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**A Building Brands via Corporate Social Responsibility,
in the Routledge Companion to Brand Management**

Abstract

The search for meaning is not limited to philosophers and sages; increasingly consumers—as well as employees, shareholders, the financial community, media, and nongovernmental organizations—yearn for something meaningful in their consumption activities and look to companies to offer meaning by exemplifying credible, value-laden, and authentic traits. In response, branding efforts extend beyond the brand to encompass well-defined sets of values that might resonate with diverse audiences. Despite its current popularity though, corporate social responsibility (CSR)-based brand management can be a dangerous endeavor. Because the rules of the branding game are different, we need new insights into how to manage CSR-related issues. Thus, building on multiple case studies, we examine CSR and corporate branding, in particular (1a) the issue of how to leverage strategically CSR to the benefit of company and society, (1b) the core components for the development of a CSR brand, and (1c) the capabilities necessary to implement a CSR-related brand strategy. Then we examine how (2a) employees develop, employ, and change the brand-related information they possess and (2b) management can influence brand-related social interactions to induce brand commitment and shared brand beliefs among employees.