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A COMPARATIVE STUDY OF LOW-LEVEL MANAGEMENT'S ATTITUDE TO MARKETING AND INNOVATIONS IN THE LUXURY FASHION INDUSTRY: PRO - OR ANTI-CSR?

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Abstract: The senior management of several luxury fashion businesses proclaim a commitment to sustainability and an engagement in all CSR categories. However, how is this projected in the lower levels of management, i.e. do 'low-level' managers exercise their marketing and innovations tasks in a manner compatible with the proclaimed CSR? An investigative pioneering case study of the attitude of the low-level management of top luxury fashion businesses in Prague reveals that their marketing and innovation endeavours have very little in common with the CSR strategies and priorities set officially for the business. The comparative holistic Meta-analysis of three rounds of interviews points to critical problems generated by both systematic and individual deficiencies of the lower level managers that lead to their reduced knowledge and/or interest towards linking the marketing and innovation functions with CSR commands. This new discovery of the asymmetry of the attitude to marketing and innovations has strong implications for management research at the academic level, as well as for the practical drive for a more effective and efficient management. In this paper, the 1st objective identified rather a satisfactory attitude of owners and senior managers, but the 2nd investigative objective showed that low-level management often has a reduced knowledge and/or interest in linking the marketing and innovation functions with CSR best practice. The differences across even the same groups, as well as other intrinsic data proposed with respect to the 3rd objective suggest that the causes for such a deplorable situation are both systematic and individual. The consequences include a loss of clientele. It is amazing that luxury fashion businesses with such developed CSR statements and advertised marketing and innovation actions linked to basically all CSR categories have front-line employees, including managers, who do not share such commitments, and, instead, excessively go into auxiliary aspects and ultimately frustrate CSR approaches.

Key words: Corporate Social Responsibility (CSR), luxury fashion, management, sustainability

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Introduction

The concept of sustainability emerged as value judgments about justice in the distribution and use of resources (Marinova & Raven, 2006). It is based on economic (profit), environmental (planet), and social (people) pillars and aims at reconciling available resources and needs of the increasing world population (Meadows et al., 1972). The last milestone on the development of the concept of sustainability is a Resolution made during a historic UN Summit in September 2015 and entitled Transforming our world: the 2030 Agenda for Sustainable development ("UN Agenda 2030"), which brought with it its 17 Sustainable Development Goals ("SDGs") and 169 associated targets (MacGregor Pelikánová, 2018). Sustainable development can be viewed differently by individual stakeholders (Ulewicz and Blaskova, 2018). Naturally, the materialization of the concept of sustainability calls for a multi-stakeholder involvement, i.e. businesses are expected to contribute to the sustainability by their responsible behaviour – by practicing Corporate Social Responsibility ("CSR") (MacGregor Pelikánová, 2019a). CSR includes both (i) systematic and visionary features and is designed for soft law and self-regulation and (ii) the practicing of corporate responsibility, with rather normative and moral features. It is designed for minimal national law regulation (Bansal & Song, 2017), and, although mandatory law provisions have been increasingly entering into the sphere of the CSR (Matuszak & Różanska, 2017; MacGregor Pelikánová & MacGregor, 2017), the majority of CSR aspects are out of the reach of state regulations and left for the determination by businesses (Majerova, 2014), especially by owners and senior management (MacGregor Pelikánová, 2019b; Strouhal et al, 2015).

For luxury fashion businesses, the key values and competitive advantage determinants are linked to their luxury brands (MacGregor Pelikánová & MacGregor, 2019; MacGregor Pelikánová, 2019c). The fundaments of the management include entrepreneurship and innovations, or even more specifically, innovations linked to marketing (Drucker, 2015). Consequently, luxury fashion management should reconcile, or even support, the drive for exclusive scarcity via fancy inventions labelled as SDGs (Krizanova et al., 2019). The concept of a competitive advantage with a competitive target while engaging in "*capturing the core* and *broadening without diluting"* (Moon et al, 2014) should be fully compatible with the concept of sustainability via SDGs as projected in all CSR categories. This should satisfy all stakeholders of such luxury fashion businesses – from customers (Olšanová et al, 2018) to investors (Morgan Stanley, 2017). However, how does it work in the real world?

There are extensive studies about the interaction of CSR and management in the automotive (MacGregor Pelikánová, 2019a), food (Haski-Leventhal, 2018), tobbacco (Chandler, 2017), agricultural (Vveinhardt et al, 2019) and other industries (Sroka & Szántó, 2018). However, there are very few studies with respect to the fashion industry (Dabija & Băbuț, 2019; Cerchia & Piccolo, 2019)

and the published data generally targets the top management perspectives. This logically induces the need to perform a deep micro-case study about the CSR attitude by the, so far omitted, but still critical, inside stakeholders, low-level management - aka - front-line managing employees of stores. Consequently, the three objectives of our study are: (i) to identify the general CSR attitude of top luxury fashion businesses; (ii) to investigate low-level management's attitude to marketing and how innovation reflects it; and (iii) to identify the underlying causes and implied consequences.

Literature review – CSR for management and management for CSR

The concept of sustainability means that certain businesses (Kolk & Van Tulder, 2010) such as luxury fashion businesses, are not only economic, but, as well, social and political actors (Bunn, 2004; Krizanova & Majerova, 2013). They have to respond, i.e. to contain damage (Schüz, 2012), for how their perceived actions and omissions are viewed by society, and must reflect all three sustainability pillars (Olšanová et al, 2018) in a very competitive market (Albu et al., 2013; MacGregor Pelikánová, 2017; MacGregor Pelikánová 2019b et 2019d). Their activity is not only about profit maximization (Berman et al, 1999), but about how they are thought of as incorporating sustainable and ethical principles and practices (Dabija et al., 2016; Sroka & Szántó, 2018) in the strategic and day-to-day management activity (Hoover & Pepper, 2015), and ultimately about the multi-stakeholder model and cross-sector partnership (Van Tulder et al 2016; Van Tulder & Keen, 2018).

For some European businesses, CSR is a mere imposed duty and a negative burden for management (Bernardová, 2016). For other businesses, CSR is a vehicle for improvement in all three spheres of the sustainability model (i.e. economic, environmental and social), including financial performance (McWilliams & Siegel, 2000; Rodriguez-Fernandez, 2016). This is about managing internal-business-based (Christ et al, 2017) and external-competition-based contradictions (Clark et al, 2016; Hahn et al, 2018) by embracing optimal strategies (Kotler & Lee, 2005; Kourula et al, 2017). Indeed, it is about the pathway to "a more sophisticated form of capitalism" (Porter & Kramer, 2011) by evolving (Phillips et al, 2019) from CSR cultural reluctance, to CSR cultural grasp and finally to CSR cultural embedment (Li et al, 2019; Olšanová et al, 2018; Vveinhardt & Sroka, 2020). Naturally, the management of luxury fashion businesses should be well advanced in this arena, because in their market, a properly set and applied CSR leads to value creation (Mulyana, et al, 2019), improvement of the business's reputation (Gallardo-Vázquez et al, 2019; Lii & Lee, 2012) and branding (Osei-Tutu, 2019). However, CSR that is not properly applied by low-level management can generate unnecessary costs, cripple financial results (Barnett, 2007) and destroy a promisingly developing competitive advantage (Scherer & Palazzo, 2011; Ting et al, 2019). To put it differently, even the best tailored CSR practices can be cost

effective (Osei-Tutu, 2019), but only if low-level management know them, identify with them and embrace them in their marketing and business practices (Pomering & Dolnicar, 2009), as well as in their attitudes to innovation (Křečková Kroupová, 2015). Therefore, low-level management in its marketing and innovation endeavours, should reflect all six CSR categories as set-out by the owners and senior managers of luxury fashion businesses (MacGregor Pelikánová, 2019a). These include:

- environment protection,
- employee matters,
- social matters and community concerns,
- respect for human rights (Osei-Tutu, 2019),
- anti-corruption and bribery matters, and
- R&D activities.

The luxury fashion industry builds upon the concept of proffering prestigiously lavish beauty, (Han et al, 2010; Kapferer, 2012) and the concept of a limited access to goods of such an illustrious quality (Dubois & Paternault, 1995; Olšanová et al, 2018). Luxury brands sell products that are and shall remain rare (Kale &Öztürk, 2016) and so go directly against massive consumption, and, indirectly, towards sustainability. Therefore, though there are also opponents of the CSR concept (see e.g. Chwistecka-Dudek, 2016), it has an outstanding potential for luxury fashion management – they both aim in a similar direction (MacGregor Pelikánová & MacGregor, 2019), should positively impact consumers (Chang et al, 2019; Maignan, 2001) and become an integral part of business strategies (Kelley & Nahser, 2014; Kozlowski et al, 2018). Therefore, (i) the identification of the general CSR attitude of top luxury fashion businesses should be a feasible and rather easy task as it fits into well-established models (Belz & Binder, 2017). Pursuant to the conventional assumptions implied by the above summarized academic literature (Hockerts et al, 2018), it should lead (ii) to low level management strongly supporting and developing such marketing and innovation symbiosis, if not directly its synergy. The prevailing theory stream expects that proclamations by the owners and senior management and actions by low level management match and take advantage of CSR's potential for enhanced marketing (Eberle et al, 2013), as well as other business conduct aspects (Floridi, 2016; Lii & Lee, 2012). However, if not, then (iii) a crucial issue emerges and calls for the identification of the underlying systematic and individual causes (Pisani et al, 2017) and implied negative consequences for both marketing and innovations (Ting et al, 2019) .

Data and Methods

The data and methods employed in this paper are determined by the three objectives set. These are: (i) to identify the general CSR attitude of top luxury fashion businesses; (ii) to investigate how low level management's attitude to marketing and innovation reflects it; and (iii) to identify the underlying causes and implied consequences. A case study using both primary data and secondary data, while focusing on both qualitative and quantitative aspects, was used as a research method. The common unifying element is a critical and comparative holistic Meta-Analysis (Glass, 1976; Schmidt & Hunter, 2014) that is a quasi-statistical analysis of a large collection of results from individual studies with the goal to integrate their findings. The case study method is highly relevant because it permits an investigation of the entire market segment (Yin, 2008), i.e. all top ten luxury fashion businesses located in Prague's "Luxury Fashion Street, aka Prague´s 5th Avenue." They all entail luxury brands (Dubois & Paternault, 1995) for handbags. These are considered indicators and/or the "engine that drives luxury brands today" (Han et al, 2010). Table 1 summarizes key elements of the case study.

Table 1: Case study – 10 top luxury fashion businesses in the Czech Republic

Group	Business	Address	Low Manager
LVMH	Louis Vuitton	3	DŠ, PV
LVMH	Christian Dior	4	EF, LŘ
LVMH	Fendi	12	DF
LVMH	Bulgari	13	VM
Kering	Gucci	9	MR, LH
Kering	Bottega Veneta	14	VA
Prada	Prada	16	MK, ER
Dolce Gabanna	Dolce Gabanna	28	MM
Tod´s	Tod´s	13	MA
Furla	Furla	8	MF

Source: Prepared by authors - based on their field searches performed in December, 2019.

For the 1st objective, predominantly secondary data generated by official statements and extracted via qualitative content analysis is used (Krippendorff, 2013; (Kuckartz, 2014; Silverman, 2013; Vourvachis & Woodward, 2015). The 2nd objective was achieved by way of primary data yielded by triple field search, i.e. by three visits to these businesses in December 2019, during which a structured interview with low-level management was performed. The interview included open-ended questions about managerial aspects (marketing and innovations) and all 6 CSR categories. Furthermore, every interview ended with the invitation for

additional information. During the interview, observance of the behaviour of the interrogated low-level management personnel, as well as other employees and of their entire setting was done. The data generated by the work on the 1st and 2nd objectives was used to explore the 3rd objective.

The assessment for the 1st and 2nd objectives was holistically done via a simplified Delphi-method (MacGregor Pelikánová, 2019a; Okoli & Pawlowski, 2004) with ranking by three experts (one male and two females) classifying the provided categorized CSR information (+) or (++) or (+++) and quoting. Each one of these three experts is from Central Europe, has a relevant college degree, at least 15 years of professional experience in marketing and at least three year's experience in ranking based on the Delphi-method. Hence, they were able to provide original rankings, as well as next round adjustments. A general and weak CSR commitment got (+), a deeper and more specific CSR commitment got (++) and a genuine and excellent CSR commitment got (+++). The 3rd objective builds upon this and employs glossing and Socratic questioning (Areeda, 1996).

The proclaimed general attitude of luxury fashion businesses to CSR

For 2018, all ten included luxury fashion businesses issued and posted online their official reports with CSR information. These reports, prepared and approved by both owners and top management, were signed by CEOs. They were automatically scanned for key words and manually explored via the Delphi method, while paying particular attention to six CSR categories. Table 2 summarizes the data extracted from these reports.

Table 2: The proclaimed general attitude – statements in 2018 reports (pages/quality)

Group	Business	Environ	Employ	Social	HRs	xCorr	R&D
LVMH	Louis.	20/+	143/+++	70/++	54/++	1/++	6/+
LVMH	Christ…	20/+	143/+++	70/++	54/++	1/++	6/+
LVMH	Fendi	20/+	143/+++	70/++	54/++	1/++	6/+
LVMH	Bulgari	20/+	143/+++	70/++	54/++	1/++	6/+
Kering	Gucci	44/+++	67/+	25/+	11/++	0/0..	4/+
Kering	Bottega	44/+++	67/+	25/+	11/++	0/0..	4/+
Prada	Prada	15/+++	43/++	11/++	0/	0/	9/+++
Dolce &	Dolce &	+	+	+	+	+	+
Tod´s	Tod´s	66/+++	178/++	51/++	7/+++	23/++	15/++
Furla	Furla	0	0	+	0	0	+

Source: Prepared by the Authors - based on CSR reports for 2018.

Therefore, it can be safely proposed that all top luxury fashion businesses (except Furla) operating on Prague's Luxury Fashion Street make official proclamations regarding their CSR and target at least five of the six key CSR categories. Further, it can be suggested that they focus predominantly on Environment and

Employment categories, while the Social category follows closely behind and rather weak attention is given to the Anti-corruption and R&D categories. Considering marketing and innovation demands, the downplaying of R&D is deplorable, but at the same time it needs to be pointed out that a strong drive for environment and employee matters can somewhat offset it. It can be concluded that the proclaimed general attitude of luxury fashion businesses reaches at least a basic level of the reconciliation of managerial marketing and innovation commands with CSR.

The case study on low-level management's attitudes to marketing and innovations v. CSR

The performed case study regarding low-level management's attitudes brought forth a set of unexpected data. Table 3 shows the marketing perspective, while Table 4 shows the innovation perspectives.

Table 3: Low-level management's attitude to marketing v. CSR – synergy (no=0, yes=+,++,+++)

Group	Business	Environ	Employ	Social	HRs	xCorr	R&D
LVMH	Louis.	+	+	0	0	0	0
LVMH	Christ…	+	0	0	0	0	0
LVMH	Fendi	++	+	0	0	0	+
LVMH	Bulgari	++	+	++	0	0	+
Kering	Gucci	+++	+	+	0	0	+
Kering	Bottega	++	+	+	0	0	0
Prada	Prada	+++	+	+	0	0	++
Dolce &	Dolce &	+++	+	++	0	0	+
Tod´s	Tod´s	+	+	0	0	0	+
Furla	Furla	0	0	0	0	0	0

Source: Prepared by the Authors - based on three rounds of interviews in 12/2019.

The message generated by interviewing low-level management is clear – the only real overlap for them is between marketing and the CSR category – Environment. Of the sampled businesses, only front-line management employees from Bulgari and Dolce & Gabbana mentioned the mutual support between marketing and the CSR category – Social, while interest in R&D being a tool of marketing was observed only by the front-line management of Prada. Most surprising was a total lack of interest by those representing Christian Dior, closely followed by those from Louis Vuitton.

Table 4: Low-level management's attitude to innovation v. CSR – synergy (no=0, yes=+,++,+++)

Group	Business	Environ	Employ	Social	HRs	xCorr	R&D
LVMH	Louis.	0	0	0	0	0	+
LVMH	Christ…	+	0	0	0	0	+
LVMH	Fendi	++	++	0	0	0	++
LVMH	Bulgari	++	++	++	0	0	+++
Kering	Gucci	+	++	++	0	0	+++
Kering	Bottega	+	+	0	0	0	0
Prada	Prada	+++	++	0	0	0	+
Dolce &	Dolce &	+	+	0	0	0	+
Tod´s	Tod´s	+	0	0	0	0	+
Furla	Furla	0	0	0	0	0	0

Source: Prepared by the Authors based on the three rounds of interviews in 12/2019.

Again, the message generated by the interviews of low managers is clear and it can be even proposed that, regarding the overlap between innovations and CSR, the biggest differences and anomalies are identified. Our results indicate that only front-line managing employees from Bulgari, Gucci and Fendi are able to make the obvious link between R&D and innovations. This is a rather shocking revelation. As a matter of fact, it appears that the lower levels of management of luxury fashion businesses have an extremely low awareness and interest regarding innovations in general. Indeed, certain low-level managers (Louis Vuitton, Christian Dior, Tod´s, Furla) appear to not only ignore, but even reject the concept of innovations. To put it plainly, for some low-level managers the only point is to promote marketing based on extraordinary animal welfare, total energy savings and 100% recycling.

Comparison, causes and consequences of low-level management CSR dynamics

The comparison of proclaimed general statements and the uncovered true low-level management's attitudes reveals a myriad of discrepancies and inconsistencies which clearly undermine the efficiency of such management. Although the owners and senior managers basically actively work with all six CSR categories and tie them to marketing and innovations, low managers do not do that. Although the general attitudes are rather similar, low-level management's attitudes are extremely different and this even within the same group, see LVMH (Louis Vuitton and Christian Dior v. Fendi and Bulgari). Hence, it can be proposed that an effectively set synergetic mechanism is inefficiently applied at the lower level.

The causes for such a deplorable situation deserve further studies, and already right now one can propose that the magnitude of the current fragmentation has both systematic, as well as individual causes. This proposition further litigates the fact that often communication and training lag behind expectations (admitted

directly and indirectly during interviews). Big concerns raise as well the integrity and the selection of low-level management (arrogant behaviour and not telling the truth during interviews). The consequences are obvious and the COVID and post-COVID periods can demonstrate it beyond any doubts – the luxury fashion industry is at a cross-roads and if the low management has a low CSR awareness and an even weaker appreciation of innovations, then marketing centred exclusively around animal welfare, energy savings and recycling, coupled with arrogant attitudes could hardly support brand loyalty (Kliestikova et al., 2019) or impress the new emerging clientele – HENRYs (High-Earners-Not–Rich-Yet) and youngsters (Millennials and Gen Z) (Deloitte, 2019) and focus on external stakeholders and image retention (Czubała, 2016). Customers from both these groups master information systems and information technologies, they look for an individualized, seamless brand relationship, rely on social media, but do not hesitate to make their own Internet research or to physically go and check brick and mortar shops and condemn contradictory statements and inconsistencies.

Conclusions

The management of luxury fashion business - Quo vadis? For marketing and innovations which are for CSR and against CSR? Well, the answer based on the performed case study entailing all top ten luxury fashion businesses present in the Czech Republic, and of course as well in the EU, brings a worrisome picture demanding further studies and prompt actions in order to restore management efficiency. The 1st objective identified rather a satisfactory attitude with regard to owners and senior managers, but the 2nd investigative objective showed that low level management often has reduced knowledge and/or interest in linking marketing and innovation functions within CSR best practices. The differences across even the same groups, as well as other intrinsic data proposed with respect to the 3rd objective suggest that the causes for such a deplorable situation are both systematic and individual. The consequences include a loss of clientele. It is amazing that luxury fashion businesses with such developed CSR statements and advertised marketing and innovation actions linked to basically all CSR categories have front-line employees, including managers, who do not share such commitments and instead excessively enter into auxiliary aspects and ultimately contradict themselves, while destroying CSR marketing and innovation strategies.
There are several managerial contributions that our study makes. Firstly, it presents the results of qualitative research (case study) related to managerial attitude to marketing and innovations in the luxury fashion industry in relation to the CSR concept. Another advantage is the fact that such research is rather rare as the CSR concept is analysed mostly in relation to other aspects, such as impact of performance, image of the organization, employee relationship, mobbing or nepotism. Thus, this aspect may be regarded as a significant added value of the

study. Finally, we believe that the results of our research may be very useful for formulation of a research hypotheses in further surveys to be done on larger samples.

Our study had several limitations, the first of which was the analysis of only one sector existing in one country. Secondly, we used a case study analysis; whereas a quantitative approach might be used in future research to explore the in-depth nature of the phenomenon. Despite these limitations, we strongly believe that this study presents the real situation with regard to marketing and innovations in the luxury fashion industry and their connection to the CSR concept.

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PORÓWNAWCZE BADANIE STOSOWANIA ZARZĄDZANIA NA NIŻYCH POZIOMACH DO MARKETINGU I INNOWACJI W LUKSUSOWEJ BRANŻY MODOWEJ: PRO - CZY ANTY-CSR?

Streszczenie: Kierownictwo kilku luksusowych firm modowych deklaruje zaangażowanie na rzecz zrównoważonego rozwoju i zaangażowanie we wszystkich kategoriach CSR. Jak jednak przewiduje się to na niższych szczeblach zarządzania, tj. Czy menedżerowie „niższego szczebla" wykonują swoje zadania marketingowe i innowacyjne w sposób zgodny z ogłoszonym CSR? Pionierskie studium przypadku dotyczące postawy kierownictwa najwyższego szczebla luksusowych firm modowych w Pradze pokazuje, że ich działania marketingowe i innowacyjne mają niewiele wspólnego ze strategiami i priorytetami CSR ustalonymi oficjalnie dla biznesu. Porównawcza holistyczna metaanaliza trzech rund wywiadów wskazuje na krytyczne problemy generowane zarówno przez systematyczne, jak i indywidualne braki menedżerów niższego szczebla, które prowadzą do ich ograniczonej wiedzy i / lub zainteresowania połączeniem funkcji marketingowych i innowacyjnych z zasadami CSR. To nowe odkrycie asymetrii podejścia do marketingu i innowacji ma silne implikacje dla badań nad zarządzaniem na poziomie akademickim, a także dla praktycznego dążenia do bardziej skutecznego i wydajnego zarządzania. W niniejszym dokumencie pierwszy cel wskazał raczej zadowalającą postawę właścicieli i kierowników wyższego szczebla, ale drugi cel dochodzeniowy wykazał, że kierownictwo niskiego szczebla często ma ograniczoną wiedzę i / lub zainteresowanie powiązaniem funkcji marketingowych i innowacyjnych z najlepszymi praktykami CSR. Różnice między nawet tymi samymi grupami, a także inne rzeczywiste dane zaproponowane w odniesieniu do trzeciego celu sugerują, że przyczyny tak złej sytuacji są zarówno systemowe, jak i indywidualne. Konsekwencje obejmują utratę klientów. To niesamowite, że luksusowe firmy modowe z tak opracowanymi deklaracjami CSR oraz reklamowanymi działaniami marketingowymi i innowacyjnymi związanymi zasadniczo ze wszystkimi kategoriami CSR zatrudniają pracowników pierwszej linii, w tym menedżerów, którzy nie podzielają takich zobowiązań, a zamiast tego nadmiernie angażują się w aspekty nieistotne i ostatecznie udaremniają podejścia do CSR.

Słowa kluczowe: społeczna odpowiedzialność biznesu (CSR), luksusowa moda, zarządzanie, zrównoważony rozwój

低级管理人员对奢侈品时尚行业营销和创新态度的比较研究:赞成还是反对CSR?

摘要:几家奢侈品时尚企业的高级管理层宣称对可持续发展的承诺以及对所有企业社会责任类别的参与。但是,这在较低级别的管理层中是如何预计的,即"低级"经理是否以与宣称的CSR兼容的方式行使其营销和创新任务?一项针对布拉格顶级奢侈时装企业低层管理态度的调查性开创性案例研究表明,他们的营销和创新努力与企业的CSR战略和优先事项几乎没有共同点。对三轮访谈进行的比较整体荟萃分析指出,下级经理的系统性缺陷和个人缺陷都产生了严重问题,导致他们降低了将营销和创新职能与CSR命令联系起来的知识和/或兴趣。市场营销和创新态度的不对称性的这一新发现,对学术界的管理研究以及对更有效,更高效的管理的实际推动力具有重要意义。在本文中,第一个目标确定了所有者和高级管理人员的满意态度,但是第二个调查目标显示,低级管理人员在将营销和创新职能与CSR最佳实践联系起来时,往往缺乏知识和/或兴趣。甚至同一群体之间的差异,以及就第三个目标提出的其他内在数据都表明,造成这种可悲局面的原因既有系统性又有个体性。后果包括失去客户。令人惊讶的是,拥有如此发达的CSR声明并进行广告宣传的营销和创新行动(基本上与所有CSR类别相关联)的奢侈时装企业,都有一线员工(包括经理),他们并不承担这样的承诺,而是过多地进入了辅助方面,最终挫败了企业社会责任的方法。

关键词:企业社会责任(CSR),奢侈时尚,管理,可持续性