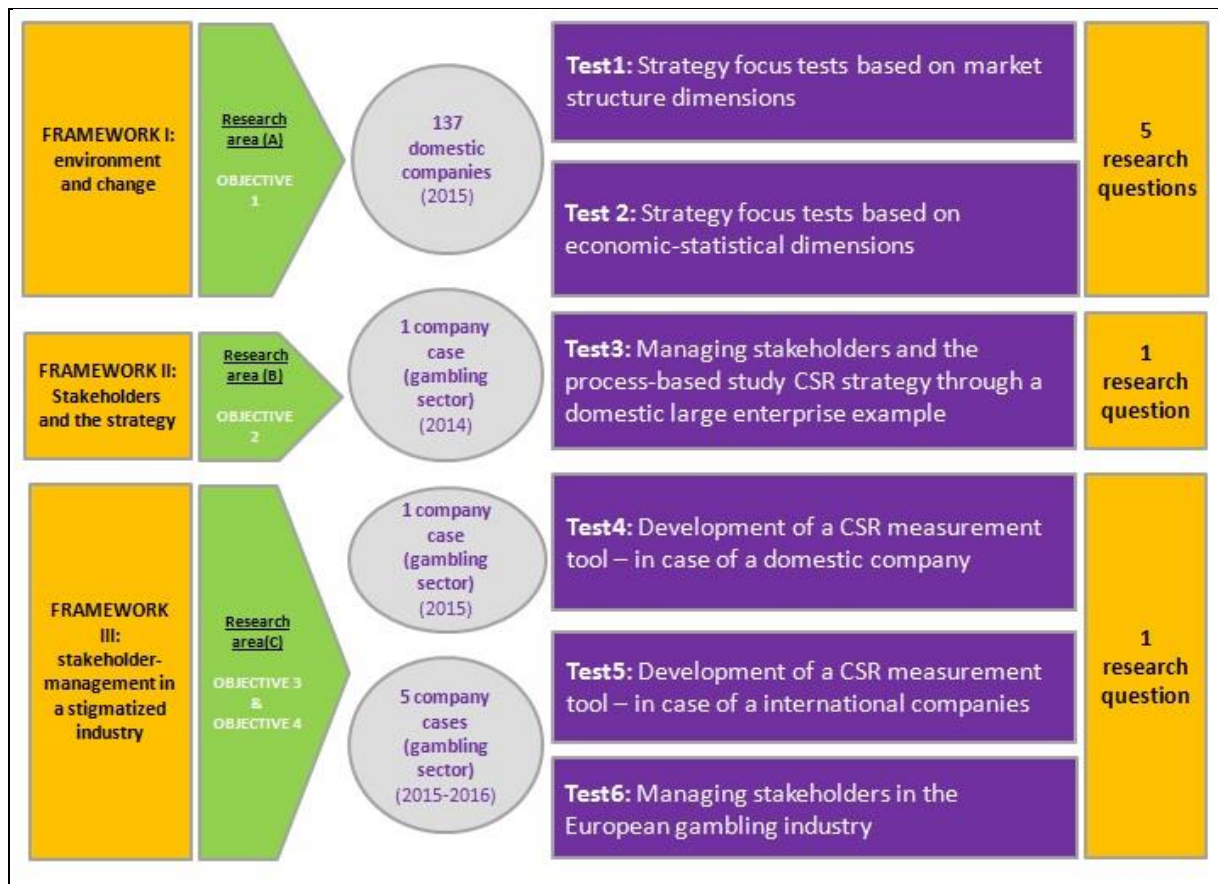
Figure 1.: Overview of the framework of dissertation

Source: Self-edited, 2018

By taking into consideration the framework shown in Phase 1., I have implemented such a series of studies which contained altogether 6 tests. For the first study objective I planned two, for the second study objective I planned one, for the third objective I also planned two, while for the four objective which is based on a methodological point of view I also planned one test. From the perspective of study questions for the tests introduced in the dissertation, it can be seen, that for the first research objective I assigned altogether five, for the second research objective one, while for the third and fourth

objectives which are built on one another, I assigned one question. In the dissertation I approached the measurement questions which are exciting from a CSR business point of view, in a special way, in several stages: on one hand I investigated the present correlations between the characteristics of corporate strategies, and companies' market structure and economic-statistical dimensions. On the other hand I analyzed the CSR strategy development process and its fitting into corporate strategy development in case of a concrete, partly monopolistic domestic business organization, Szerencsejáték Zrt. Thirdly, I set the creation and presentation of an industry-specific CSR performance measurement tool for the gambling industry as my objective, which tool would be specifically designed for the gambling industry. Finally, I attempted to overview the stakeholders' role in the European gambling industry. The dissertation based on the three main theoretical framework is based on three research areas (see the Figure: A, B, C research areas).

In the following I present the fundamental demarcations related to my dissertation. These, on one hand, are applied to the theoretical approach, on the other hand to the study sample and its composition, and thirdly on the processing and interpretation of the results:

a) I performed my studies on incorporated business associations. When defining unincorporated business association, I used the term which complies with the Hungarian Act on Civil Code (Ptk. - Act on Civil Code, Section 52) which states that „the state, legal persons, unincorporated business associations and natural persons may found economic associations with their own corporate names to pursue and promote economic activities within a business partnership."

b) During the study of market structure correlations, I assembled the test sample (or I narrowed it down during the analysis) in a way that a single typical market structure operation could be identified for the given company's whole market or to its single market segment. In the dissertation, I distinguished monopolistic, oligopolistic or (clear) competitive characters according to categories classified in classical professional literature (CARLTON – PERLOFF, 2003).

c) Within the dissertation I interpret that market character as a market leader character who has a defining, market forming effect as a monopolistic or oligopolistic character. I treated it as a boundary condition when in practical life, not a whole company, but rather a single industry branch was active in an open or a restrictedly open market, and in such way the „monopolistic" market structure pattern product/service can be interpreted by market, practically by industry branches.

d) From the perspective of my approach it should be highlighted that marketing is regarded as a field of key importance by company leaders in achieving market success: both senior managers and marketing leaders attribute a key role to corporate sales and market activity from the perspective of market success (BAUER – BERÁCS, 1992). KATONA (2010)'s investigation exploring the connection between the objectives of corporate strategy and marketing strategy also showed that companies preferring growth with regards marketing objectives fundamentally are focusing on the increasing of sales and profit. On the basis of all these, I investigated the objectives referring to business strategy through the use of marketing tools in the dissertation.

e) Besides the market structure identifiability of the companies, the number of the given organization's employees was a significant economic-statistical criterion. I defined some of my conclusions in accordance with the systems of KSH (2016) and EUROSTAT (http://ec.europa.eu/eurostat) by dividing them into two groups: one group consisted of „micro" and „small businesses" employing not more than 49 people, while the other group was made up of „medium and large enterprises" possessing 50 or more employees.

f) In the case of measuring the performance of companies' social responsibility, I performed my studies in a stigmatized (BAUMBERG, 2014) industry possessing a special, well-definable, vulnerable group.

g) I included gambling game organizers possessing public concession or being in state property, or acting in the monopolistic market in the studies.

h) During the evaluation or measurement of CSR activity I accepted it as being fundamental that a given organization's activity related to

its social responsibility must be connected to the company's core competence (EWEJE, 2014). I consider this approach as a main connecting link between the stakeholder management, the CSR and the company strategy.

i) I considered it as a fundamental starting point to the dissertation that the unlimited, unregulated supply of gambling games has verifiable social and psychological risks (TESSÉNYI, 2012), and because of this, the study of this question was not the objective of my research.

The methodology and material used in the dissertation, fitted to the objectives and construction of the multi-stage research were based on several types of procedures.

- I performed the study of strategic characteristics along two dimensions, in 2015. During the studies, I was searching for connection between strategic features, market structure and certain emphasized economic-statistical criteria. I checked the analysis with the data of 137 economic organizations, out of this 108 were in market competition and 29 were in market leader position. Responding happened in an online way connected to study of the Hungarian Marketing Association. I performed the analysis with the use of SPSS statistical program package, with the method of cluster analysis and logistical regression.

- We performed the process of CSR strategy development and the study of fitting it into corporate strategy development, in 2014, with a research partner of mine, on a character, in relation with the case study of a domestic market leader gambling game organizer (Szerencsejáték Zrt.). In our analytical methodology meta-analysis, document-analysis (studies, internal documents, process descriptions) and professional interviews were applied.

- We performed the development of industry-specific CSR performance measurement tool together with my research partner in 2015 and 2016, in two stages, with the use of European Lotteries (EL) industry standard, the professional materials prepared by the domestic national gambling game organizer, and the use of interviews performed at the Szerencsejáték Zrt. We developed the

tool in the first stage, and tested it in the domestic market, and refined the system by involving the experts of European organizers (Swedish=SvenskaSpel, Italian=Sisal, Spanish=Once, Croatian=Hrovatska Lutrija and Hungarian=Szerencsejáték Zrt.).

- I performed the mapping of managing the stakeholders in gambling industry with the secondary analysis of international data available related to the tool development. During the study, I mainly was looking for the answer, along which features would be the elements of responsible gambling game organization recognized at the companies involved in the study, and if regional focal point differences could be recognized on a European level as well, during the management of stakeholders. I completed the analysis of the data in the Spring of 2017.

During the interpretation of results, it has to be considered that neither in the case of strategic features, nor in the case of research serving European prospects was there available representative sample. The concluded results can be established starting points of further studies.

3. Main findings of the dissertation

3.1.   Findings based on professional literature

I implemented the study program of stakeholders' strategic approach and the special measurement considerations of CSR performance following the thorough and wide-range study of professional literature.

a) During the processing of literature, it surfaced that changing environmental effects necessitate the study of the organization's strategical practice and toolkit, even in case of stable companies with high market share, while in order to meet the environmental challenges, strategy development has to be implemented in a coherent way, with the inclusion, „participation" of stakeholders. All this, according to my opinion guarantees that strategic management would be a kind of a comprehensive driving function.

b) I call those individuals or groups the stakeholders of the organization, that possess influencing potential in connection with the organization's implementation of objectives, and I would include those as well into the group of stakeholders on who - regardless of their active activity – the organization would have a positive or negative effect. This approach in my opinion allows that specific characters would have different priorities from the organization's point of view as well. I defined management activity related to stakeholder management as stakeholder management and I consider it that stakeholder identification and treatment have scientifically justified, researchable, so called procedural and organizational dimensions.

c) I regard corporate social responsibility (CSR) as a continual activity based on mutual cooperation with the stakeholders, during which the company minimizes the negative effects influenced on society, while maximizing the given value. Out of the CSR's complex organizational, complex connections, I identified correlations related to ethical and corporate

management as a priority area, with the limitation that CSR activity has to extend beyond the minimum requirements prescribed by regulations, and it has to sensibly offer more towards society as compensation. I identified as a common element to the companies social responsibility practices, that behind the responsibility there was a business decision and business decisionmakers, CSR activity and actions are driven by voluntary principles, and its result is accompanied by measureable in the creation of economic and social value. Professional literature is unified in that CSR activities have to be connected to the given organization's core competence – I regard this approach as a main connecting link to CSR and corporate strategy, from which, according to my opinion, the outcome is also that CSR strategy has to become the integrated part of corporate strategy.

d) Preliminary studies showed that assessments related to CSR activity are primarily based on self-declaration and self-assessment, and contain few quantifiable output. Experiences and literary references however, at the same time confirmed that there is also a scientific and business need for the measurement of CSR performance. The special professional literary precedents of CSR simultaneously also pointed out that there are high, not fully compensated, social costs imposing, so called „stigmatized" (that is harmful) industries – and the main subject of my study, the gambling sector is also among these. Responsible game organization is regarded by researchers as a special and critical CSR factor to gaming industry. I present the research program's conclusions, outlined on the basis of the professional literary precedents's evaluation, along the four research objectives.

3.2.   Results related to the studies of strategic characteristics

The first research objective was the study of correlations between the characteristics of corporate strategies, and companies market structure and economic-statistical dimensions. In the investigation's approach market leaders, thus companies operating within monopolistic or

oligopolistic market structure circumstances occupied a prominent place, however, results related competitive (thus) competing companies surfaced as well during the tests at the same time. When studying economic-statistical dimensions, I made conclusions along the number of employees, the company's operating time and its scope of activity.

The performed studies supported that (i) companies employing the number of 50 or more employees, among whom the proportion of market leaders (thus companies operating in an oligopolistic or monopolistic market) is relatively high (32%), clearly focus on questions within the organization when planning and implementing their strategy. This behavior can be also called a strategic „introversion" as a respect for CAMERON-QUINN (2011) organizational culture model. It can also be clearly seen (ii) that with regards the active occupation concerning stakeholders (actions, programs), there is a significant difference between market leader and competitive actors, since the study clearly supported that market leader companies are usually more active when dealing with a stakeholder. Meanwhile (iii) the plans related to targeting future activities on involving external and internal stakeholders are more characteristic of „younger", thus younger than 15 years old companies, which proves the significance of CSR and in general the management of stakeholders as well in the future of business life. It was no surprise to see the result that (iv) „young" companies (not older than 15 years), were more dynamic in the field of innovation, too: this group showed much more results, activities in the field of product and service innovation, while (v) companies performing commercial and marketing activity primarily plan actions effecting future sales and marketing results. The analysis of answers related to the strategic dimension of „environmental connectivity" showed that (vi) market leader companies are characterized by a less complex and living business network of relationships, while on the basis of tests it can be seen that (vii) market leader companies are characterized by a less complex marketing toolkit, which may show relatively low weight of the business-focus role.

The results, at the same time, have to be considered in the context of the limitations of the sample's size and composition. I performed the analyses related to strategic characteristics on altogether 137 business organizations, out of which 108 were in competitive market and 29 were in market leader (monopolistic and oligopolistic) positions, and this way the conclusions of the tests cannot be regarded representative, I suggest to regard them as starting points for further studies. Seeing all the above mentioned outcames, I interpret it in a way, that results related to the inclusion of stakeholders should be refined with further research, since the current dissertation has not explored with which main stakeholders the circle of market leaders are in connection (or what does its connection network depend on). It also has not provided analyzable information, about how frequently and in what way, through what channel, and with what kind of objective, the organizations are maintaing contact with the stakeholders. According to my opinion, however, we can and we have to make a distinction between the behaviors of market leader competing (thus oligopolistic) characters and characters of the competitive market competing with traditionally many (equivalent) characters. While the oligopolistic character – due to its relative stability – can select medium and long-term strategic, tactical aspects (e.g. the different forms of stakeholder involvement) into its operation, in the classical competitive market the character fighting for its „survival" chooses or it may choose the realistic achievement of short-term business goals. It was also an important limitation that the on the basis of the sample's and questionnaire's composition, the querying and analyzing of CSR as a marketing series of activities was feasible.

3.3. The result of strategic investigation based on processes and fitting

My second research objective was mapping the process of CSR strategy development and the investigation of fitting it into corporate strategy creation, which mapping I have performed on a domestic, partly monopolistic, state-owned, nationally-owned organization, on the Szerencsejáték Zrt, together with my research partner. As a result of our analysis – by confuting our preliminary hypothesis – we

experienced that (i) in case of the Szerencsejáték Zrt., CSR activity supported the achievement of business goals along a process which is well-structured, emphasizes the business strategy, and fits both the organization and the business goals properly. In this context we have discovered that during all of the three-level process system's – management, business and support – processes, the value and value system of identified and stakeholders serve as input, so the effect of owners, purchasers and regulatory environment was also visible. We found that beyond the needs of interested parties related to the public sphere, (ii) the Company also integrates the interests of consumers, competitors and inner stakeholders into the complex process of strategy creation and implementation. The company defined (iii) its main keystones related to its sustainable development, which are the following: responsible business conduct, responsible gaming organization, responsible employment, social commitment and lastly, environmental responsibility. During the investigation, it became visible that (iv) it appears as a significant expectation in the organization that the implementation of the above tasks should be planned and scheduled, and should be implemented with the full support of the organization, and in this way during the creation of the strategy, the Company would formally emphasize the development, establishment and operation of organizational and process connections. Besides that, the analysis of documents discovered (v) a strong and conscious connection between CSR values and the Company's „responsible company management activity".

Our investigation in total, has shown, that (vi) a significant added value is achieved, if organizations evaluate their own CSR performance continually, along a measurable and structured system, comparing with the results, and best practices of market leader companies operating in the given industry branch. All of this is significant, so that company performance could develop through consistent management tools which treat stakeholders' expectations and the aspects of responsible operation in an integrated way. We have also concluded that in order to achieve the exact presentation of changes over time and domestic and international commensurability, there is a need to form a quantified, weighted, objective evaluation

model, which turned the research direction towards the development of a self-evaluation system and testing.

3.4. The results of the gambling industry-specific CSR self-evaluation tool's development

The following third research objective was the elaboration of an industry-specific CSR performance measurement tool, specifically for the organizers of gambling sector. We performed the tool's development in two steps together with my research partner. First, we attempted in an inductive way - by studying and developing the self-evaluation system of Szerencsejáték Zrt., which is active in the domestic, special market – to compose such a standard, measurable and comparable system, that would be flexible for a character from a different industry branch, and which could provide a quick overview tool. After that we successfully tested the composed tool with the contribution of Swedish, Italian, Spanish, Croatian and Hungarian expert groups. As the result of this process, we suggested such a „user-friendly", well configurable, weighable system, which is suitable for the standard extension of CSR evaluation, industry tools and methods. The suggested self-evaluation model enables the deeper, gambling game specific qualification and the comparison of performances with the evaluation of altogether 86 items, along 11 + 1 criteria instead of the 38 questions (items) organized along the earlier five aspects. In the focus of the tests were the evaluation and comparison of gaming organizers' practical CSR activity. We implemented the tests according the following practice-oriented aspects: first (i) we tested the gambling game organizers' CSR activity self-evaluation tool efficiently on a domestic and international level as well. After that (ii) on the basis of the testing, we formulated suggestions to those joint criterion groups which enable the international comparison of the activities, and besides that (iii) we marked those aspects and dimensions fitted into the tool which – due to the international industry regulation, gaming tradition and cultural roots – are not suitable for the performing of internation comparison. By interpreting the results, we saw that the step marked in point (ii) defines the frame of elevating the industry self-evaluation tool to

internation level, while point (iii) identifies the limit of extending the tool to an internation level, from another point of view the field of national industry CSR characteristics, holding further research dimensions. According to the developed tool's mission, the gambling sector's CSR, and responsible gaming organizing practice is the effective and well-established support of its development, which opens the way towards the plastic and standard comparison of the gambling sector characters' social responsibility performance. Altogether it can be said, that we got nearer to accomplish the tool's vision, by following that during our investigation (i), we could identify those activity groups which certain organizations have to improve, (ii) and we also successfully discovered the reference points given to the practical questions. During the interpretation of acquired results, however, the following restrictive conditions have to be considered as well:

a) Into the tool's development process, we invited state gambling organizers and organizations holding a concession; we did not measure pure competitive market players, and the number of involved industry characters was also limited.
b) We did not perform a dynamic, but a point examination since the participants involved in the study saw and evaluated the questions for the first time, and in such way we did not analyze the changes of weights and evaluations over time during these given investigations.
c) Due to the differing of certain organization's structure and internal division of labor, at the time of the completion the identical professional and hierarchical composition of certain groups could not have been ensured.

Beyond the technical question, on a conceptional level, we evaluated that the series of studies could be also extended in regards that it would be tested in an international space, wheather the spread of EL standard (EL, 2014) regarded as the foundation of the tool has „clarified" the market activities to a satisfactory level. We may investigate this despite of knowing that the differing legal, market and cultural relations have various kinds of effects on the operation of the otherwise European gambling market which has a fragmented market

structure. Real data loaded into the tool did not „only" served the testing of the tool, but also helped to outline a static gambling industry picture about the weight of stakeholders, on a European level. My last research objective was related to this.

My final research objective was to overview the stakeholders' role, weight in the European gambling industry. I performed this work with the help of the secondary analysis of static data available in the industry-specific CSR performance evaluation tool which was created based on the earlier investigations, this way on one hand the visible weight of certain stakeholders at a given organizer was outlined, on the other hand the central questions of a given company's CSR activity was outlined, too. During the investigation I identified that (i) out of the 11th chapter of EL's responsible game organizing standard, beyond the chapter (IXth chapter) specifically related to stakeholders, further five (thus altogether 6) themes can also be directly connected to some stakeholder groups. Based on the content examination of questions related to stakeholders, it can be seen, that (ii) the question of all related chapters related to the investigation approach the stakeholders, or investigate the given company's activity, from the responsible game organizing practical aspect relevant to the gambling industry's external, damaging social side effect (influence). The two-stage investigation clearly showed that (iii) responsible game organizing as a main CSR management principle and the society, and player groups possess high emphasized significance for the tested European organizers – as we explored this with the domestic organizer as well. During the thematic evaluation, however, we could observe that certain (iv) organizations attributed different priorities to the questions and to affected target groups, consequently they perform a differing practice during the planning and implementation of their CSR activity. Based on the performed quantitative and qualitative group formation it can be seen, that in all cases (v) the Swedish organizers are in the forefront – both in the numbers of answers, and in respect of the weights. At the same time, the relation to responsibility and the clear connection between geographical regions is not identified. The investigation altogether (vii) supported the stability and usability of questions found in the developed industry-

specific CSR measurement tool, and proved the strengths of the industry-leading Swedish organizer. In the case of two chapters the consistency of expert feedback was clearly visible: this on one hand was related to advertising (VIth chapter), on the other hand to the management of existing players (VIIIth chapter). In these fields the industry regulation are clear: the education of current players and the protection of endangered target groups are the emphasized topics of responsible gambling, as a CSR industry principle, to which tangible and well measureable regulations were formulated by the regulators in the field of advertising and communication. All this (viii) supports the significance of effective and unequivocal regulation.

It is an important circumstance, however, that I presented the international extension of CSR performance evaluation tool prepared for the gambling industry, based on the inclusion of altogether 5 gambling game organizers, and in this way the European conclusions related to stakeholders' strategic weight to the given industry branch cannot be considered representative, I suggest considering them as directions to further studies. My suggestion is independent from the fact that according to my judgment the involved organizers well represent the European market and their geographical distribution is balanced as well. During the evaluation of results, I suggest it to consider it as a further limiting factor that the answers were prepared on the basis of self-declaration by the expert groups of certain organizers – and they did not know each other's answer, so there was no possibility to standardize each other. It is also essential that in order to cover sensitive business data and information, I processed the results in a general form – according to my intention, by not distorting with this the objective of the tool's scientific usability.

It was also a significant, comprehensive research question to analyze it how it is realized in practice that the center of gambling industry's CSR activity is the responsible game organization activity itself. I approached this comprehensive question within the second and third research area. I experienced that (i) responsible game organization as an emphasized management principle can be seen in the CSR strategy fitting the company strategy of the domestic market leader gambling game organizer as well, and in the dimensions of the CSR

performance evaluation tool based on the EL's responsible game organizing standard, and it is visible between the focal points of the investigated European organizers. The existence of responsible game organizing as an emphasized theoretical management principle can be proven with the important restriction that (ii) its practical implementation happens in a different way in the case of given organizers.

4. New and novel results of the dissertation

In the following four fields of the dissertation could I bring new or novel results to the surface:

1. In the area of literature processing performed in relation with the importance of CSR, and the far-reaching connection system of strategy:

    1.1. I identified it as the common element of definitions characteristic of the companies' social responsibility, that (i) behind taking responsibility there is a business decision, or (ii) business decisionmakers, and that CSR activity, and actions (iii) are driven by voluntary principles, (iv) whose results cause measurable economic and social value creation. Moreover for the (iv) industry-specific measurement of CSR performance there is also a scientific need.

    1.2. Besides the widespread approaches, I made a suggestion to expand CSR definitions in that way that it would contain that CSR activity has to point beyond the minimum requirements prescribed by regulations, and has to sensibly offer more as compensation towards the stakeholding risk-takers who are effected negatively by the organization's activity.

    1.3. I suggested the modification of the general definitions related to stakeholders, so that they would better emphasize that certain characters may possess different kinds of significance and roles, both in time and space (in the case of different organizations).

2. Investigations regarding the characteristics of corporate strategies, and companies market structure and economic-statistical dimensions, next to considering the sample's element number (N=137) and the sample's composition (mainly organizations with marketing activity), revealed the following:

    2.1. Companies employing 50 or more employees, among which the proportion of market leader companies (thus oligopolistic, and companies operating in a monopolistic market) are relatively high (32%), and clearly focus on organizational question within

the organization during the design and implementation of their strategy.

2.2. With regards the active occupation of stakeholders (actions, programs) there is a significant difference between market leader and so called competitive characters, since the market leader companies are almost three times more active in the field of dealing with a stakeholder.

2.3. In contrast with this the plans aiming at future activities involving external and internal stakeholders are more characteristic of the „younger", that is, to companies newer than 15 years – all this indirectly proves the significance of CSR and in general, the management of stakeholders in the future of business life as well.

2.4. Meanwhile for market leader companies a rather less complex and less alive business system of relations is characteristic, which may show the limitations of their environmental connections, and

2.5. of market leader companies a less complex marketing system of tools are characteristic, which can be explained with the relatively low weight of business-orientation.

3. Together with my research partner we described the process of CSR strategy creation and its model of fitting into the strategy creation along 8 steps in the case of a specific company being in a partly monopolistic market position. On the basis of this:

3.1. The introduced scheme manages the processes, the strategy and the vision as an input, and based on this it formalizes the iteration of the fitting of CSR partial strategy and company goals based on the (1) benchmark, environmental (2), organizational capabilities (3) and the correlations defined by (4) the SWOT analysis. The definition of CSR tasks (5), related key performance indicators (6) and the formalized step (7) of risk factors are established on this. Based on this, we may arrive to (8) the harmonization step of CSR strategy's finalization.

3.2. The conclusion of investigation showed that there is a significant added value, if the organizations evaluate their own CSR performance continually along a measurable and

structured system, comparing it to the results, best practices of market leader companies operating in the given industry.

4. Next to the consideration of the number of elements, (N=5) the dissertation suggests such a „user-friendly", well parameterized, weighable system, which is suitable for the expansion of gambling industry toolkit and methods of CSR evaluation.

4.1. The suggested self-evaluation model enables the deeper, more gambling specific qualification of CSR performance and the comparison of performances within the industry with the evaluation of altogether 86 items, along 11+1 criteria.

4.2. The analysis of the results supported that „responsible game organizing" exists as a key CSR management principle, and that society and the players possess emphasized involvement and significance in the gambling sector.

5. The practical and theoretical usability of the results

The short-term, emphasized, practical use of the dissertation is that a user-friendly, well parameterized, weighable CSR performance evaluation tool was formed, which is suitable for the expansion of the evaluation's gambling industry toolkits and methods. The following elements can be found in the designed tool: (i) standard criterion (categories) references, (ii) related items/questions, (iii) the significance/weight of certain questions in the given organization, and the (iv) evaluation of CSR experts. The following lists contains the tasks to be done related to the tool according to our summary:

a) During the use of the tool it is important to consider, that for the 11 + 1 criterion group, to which concrete questions (items) belong, not all of them are relevant from a legislative, and from other environmental aspects in relation to the given company. Based on this, before the tool's application, it is appropriate to filter the criteria from a strategical and business point of view by the leaders at the higher level of the organization.

b) Following this, the CSR expert weighing of the questions may happen on a scale ranging from 1-5, in order to insert the future answers into the measurement system based on an organization-specific significance.

c) This two-level filtering and adjustment can be necessary overwritten in the case, that a fundamental change would happen related to the corporate strategy, or a significant organizational or procedural development/modification would happen.

d) For the tool's authentic operation and for the professional interpretation of dynamic results it is indispensable to document the adjustments and their changes, to save and codify the background and history.

e) After the single record of basic adjustments, or their rare modification, I suggest to perform the evaluation on a yearly basis, by assigning 0-0.5-1 values to questions – according to our suggestion this work should appropriately done by the field of expertise performing the given sub-task and not by the CSR experts themselves.

f) The experts, however, should perform the results' evaluation on a yearly basis, make their conclusions and channel the successes and tasks towards the management and the organization. The appropriate time for this is the composition and publication of GRI report (GRI, 2000-2006), and its internal and external communication.

The investigation results, however, also showed that the regulation environment and its active government formation can be an effective tool. On one hand, for the control of the characters' behavior (thus for the implementation of necessary social control), and on the other hand – on the level of business companies – it may offer a secure framework for the implementation of individual, differentiated business value creation as well. The results of related research work greatly prove MEYER's (2015) statements, too, who on the basis of the gambling market's investigation states that the more societies follow a far-reaching, the more effective can they optimize their performance and form their regulation environment. As the result of all this, they can integrate deeper into the market operating within the given regulated framework, and altogether this is reflected from their real business performance as well, which eventually – by assuming ethical (honest taxation) behavior – serve the direct interest of national economies. In accordance with this approach, I myself as well support the regulated market operation and organization of gambling games, with the emphasis that CSR should always be more than it is expected by the regulations. By following this, it will be rewarding for certain organizers to support the stakeholders beyond the prescribed requirements with individual solutions, since altogether this could lead, besides the proper treatment of vulnerable player groups, to the achieved supply and revenue results that are optimal from a social point of view as well.

6. Publications prepared in the subject of the dissertation

A PhD értekezés alapjául szolgáló közlemények

Folyóiratcikkek, tanulmányok (13)

1. **Katona, N. I.**: The weight of stakeholders on gambling in the light of an industry-specific CSR measurement tool.
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