

The Challenges of CSR Communication during Crises: The Example of SONELGAZ During the Health Pandemic and the 2021 Forest Fires

SIDI MAMMAR Tahar^{*1}, IKOUFENE Chafik²

¹Laboratory Musc média usages sociaux et communication, university of Mouloud Mammeri de Tizi Ouzou, Algeria, tahar.sidimammar@ummto.dz.

² Laboratory Musc média usages sociaux et communication, university of Mouloud Mammeri de Tizi Ouzou, Algeria, ikoufene@yahoo.fr.

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Abstract:

Our article examines the impact of communication related to corporate social responsibility (CSR) activities during a crisis, with particular attention paid to the COVID-19 health shock and the wildfires that affected the country during the same period. By exploring the crucial role of CSR communication in crisis management, we demonstrate how it can influence stakeholder perception and mitigate the negative effects on businesses. Through an in-depth theoretical analysis and a case study of the national Algerian company, specifically the Algerian Electricity and Gas Company SONELGAZ, we highlight the importance of transparent and consistent communication to maintain a positive reputation and enhance organizational resilience.

Key Words: CSR communication, crisis management, stakeholders, COVID-19.

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^{*} -Auteur correspondant: SIDI MAMMAR Taha, Email: tahar.sidimammar@ummto.dz

1. INTRODUCTION

Corporate Social Responsibility (CSR) has become a central element of modern strategies, transcending mere legal compliance to reflect a true commitment to ethical, social, and environmental practices. This concept embodies companies' desire to make a positive contribution to society while achieving their business objectives. While CSR is already an essential pillar during stable times, it takes on even greater significance in times of crisis, whether economic, health-related, or environmental. The challenges that companies face during crises test their resilience and put their ability to maintain stakeholder trust to the test. The way in which they communicate their CSR actions can play a decisive role in preserving their reputation and ensuring the sustainability of their relationships with all their stakeholders.

The COVID-19 pandemic deeply disrupted economic and social dynamics, testing the resilience of companies on a global scale. Faced with severe disruptions to supply chains, unpredictable demand fluctuations, and unprecedented challenges in ensuring the safety and well-being of their employees, companies had to adapt their strategies reactively. In this chaotic context, communication about CSR actions proved to be a crucial lever for maintaining transparency, reassuring stakeholders, and protecting the company's image. By strengthening the trust of customers, employees, and investors, CSR communication became a key factor not only in ensuring internal cohesion but also in supporting the sustainability and competitiveness of companies in the face of this global crisis.

This article particularly focuses on the issues of CSR communication during a crisis, using the example of SONELGAZ, a key player in Algeria's energy sector. Through this case study, we will explore how SONELGAZ implemented a CSR communication strategy during the health crisis, overcoming specific challenges in a strategic sector. By examining the company's actions, we will analyze the benefits of well-aligned CSR communication and how it helped maintain relationships with stakeholders while strengthening organizational resilience in the face of an unprecedented crisis.

Effective communication, therefore, is not limited to managing perceptions; it also strengthens organizational resilience by preserving a positive image, even in bad times. The fundamental question of our research is:

How can well-executed CSR communication influence and mitigate the effects of a crisis?

To answer this question, it is essential to examine the mechanisms by which CSR communication changes stakeholder perceptions, as well as the challenges companies face in maintaining consistent and transparent communication during a crisis.

This question is at the core of our analysis and will be explored through the following inquiries:

- What mechanisms allow CSR communication to influence stakeholder perception during a crisis?
- How do transparency and coherence in CSR communication contribute to mitigating the negative impacts of a crisis?
- What specific challenges do companies face when communicating about their CSR initiatives during a crisis?
- What criteria determine the effectiveness of CSR communication during crises?

The primary objective of this study is to explore the strategic role of CSR communication in crisis management. We aim to demonstrate that, when adequately managed, CSR communication can not only mitigate the negative effects of a crisis but also strengthen organizational resilience by fostering trust and loyalty among stakeholders. By providing practical recommendations, this study aims to support companies in optimizing their CSR communication strategies to better prepare for future crises.

Beyond its marketing aspect, CSR communication thus emerges as a key tool in crisis management, playing a crucial role in preserving the company's image and managing stakeholder perceptions. Indeed, the way a company presents and communicates its societal actions during a crisis can profoundly impact its reputation and its ability to navigate turbulent periods while consolidating its ties with partners, employees, and customers.

2. The conceptual Framework of CSR Communication (Corporate Social Responsibility)

This section is dedicated to define the key concepts of our study.

2.1 Définition of CSR communication

CSR communication refers to all the communication practices a company puts in place to inform its stakeholders about its actions regarding sustainable development and social responsibility, whether at the environmental, social, or economic level. This communication aims to promote the company's commitment to ethical practices while enhancing its reputation (**Morsing, M., & Schultz, M. 2006**).

It is also defined as : "*the combination of social and societal measures, reducing environmental impacts, and economic approaches. And as you should know, communication is the nerve center of any strategy*" (**Goumard 'HelloCarbo, 2024**).

Thus, it can be defined as the communication actions of a company aimed at informing and engaging its stakeholders on its social, environmental, and economic commitments, within a framework of responsibility and sustainable development.

2.2 The importance of CSR communication

CSR communication is becoming increasingly essential for building trust, strengthening brand image, and responding to the growing expectations of consumers. Here are some elements that illustrate its importance (**bigmedia, 2023**):

- **Transparency** : which consists on providing clear and comprehensive information on CSR commitments and actions to build a trust-based relationship with stakeholders.
- **Adaptation to consumer expectations**: Responding to the growing demand for environmentally friendly products and services, which influences purchasing decisions.
- **Coherence**: Aligning communication with the company's actual actions to avoid greenwashing and ensure credibility.
- **Engagement and interaction**: Promoting exchange and participation from stakeholders to co-create relevant CSR initiatives.
- **Responsible marketing strategy**: Integrating CSR into communication to strengthen brand image and ensure authentic and effective communication.

2.3 The objectifs of CSR communication

The objectives of CSR communication are varied. Among these objectives, we find (Goldstein):

- **Inform:** Provide transparent information about the company's CSR actions, strategies, and results. This allows stakeholders to understand the efforts made and the progress achieved, thereby strengthening the company's credibility.
- **Engage:** Create a constructive dialogue with internal and external stakeholders (employees, customers, suppliers, local communities) and encourage them to actively participate in the company's CSR initiatives, raising awareness of social and environmental issues.
- **Enhance brand image:** Highlight the company's commitments to society and the environment to strengthen its image and reputation. During a crisis, this approach becomes crucial for preserving and improving the company's image while meeting growing societal expectations.
- **Meet stakeholder expectations:** Stakeholders, increasingly aware of sustainability issues, expect concrete actions. CSR communication allows the company to demonstrate its responsible commitment, thereby meeting these expectations and contributing to its legitimacy.
- **Manage risks and crises:** CSR communication enables the company to proactively manage risks related to social, environmental, and ethical issues. It helps anticipate and mitigate crises while preserving the company's reputation.
- **Promote innovation and continuous improvement:** CSR communication encourages the company to seek sustainable solutions and regularly evaluate its performance. It stimulates innovation and continuous improvement, contributing to the company's adaptation to societal challenges.

2.4 The dimensions of CSR communication

During a crisis, CSR communication must adapt and address several specific dimensions, as shown in the table below:

Table N°1: The dimensions of CSR communication

Dimensions	objectif	impact	Exemple
Transparency	Provide clear and detailed information (Weick, 1995).	Eliminate ambiguity, restore trust	Share the measures taken by the company to manage the crisis.
Coherence	Align messages with concrete actions (Coombs, 2007).	Strengthen credibility, avoid contradictions.	Ensure that commitment statements are followed by visible actions.
Empathy	Show understanding of the impacts on stakeholders (Kim & Ha, 2021).	Humanize the company, strengthen relationships with stakeholders.	Express sincere support and acknowledge the difficulties faced.
Proactivity	Anticipate and manage issues before they arise (Wang & Chaudhry, 2020).	Control the narrative around the crisis, demonstrate organized control.	Provide regular updates and be transparent before negative information emerges.

Source : Created by us

2.5 Fundamental Tips for Effectively Communicating CSR Strategy

Effective CSR communication is essential to highlight a company's commitments and strengthen its credibility with stakeholders. To ensure a clear and impactful approach, here are five key tips (Bigmedia, 2023):

- **Define a structured CSR communication plan:** It is crucial to have a clear strategy by defining objectives, target audiences, messages, and communication methods, while avoiding greenwashing.
- **Involve stakeholders:** Raising awareness and mobilizing employees, customers, and partners strengthens engagement and the credibility of the CSR approach.
- **Choose the right tools and channels:** Adapting formats (website, social media, infographics, videos, etc.) based on the audience enables more effective communication.
- **Seek specialized agency support:** External expertise can help structure and optimize CSR communication through tailored and impactful strategies.
- **Formalize the CSR policy:** A charter and detailed report ensure transparency and coherence in commitments, thus reinforcing public trust.

3. CSR communication and Stakeholders

CSR communication plays a crucial role in the relationship between a company and its stakeholders, especially during a crisis. In this context, it is essential to understand how CSR communication can be used to establish a constructive and mutually beneficial dialogue with all stakeholders.

3.1. The synergy Between Stakeholders and the Company

Stakeholders play a key role in the functioning and success of companies. They are individuals or groups with an interest in the company's activities, each with a specific role while contributing to the organization's prosperity. For example, executives define the strategic directions and policies of the company, thereby creating a culture aligned with social and ethical responsibility values (Carroll, 1991). Employees, on the other hand, directly influence the company's performance and productivity, making good human resource management and working conditions essential for ensuring their engagement and satisfaction, and consequently, the overall performance of the organization (Schwartz & Carroll, 2003). Customers are also crucial to the company due to their central role in generating revenue. Their pressure for quality products and ethical practices can improve loyalty and strengthen the company's reputation (Kotler & Lee, 2005). Suppliers and subcontractors, by providing resources and executing specific tasks, must adhere to ethical and environmental standards to ensure a responsible supply chain (Maignan & Ferrell, 2004). Shareholders, who invest in the company, expect a return on investment and play an important role in governance by influencing major decisions (McWilliams & Siegel, 2001). Local communities, affected by the company's operations, must be considered to avoid conflicts and promote social acceptance. Companies must engage with these communities and implement support programs to strengthen their acceptability (Elkington, 1997). Public authorities, as regulators, ensure compliance with laws and regulations, which is crucial to avoid sanctions (Davis, 1960). Finally, NGOs monitor companies' practices and can influence sustainable development and CSR policies, either by criticizing or supporting their CSR approach (Holliday, Schmidheiny, & Watts, 2002).

For optimal stakeholder management, mapping is a key tool that helps identify, prioritize, and manage the various stakeholders in a project. This approach helps prevent conflicts of interest and align stakeholder objectives with those of the company (**Freeman, 1984**). Stakeholder management requires strategic planning and effective communication, where managers must understand the needs of each stakeholder and coordinate efforts to resolve potential conflicts (**Gray, Owen, & Adams, 1996**). Maintaining good relations with stakeholders is essential to establishing a climate of trust and cooperation. Open and honest communication helps manage expectations, resolve issues proactively, and create a favorable environment for sustainable development (**Searcy, 2012**).

3.2. *Relationship between CSR and the Company's Stakeholders*

Corporate Social Responsibility (CSR) has become an essential component of sustainable development, with increasing demands from consumers, shareholders, and employees (**Carroll & Buchholtz, 2015**). For the successful integration of CSR policies, it is essential to engage in a constructive dialogue with stakeholders. This dialogue helps identify priority issues and is based on seven fundamental principles (**Freeman, 1984**):

- Involve all stakeholders by appointing an internal or external facilitator;
- Respect the values of dialogue;
- Ensure the sustainability of the approach;
- Report results to all stakeholders;
- Consider diverse, even divergent, interests;
- Commit to selecting relevant stakeholders and issues;
- Provide the means to change and evolve.

Stakeholders interact directly with the company, influencing and being influenced by its actions. Within CSR, the company must respond to the expectations of these stakeholders, especially through transparent communication. The ISO 26000 standard provides a framework for developing a CSR strategy aligned with these expectations (**ISO, 2010**).

Employees, including regular and temporary workers, are particularly concerned with the social aspects of CSR, such as improving working conditions, combating discrimination, and promoting diversity (**Greenwood, 2007**). Their engagement in CSR, supported by adequate training, is crucial for enhancing motivation and loyalty (**Aguinis & Glavas, 2012**).

Customers increasingly demand transparency about the origin and characteristics of products. In response, companies must not only communicate clearly but also invite customers to participate in CSR-related initiatives, thus strengthening the relationship (**Kotler & Lee, 2005**).

NGOs and associations play a vital role by either criticizing or supporting companies in their CSR efforts. They expose greenwashing practices and encourage more responsible behavior (**Lyon & Montgomery, 2015**), guiding companies toward better CSR integration (**Schwartz & Carroll, 2003**).

Responsible suppliers and shareholders prioritize companies that excel in Environmental, Social, and Governance (ESG) criteria, using sector-specific benchmarks to assess their CSR practices (**Eccles, Ioannou, & Serafeim, 2014**). Trade unions, for their part, ensure that CSR policies are applied and that workers' rights are protected (**Gordon, 2009**).

Finally, the prosperity of a company depends on the commitment of its stakeholders, whose role is crucial in promoting authentic and effective CSR policies. Understanding stakeholder expectations is thus paramount for ensuring the success of a sustainable CSR strategy (**Elkington, 1997**).

3.3. The Perception of CSR Communication by Stakeholders

By highlighting the company's social, environmental, and ethical commitments, CSR communication plays a key role in stakeholders' perception. It can influence their opinion and strengthen their trust, thereby fostering the establishment of durable and transparent relationships.

- **Legitimacy Mechanisms**

The legitimacy theory proposed by (**Suchman, 1995**) asserts that in order to maintain their legitimacy, companies must align their actions with societal expectations. CSR communication plays a crucial role in this process by demonstrating that the company not only recognizes its responsibilities but also acts in accordance with societal norms. This legitimacy mechanism becomes particularly important in times of crisis, where stakeholders closely scrutinize companies' actions to assess their commitment and sincerity (**Carroll, 1991**). During a crisis, legitimacy is reinforced through communication that demonstrates alignment with societal expectations and actions that address stakeholders' concerns.

- **Perception of Authenticity and Its Effects on Crisis Management**

Authenticity is a key element for effective CSR communication, particularly during a crisis. Benoit's crisis communication theory (1995) highlights that integrating authentic messages with crisis management strategies helps maintain a positive image. Stakeholders assess the credibility of messages based on perceived sincerity and consistency with the company's actual actions. Studies show that companies that succeed in projecting an authentic image are better prepared to manage crises and maintain stakeholder trust (**Wang & Chaudhry, 2020**). Authentic communication involves messages that reflect the company's true concerns and are supported by concrete actions.

4. CSR Communication: A Strategic Tool in Times of Crisis

Using CSR communication strategically helps strengthen a company's image, maintain transparency with stakeholders, and demonstrate its commitment to sustainable values—even during challenging times. This approach serves as a crucial lever for overcoming crises and emerging stronger.

While CSR communication is essential, it also comes with its own set of challenges and limitations. During crises, companies must navigate carefully to avoid pitfalls such as instrumentalizing CSR for crisis management purposes or failing to align their commitments with real actions.

4.1. The risks of instrumentalization

One of the main challenges of CSR communication during a crisis is the risk of instrumentalization. Companies may be accused of using CSR merely as a tool to manage the crisis rather than as a genuine ethical commitment. This risk arises when CSR communication is perceived as an attempt to divert attention from real issues or manipulate stakeholders' perceptions (**Gudykunst & Nishida, 2001**).

To avoid such accusations, CSR communication must be seen as authentic and supported by concrete actions. Companies should ensure that their CSR initiatives are not just opportunistic responses to crises but rather integral components of a broader, sincere corporate responsibility strategy.

4.2. The Need for Long-Term Consistency

Long-term consistency is essential for maintaining the credibility and effectiveness of CSR communication. Companies must ensure that their CSR commitments are backed by tangible and sustainable actions. Any inconsistency between statements and actual practices can not only undermine crisis management efforts but also damage corporate reputation.

Stakeholders are increasingly demanding when it comes to the sustainability of CSR commitments and expect concrete proof of genuine investment (**Coombs, 2007**). To meet this challenge, companies must integrate CSR communication into a comprehensive corporate responsibility strategy that reflects a sincere and long-term commitment.

CSR communication raises several key challenges, particularly during crises, including (**Goldstein**):

- **Credibility:** Ensuring transparency and avoiding greenwashing by aligning actions with declarations.
- **Complexity:** CSR issues are multifaceted and require clear, accessible communication without excessive simplification.
- **Measuring Impact:** Precisely quantifying the impact of CSR actions is challenging and requires effective evaluation mechanisms.
- **Resistance to Change:** Some stakeholders, especially short-term profit-driven shareholders, may resist CSR initiatives that could impact immediate financial returns. Convincing them of CSR's long-term value is a crucial challenge.
- **Diverse Expectations:** Stakeholder expectations vary widely, complicating the task of managing a balanced and effective response.
- **Risk Management:** CSR communication must anticipate and mitigate reputational risks linked to unethical practices or supply chain incidents.
- **Competition and Comparability:** Competitive pressures may lead companies to exaggerate their CSR efforts, and the lack of standardized norms makes it difficult to compare CSR practices across businesses.

5. The Example of SONEGAS's CSR Communication During Crises

This example highlights the importance of corporate social responsibility (CSR) and provides an overview of CSR communication strategies adapted to global health challenges. In the following section, we will analyze SONEGAS's communication during the health crisis and the 2021 wildfires.

5.1. Analysis of SONEGAS's CSR Communication During the COVID-19 Pandemic

Analyzing SONEGAS's CSR communication during the COVID-19 health crisis helps assess how this key player in Algeria's energy sector adapted its corporate social responsibility strategies to address the exceptional challenges of the global pandemic.

- **Transparency and Proactive Communication**

During a crisis, regular updates and transparency are essential to maintaining stakeholder trust. SONEGAS ensured open communication by regularly publishing updates on the safety measures implemented and necessary operational adjustments. These updates were shared through various channels, including social media, internal newsletters, and press releases, keeping stakeholders informed and managing the narrative around the company's actions.

SONELGAZ effectively used social media to share real-time information, address consumer concerns, and promote its community support initiatives. By adopting a proactive approach on social platforms, the company reached a broad audience, responded quickly to questions and concerns, and strengthened perceptions of transparency and responsiveness.

- ***Specific CSR initiatives***

During the health crisis that impacted the country, SONELGAZ demonstrated solidarity with citizens. As part of its social and civic commitment, the company implemented various initiatives to support civil society in its charitable and humanitarian efforts. Given the disruption of the healthcare system and the tragic loss of lives caused by COVID-19, SONELGAZ collaborated with public authorities by mobilizing its medical staff and making its healthcare centers available, particularly in remote areas.

The company also launched an extensive awareness and vaccination campaign, initially targeting workers in critical sites and later extending to other employees and their families. As the official sponsor of the Ministry of Health's vaccination campaign, SONELGAZ contributed to vaccinating over one million people in a single week.

Furthermore, SONELGAZ mobilized its subsidiaries to increase oxygen production and supply it to healthcare centers. The company also acquired three oxygen generators, which were installed in hospitals in El Eulma, Batna, and Tipaza, alleviating the strain on these facilities during the summer of 2021.

Beyond its direct contributions, the company supported charitable organizations across the country, particularly those assisting healthcare centers in remote and hard-to-reach areas. SONELGAZ also provided psychological and material support to families mourning loved ones lost to the pandemic, addressing the social isolation imposed by the crisis.

- ***Enhanced Safety Measures***

To ensure employee safety, SONELGAZ implemented strict protocols, including the distribution of personal protective equipment (PPE), regular disinfection procedures, and social distancing rules in workplaces. These measures were crucial in protecting employees while allowing the company to continue providing essential services.

- ***Community Support***

During the crisis, SONELGAZ extended its support to community initiatives. The company participated in food assistance programs and funded COVID-19 prevention campaigns, offering financial and material donations to aid local communities and promote public health awareness. Through these efforts, SONELGAZ strengthened its brand image and reaffirmed its commitment to community well-being.

5.2. Analysis of SONELGAZ's CSR Communication During the 2021 Wildfires

Analyzing SONELGAZ's CSR communication during the 2021 wildfires provides insight into how the company responded to this natural disaster, which devastated several regions of the country.

- ***Transparency and Proactive Communication***

SONELGAZ demonstrated exemplary responsiveness and transparency by swiftly restoring electricity to 175,870 households affected by power outages caused by the fires that ravaged multiple wilayas during the summer of 2021. According to the company, service restoration was achieved in record time thanks to well-defined action plans designed to handle such crises. Notably, 80% of the outages were implemented as a preventive measure to avoid further

damage, while the remaining 20% resulted from breakdowns that have since been repaired. The power network sustained significant damage, with 22,670 meters of high-voltage cables and 26,300 meters of low-voltage cables destroyed.

SONELGAZ's proactive crisis management helped minimize disruptions and maintain clear communication with the public. Despite challenging conditions, including peak energy consumption and the ongoing health crisis, emergency response and backup operations were carried out effectively. The dedication of SONELGAZ employees was remarkable, as some were injured or lost loved ones in the fires, yet they worked tirelessly to restore power. The company's transparency in handling the crisis strengthened public trust and facilitated a rapid return to normalcy.

- ***Specific CSR Initiatives***

As part of its CSR initiatives, SONELGAZ not only managed the energy crisis efficiently but also took meaningful steps to support affected families and communities. In response to the wildfires, SONELGAZ provided public authorities with several facilities to assist displaced families and distributed meals to victims. These tangible actions highlight the company's commitment to its social and environmental responsibilities.

SONELGAZ's subsidiary, the System Operator, noted that the summer's electricity consumption peak reached a record 16,065 MW, marking a 9.18% increase compared to the previous summer due to an extreme heatwave. Despite this rising demand, SONELGAZ had anticipated a peak consumption of 16,500 MW for the summer of 2021, in line with its CSR strategies aimed at forecasting and addressing energy challenges. While the electricity and gas network was impacted by the wildfires, it remained robust and resilient due to a reliable action plan and effective professional maintenance.

SONELGAZ continues to adopt a proactive approach to CSR by integrating sustainable management practices and providing community support during crises. This approach is essential for maintaining service reliability and making a positive contribution to society as a whole.

6. Stakeholder Reactions

Analyzing stakeholder reactions to SONELGAZ's CSR communication helps assess the impact of the company's commitment on its various stakeholders. These reactions, whether positive or critical, reflect the effectiveness of SONELGAZ's communication strategy in managing major crises. Understanding how the company was perceived in its efforts to maintain service continuity and support affected communities provides valuable insights.

- **Satisfaction Surveys and Social Media Feedback:** The CSR initiatives adopted by SONELGAZ were largely well received by stakeholders. Satisfaction surveys conducted during and after the crisis revealed that stakeholders appreciated the company's transparency and efforts in managing the crisis responsibly. Social media feedback was also positive, highlighting that open communication and concrete actions strengthened the company's favorable image and enhanced stakeholder trust.
- **Findings and Implications:** The SONELGAZ case study illustrates the importance of CSR communication in crisis management. The results indicate that proactive and transparent communication helped the company mitigate the negative effects of the crisis and maintain a positive perception among its stakeholders. By integrating CSR communication into its

crisis management strategy, SONEGGAZ not only reinforced its organizational resilience but also preserved its reputation.

- Implications for Businesses: SONEGGAZ's experience underscores the importance of well-planned and well-executed CSR communication during crises. Companies facing similar situations must ensure that their CSR initiatives are perceived as genuine and aligned with their actions. Transparency, proactivity, and sincere commitment are key elements in maintaining stakeholder trust and managing crises effectively.

In summary, SONEGGAZ's approach during the COVID-19 pandemic and the summer 2021 wildfires serves as a model for effective CSR communication. By proactively addressing crisis challenges, the company not only managed the situation more efficiently but also demonstrated its commitment to its stakeholders. This approach provides valuable lessons for businesses seeking to integrate CSR communication into their crisis management strategies.

7. CONCLUSION

Communication related to Corporate Social Responsibility (CSR) activities holds major strategic importance, especially during times of crisis. A thorough analysis of CSR communication theories, combined with a detailed case study of SONEGGAZ, reveals that when conducted with rigor and authenticity, CSR communication goes beyond merely showcasing responsibility it becomes a true lever of resilience for the organization.

During crises, CSR communication transforms into an essential tool for navigating turbulent times. The COVID-19 crisis illustrated the importance of clear, transparent, and consistent communication with stakeholders. Companies facing unprecedented challenges were able to use CSR communication to reaffirm their commitment to responsible practices while effectively managing the consequences of the crisis.

The example of SONEGGAZ highlights how a well-orchestrated CSR communication strategy can mitigate the negative effects of a crisis. By adopting a proactive approach, providing regular updates, and implementing tangible support initiatives, SONEGGAZ not only reinforced its credibility but also strengthened stakeholder trust. This ability to respond to emergencies while remaining true to its core values helped preserve a positive image despite the challenges.

However, it is crucial for companies not to view CSR communication as a one-time or opportunistic response. To be truly effective, it must be integrated into a comprehensive crisis management strategy and reflect a sincere, long-term commitment. Messages must align with the company's actual actions and aim to establish an authentic relationship with stakeholders. Transparency and consistency are not just ethical principles; they are essential requirements for maintaining legitimacy and trust.

Managing CSR communication during a crisis requires careful attention and genuine commitment. Companies must demonstrate empathy, transparency, and responsiveness to navigate crises effectively and emerge stronger. This proactive and human-centered approach not only protects the company's reputation but also helps build long-term organizational resilience. When applied authentically, CSR communication serves not only as a crisis management tool but also as a foundation for a lasting and positive relationship with stakeholders.

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