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## SELF-ASSESSMENT OF THE CORPORATE SOCIAL RESPONSIBILITY IN THE AREA OF POSTAL COMPANY \*

Miriam Jankalová<sup>1</sup>, Radoslav Jankal<sup>2</sup>

<sup>1,2</sup> University of Žilina, Univerzitná 1, 010 26 Žilina, Slovakia

E-mails:<sup>1</sup> [miriam.jankalova@fpedas.uniza.sk](mailto:miriam.jankalova@fpedas.uniza.sk) ; <sup>2</sup> [radoslav.jankal@fri.uniza.sk](mailto:radoslav.jankal@fri.uniza.sk)

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**Abstract.** The process of globalization and the pressure to achieve and maintain the competitiveness of the enterprise on domestic and international market have in recent years underlined a sharp increase in the need to evaluate Corporate Social Responsibility (CSR). The aim of the paper is to propose a self-assessment of socially responsible business in the postal environment. The following research methods were used to fulfill the aim of the paper: methods of obtaining and collecting information (compilation, selection), methods of information processing (excerption, analysis, synthesis, comparison, concretization) and methods of evaluation and interpretation of results (abstraction, induction, deduction, determination, generalization). Taking into account the theoretical definitions, the specifics of the postal company and the findings of secondary research, an evaluation sheet (checklist) can be proposed as a basis for self-assessment of CSR in four areas - economic, social, environmental and legal. The main component of the checklist is a self-assessment questionnaire, consisting of 62 questions. The questions are grouped under four items: economic, social, environmental and legal. Summary score of a specific area of CSR is an indicator of categorizing postal company into one of the four developmental stages of applying the principles of CSR

**Keywords:** self-assessment, corporate social responsibility, check list, postal company

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### 1. Introduction

The process of globalization and the pressure to achieve and maintain the competitiveness of the enterprise on domestic and international market have in recent years underlined a sharp increase in the need to evaluate CSR.

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The practice is evidence that there are currently approaches that allow to assessing corporate social responsibility. Guidelines can be indices for measuring and reporting CSR (Dow Jones Sustainability Indexes, FTSE4Good Index, Natur Aktien Index, Ethibel Sustainability Index, Global Challenges Index, MSCI World ESG Index), Business Excellence models (EFQM model, Baldrige Excellence Framework), initiatives (Global Reporting Initiative, Global Compact Initiative), standards (AccountAbility's AA1000 Series of Standards, Social Accountability – SA 8000). The problem is not the lack of these approaches, but that not every approach can measure the state in each area of CSR. (Jankal, Jankalová, 2016; Jankalová, Jankal, 2016; Jankalová, Jankal, 2017; Jankalová, Jankal, 2018)

The views on the identification of individual areas of corporate social responsibility differ due the different views on this issue. The best-known division of CSR areas is based on the triple bottom line principle (Jankalová, 2013), which draws attention to the economic, social and environmental areas, respectively to the economic, societal and ecological areas. A number of domestic and foreign authors align with this division (Trnková, 2005; Prskavcová et al., 2008; Uddin, Hassan and Tarique, 2008; Lakin and Scheubel, 2010; Kuldová, 2010; González-Rodríguez, Díaz-Fernández and Simonetti, 2015; Allen and Craig, 2016). However, there are also divisions into other three areas, e.g. social, product and environmental (Anselmsson and Johansson, 2007), ethical, economic and legal (Remišová, Búciová and Fratričová, 2013), environmental, philanthropic and ethical (Newton, 2014), or environmental, social and legal (Chau, Lui, Yim and Kwan, 2016). Four CSR areas were first defined by Carroll (1979): economic, legal, ethical and philanthropic area, C. N. Jucan and M. S. Jucan (2010) as well as Akdoğan, Tanç and Cingöz (2011) agree with this approach. Dahlsrud (2008) identified five CSR areas: environmental, social, economic, stakeholders and voluntariness. Other authors also share his opinion (Smith, 2011; Slack, Brandon-Jones and Johnston, 2013; Rasoulzadeh, Hosseinipour, Yusof, Soltani and Hashemi, 2013). At least CSR areas, only two, identified Garriga and Mele (2004) and also Subudhi, Kar and Ram (2013) according to which CSR is divided into economic and ethical area.

Despite the differing opinions of the authors, the areas of CSR are often categorized into only three principal groups (see Elkington, 1994): economic, social and environmental, which are a manifestation of the triple bottom line principle (People, Planet, Profit). The legal area, as a separate group, is only addressed by some authors (Carroll, 1979; Carroll, 1991; Búciová, 2008; Remišová, 2011). It may also be because the legal area is integrated into other areas, which is why it is not given such attention. V. Marková (Marková, 2011) is of the same opinion: "Although the definitions of several authors emphasize this concept as "voluntary integration of social and environmental interests into everyday business activities...", the consequences of irresponsible business of natural or juridical persons needs to be dealt with by legislation".

Several authors (de Graaf and Toennesen, 2010; Kanji and Chopra, 2010; Neergaard and Pedersen, 2012) and organizations (CSR Kiválóság, 2011; CSR Europe, 2014; EcoVadis, 2019; IFU, 2019; Business.un, 2019) are of the opinion that CSR should be based on self-assessment, following the example of known models based on TQM principles. According to Andy Singer (president of Singer Executive Development, a professional training and development company that helps optimize business performance of employees and executives), a checklist is a good tool because (Singer, 2014):

1. Organization (Checklists can help us stay more organized by assuring we don't skip any steps in a process),
2. Motivation (Checklists motivate us to take action and complete tasks. Since checklists can make us more successful, it becomes a virtuous circle where we are motivated to accomplish more due to the positive results.),
3. Productivity (By having a checklist you can complete repetitive tasks more quickly and efficiently, and with fewer mistakes. You become more productive and accomplish more each day.),
4. Creativity (Checklists allow you to master the repetitive tasks and utilize more brain power for creative activities),

5. Delegation (By breaking down tasks into specific tasks, checklists give us more confidence when delegating activities. When we are more comfortable that tasks will be done correctly, we delegate more and become significantly more productive.),
6. Saving lives (Checklists are only as useful as our ability to action each step),
7. Excellence (Excellence is a differentiator that improves brand equity. Checklists allow us to be more effective at taking care of customers. Using checklists ensures that you won't forget anything. So, if you do something again and again, and want to do it right every time, use a checklist.).

The aim of the paper is to propose a self-assessment of socially responsible business in the postal environment. In order to fulfill the aim of this paper, it is necessary to apply the triple bottom line principle focusing on economic, social and environmental areas, which is also shared by many domestic and foreign authors (Trnková, 2005; Prskavcová et al., 2008; Uddin, Hassan and Tarique, 2008; Lakin and Scheubel, 2010; Kuldová, 2010; González-Rodríguez, Díaz-Fernández and Simonetti, 2015; Allen and Craig, 2016). Because the postal company provides postal services only on the basis of registration by the Regulatory Authority for Electronic Communications and Postal Services in accordance with the General Authorization and the Postal Services Act, it is necessary to traditional triple bottom line principle extended to a fourth area, namely legal. The reason for this choice is the fact that postal company differ from others in terms of legislative specifics that need to be taken into account in the process of CSR self-assessment.

## 2. Methodology

The aim of the paper is to propose a self-assessment of socially responsible business in the postal environment. The main objective was preceded by:

- the identification of individual areas of corporate social responsibility necessary for the process of CSR self-assessment in the postal environment (Item 1),
- the identification of a tool for self-assessment of CSR in postal environment (Item 2),
- the identification of CSR activities suitable for proposing self-assessment of CSR by postal company (Item 3).

The results of these findings are stated in the following part 3.

The primary sources were mainly domestic and foreign scientific publications on socially responsible entrepreneurship, sustainable development and business ethics; research databases and the author's own experience gained through long-term cooperation with postal companies. The following research methods were used: methods of obtaining and collecting information (compilation, selection), methods of information processing (excerption, analysis, synthesis, comparison, concretization) and methods of evaluation and interpretation of results (abstraction, induction, deduction, determination, generalization).

## 3. Results

### 3.1. Backgrounds

**Item 1:** the identification of individual areas of corporate social responsibility necessary for the process of CSR self-assessment in the postal environment

The analysis of the issue confirmed that there are approaches that allow to assessing corporate social responsibility (indices for measuring and reporting CSR, Business Excellence models, initiatives, standards), but that not every approach can measure the state in each area of CSR.

Opinions on the division of CSR areas are different (based on contributions from authors and published in reputable scientific databases). Some authors define only two areas, others three, four or five areas (Table 1).

**Table 1.** CSR areas by selected authors

Selected authors	CSR Areas
Trnková (2005); Prskavcová et al (2008); Uddin, Hassan & Tarique (2008); Lakin & Scheubel (2010); Kuldová (2010); González-Rodríguez, Díaz-Fernández & Simonetti (2015); Allen & Craig (2016)	economic, social/societal and environmental/ecological
Anselmsson & Johansson (2007)	social, product and environmental
Remišová, Búciová & Fratričová (2013)	ethical, economic and legal
Newton (2014)	environmental, philanthropic and ethical
Chau, Lui, Yim & Kwan (2016)	environmental, social and legal
Caroll (1979); C. N. Jucan & M. S. Jucan (2010); Akdoğan, Tanç & Cingöz (2011)	economic, legal, ethical and philanthropic
Dahlsrud (2008); Smith (2011); Slack, Brandon-Jones & Johnston (2013); Rasoulzadeh, Hosseinipour, Yusof, Soltani & Hashemi (2013)	environmental, social, economic, stakeholders and voluntariness
Garriga & Mele (2004); Subudhi, Kar & Ram (2013)	economic and ethical

*Source:* In table listed authors

As results from Table 1, the most common CSR areas are those stemming from the triple bottom line principle (economic, social/societal, environmental/ecological). In addition to these “traditional” areas of CSR, some authors have identified ethical and legal area as a separate CSR area, thus highlighting in particular the importance of ethical and legal principles in assessing CSR.

**Finding:** *To fulfill the aim of this paper, we decide to apply the triple bottom line principle focusing on economic, social and environmental areas. The following domestic and foreign authors (Trnková, 2005; Prskavcová et al., 2008; Uddin, Hassan and Tarique, 2008; Lakin and Scheubel, 2010; Kuldová, 2010; González-Rodríguez, Díaz-Fernández and Simonetti, 2015; Allen and Craig, 2016) have the same opinion. Because the postal company provides postal services only on the basis of registration by the Regulatory Authority, it is necessary to extend the triple bottom line principle to a fourth area - legal. The reason is the fact that postal company differ from others in terms of legislative specifics that need to be taken into account in the process of CSR self-assessment.*

**Item 2:** the identification of a tool for self-assessment of CSR in postal environment

Several authors (based on contributions from authors and published in reputable scientific databases) are of the opinion that CSR should be based on self-assessment, similar to models based on TQM principles. We agree with the opinion of these authors and with the opinion of Andy Singer, who considers the checklist to be a suitable tool for self-assessment, for the reasons given in the “Introduction” section.

Taking into account the theoretical definitions, the specifics of the postal company and the findings of secondary research, an evaluation sheet can be proposed as a basis for self-assessment of CSR in four areas - economic, social, environmental and legal (Table 2).

**Table 2.** The proposed evaluation sheet for the specific area of CSR

Evaluation criterion	Yes	Yes, but only partially	No, but we don't resist change	No

Source: Authors

**Finding:** As a basis of self-assessment can be used evaluation form (IFU, 2019) that helps to determine to what extent a company meets the most fundamental rights and requirements regarding significant sustainability issues. It can be used to identify any areas requiring further attention and to prioritise sustainability activities and can also be a part of a learning process for both managers and employees.

**Item 3:** the identification of CSR activities suitable for proposing self-assessment of CSR by postal company  
The main component of the checklist is a self-assessment questionnaire, consisting of 62 questions. The questions are grouped under four items: economic, social, environmental and legal.

The economic area is focused on corporate governance, its transparency and building good relations stakeholders. Each indicator is formulated in a form of a question. An overview of the evaluation criteria within the economic area of CSR (18) is given as follows (Table 3):

**Table 3.** An overview of the evaluation criteria within the economic area of CSR

Evaluation criterion	Yes	Yes, but only partially	No, but we don't resist change	No
Do you have a code (codes) of ethics or similar directives in your company governing the conduct of employees towards all stakeholders?				
Do you manage the business to ensure the company's ability to create the wealth and well-being of the community in which you operate?				
Do you have business activities aligned with the expectations of company stakeholders?				
Are you active in the field of intellectual property protection?				
Do you stimulate innovative thinking?				
Do you provide business information to all stakeholders so that they can gain insight into matters that are directly relevant to them?				
Are the informations you provide to stakeholders reliable and transparent?				
Are you actively fighting against corruption?				
Are you trying to increase customer satisfaction by eliminating the number of complaints and claims?				
Do you emphasize the quality of services provided?				
Do you emphasize the security of the services provided?				
Do you emphasize the availability of services to all customers equally?				
Do you apply the principles of fair advertising by providing truthful information about the services you provide?				
Do you apply equal opportunities in the selection of suppliers?				
Do you try to respect the agreed conditions relating to the supply of services?				
Do you respect the due date of invoices for goods and services received?				
Do you respect the rules of fair competition?				
Do you monitor the route of the transport of mail by GPS signal in order not to decrease the quality level of provided services?				

Source: Authors

The social area is divided into two parts, internal (presented by employees) and external (presented by philanthropy and local community). Each indicator is formulated in a form of a question. An overview of the evaluation criteria within the social area of CSR (18) is given as follows (Table 4):

**Table 4.** An overview of the evaluation criteria within the social area of CSR

Evaluation criterion	Yes	Yes, but only partially	No, but we don't resist change	No
Do you create conditions for employees to reconcile their work and personal lives? (flexible working hours, company kindergarten ...)?				
Do you create conditions for employees to further improve their qualifications?				
Do you support permanent training/education of employees?				
Do employees have the possibility of career advancement?				
Do you provide retraining of redundant employees?				
Do you acknowledge employees wages commensurate with their performance?				
Do you provide your employees with social or other benefits beyond the scope of the legislation (pension contribution, holiday allowance, anniversaries ...)?				
Do you treat with the same respect to every employee, regardless of their gender, age, ethnic origin, sexual orientation, nationality, disability or religion?				
Do you take care to protect the health and safety of employees at work?				
Do you provide your employees with regular medical check-ups?				
Do employees have the opportunity, without any fear to express their opinion?				
Do you consider the impact of business on respect for human rights?				
Do you ensure that complaints about violations of Corporate Responsibility policy are investigated?				
Are you involved in supporting and managing corporate philanthropy?				
Regarding infrastructure, do you ensure that operators, after working hours, park company cars solely on land owned by the company or on places designated for that purpose?				
Do you monitor the activities of operators (driving speed via GPS signal to prevent traffic violations)?				
Do you participate in improving the process of teaching students through cooperation with educational institutions (excursions, offering student work, providing cooperation in the creation of final work of students ...)?				
Is offering of free working positions available also for disadvantaged groups of job seekers (school leavers, mothers with children, older people)?				

Source: Authors

The environmental area is focused primarily on the efforts of companies to reduce the consumption of energy and material resources, including CO2 emissions. Each indicator is formulated in a form of a question. An overview of the evaluation criteria within the environmental area of CSR (16) is given as follows (Table 5):



**Table 5.** An overview of the evaluation criteria within the environmental area of CSR

Evaluation criterion	Yes	Yes, but only partially	No, but we don't resist change	No
Do you have an environmental policy for the company?				
Is environmental management in line with national and international standards (ISO 14 001, EMAS ...)?				
Do you monitor the environmental impact of your business?				
Do you evaluate the monitoring of the environmental impact of the company?				
Do you invest in environmental technologies and in other measures that limit the negative environmental impact of your business?				
Do you implement energy saving measures?				
Do you use renewable energy sources?				
Do you separate?				
Do you use recycled material when packing packages?				
Do you promote environmental protection at the place where you operate?				
Do you follow the safety guidelines when handling hazardous substances?				
Do you have measures in order to reduce CO2 emissions?				
Do you prefer a more environmentally friendly form of shipment?				
Do you use electric vehicles or other environmentally friendly vehicle for short-distance transport?				
Do you create conditions for minimizing traffic load by eliminating transport duplication in the logistics infrastructure that prevent conflicts of several operators on the same route?				
Do you create conditions for minimizing traffic load by eliminating the occurrence of empty transport vehicles in the logistics infrastructure in the best possible way of allocating the collection and delivery of postal items?				

Source: Authors

The legal area takes into account the requirements imposed on postal companies within the meaning of Act No. 324/2011 Coll. on Postal Services. Each indicator is formulated in a form of a question. An overview of the evaluation criteria within the legal area of CSR (10) is given as follows (Table 6):

**Table 6.** An overview of the evaluation criteria within the legal area of CSR

Evaluation criterion	Yes	Yes, but only partially	No, but we don't resist change	No
Do you inform the sender before concluding the contract in advance about which items or things are excluded from collection and distribution (narcotic and psychotropic substances, defamatory shipment modification, items whose circulation is prohibited ...)?				
Do you ensure timely and comprehensible information on the content and conditions of postal services for all disabled and handicapped customers at all postal network access points?				
Do you ensure that informations on the content and conditions of postal services are published in full and in another appropriate way that guarantees access to them also for all disabled and handicapped customers?				
Do you care to deliver postal items and remittance payments with the best professional care?				
Do you check the timeliness of delivery of postal items, which must be delivered within a time period appropriate to the type of postal item and the method of				

delivery?				
Do you have implemented measures by collection, distribution and delivery that protect postal items and remittance payments sufficiently from loss, theft and damage?				
Do you inform your customers of the possibility to designate an authorized person to take delivery of the shipment if the addressee cannot take delivery of him personally?				
Do you inform the customer about how to claim the service if it is dissatisfied with the service?				
Do you inform your customers about the possibility of free and quick elimination of shortcomings in the postal service or postal payment system?				
Do you have measures in place to ensure the protection of information on postal services and postal payments, including the protection of personal data from unauthorized access or disclosure and from misuse?				

Source: Authors

### 3.2. Evaluation of responses from the evaluation sheet

The assessor, who may be a competent manager, business owner or employee responsible for CSR, carries out the assessment according to the level of the selected criteria (Table 7, Table 8).

**Table 7.** The proposed evaluation of the responses according to the level of the selected criteria

Answer	Score
Yes	3,00
Yes, but only partially	2,00
No, but we don't resist change	1,00
No	0,00

Source: Authors

**Table 8.** The lowest and highest score for each area of corporate social responsibility

Area of CSR	Lowest - Highest score
Economic	0,00-54,00
Social	0,00-54,00
Environmental	0,00-48,00
Legal	0,00-30,00

Source: Authors

The individual value of each criterion, or the sum of the criteria in a particular CSR area, will provide the assessor with information on the postal companies' access to specific CSR activities (Table 9, Table 10, Table 11, Table 12). The result can be:

1. proactive approach - the company carries out activities in individual areas of CSR and initiates continuous improvement within them,
2. positive approach - the company does not perform multiple CSR activities, but looks for ways to change it,
3. neutral approach - the company does not resist any changes, but the CSR activities are carried out non-initiative,
4. negative approach – the company expressed its antipathetic attitude towards the implementation of CSR activities and any changes in the company.



**Table 9.** Postal company approach to the realization of activities in the economic area

Score	Approach
54,00-45,00	Proactive approach
44,00-27,00	Positive approach
26,00-9,00	Neutral approach
8,00-0,00	Negative approach

Source: Authors

**Table 10.** Postal company approach to the realization of activities in the social area

Score	Approach
54,00-45,00	Proactive approach
44,00-27,00	Positive approach
26,00-9,00	Neutral approach
8,00-0,00	Negative approach

Source: Authors

**Table 11.** Postal company approach to the realization of activities in the environmental area

Score	Approach
48,00-40,00	Proactive approach
39,00-24,00	Positive approach
23,00-8,00	Neutral approach
7,00-0,00	Negative approach

Source: Authors

**Table 12.** Postal company approach to the realization of activities in the legal area

Score	Approach
30,00-25,00	Proactive approach
24,00-15,00	Positive approach
14,00-5,00	Neutral approach
4,00-0,00	Negative approach

Source: Authors

Intervals were determined based on a combination of scoring (3, 2, 1 or 0 points) and the number of criteria in each assessment area, as follows:

1. Proactive approach:

$$\text{the upper limit of assessment} = n \cdot h_1 \quad (1)$$

where n = number of criteria;  $h_1$  = evaluation score of answer yes

$$\text{the lower limit of assessment} = n \cdot ((h_1 + h_2) / 2) \quad (2)$$

where n = number of criteria;  $h_1$  = evaluation score of answer yes;  $h_2$  = evaluation score of answer yes, but only partially

2. Positive approach:

$$\text{the upper limit of assessment} = n * ((h_1 + h_2) / 2) - 1 \quad (3)$$

where n = number of criteria;  $h_1$  = evaluation score of answer yes;  $h_2$  = evaluation score of answer yes, but only partially

$$\text{the lower limit of assessment} = n * ((h_2 + h_3) / 2) \quad (4)$$

where n = number of criteria;  $h_2$  = evaluation score of answer yes, but only partially;  $h_3$  = evaluation score of answer no, but we don't resist change

3. Neutral approach:

$$\text{the upper limit of assessment} = n * ((h_2 + h_3) / 2) - 1 \quad (5)$$

where n = number of criteria;  $h_2$  = evaluation score of answer yes, but only partially;  $h_3$  = evaluation score of answer no, but we don't resist change

$$\text{the lower limit of assessment} = n * ((h_3 + h_4) / 2) \quad (6)$$

where n = number of criteria;  $h_3$  = evaluation score of answer no, but we don't resist change;  $h_4$  = evaluation score of answer no

4. Negative approach:

$$\text{the upper limit of assessment} = n * ((h_3 + h_4) / 2) - 1 \quad (7)$$

where n = number of criteria;  $h_3$  = evaluation score of answer no, but we don't resist change;  $h_4$  = evaluation score of answer no

$$\text{the lower limit of assessment} = n * h_4 \quad (8)$$

where n = number of criteria;  $h_4$  = evaluation score of answer no.

Summary score of a specific area of CSR is an indicator of categorizing postal company into one of the following developmental stages of applying the principles of CSR, eg. in this way too (Table 13):

Stage 1 - the developmental stage where the company did not understand the need to apply CSR principles in the area of business management and in building relationships with stakeholders,

Stage 2 - the developmental stage where the company has understood the need to apply CSR principles in the area of business management and in building relationships with stakeholders, but the CSR activities are not yet initiated,

Stage 3 - the developmental stage, when the company acts as socially responsible, does not carry out several CSR activities, but seeks ways to change it,

Stage 4 – the development stage, when a company considers CSR as part of its business strategy, constantly improves its activities in individual areas of CSR and implements the principles of CSR in all company activities.

**Table 13.** Categorization of the postal company to the appropriate development stage

Score	Development stage
0,00-30,00	Stage 1
31,00-92,00	Stage 2
93,00-154,00	Stage 3
155,00-186,00	Stage 4

Source: Authors

## Conclusions

Corporate social responsibility is a responsibility of company towards the environment and oneself. De facto, it offers a set of principles and values on the basis of which it is possible to make the transition to a sustainable system. For this reason, too, it is important that businesses associate CSR not only with corporate philanthropy (with donations to foundations and support for nonprofit projects), but with the integration of the principal areas of corporate social responsibility into the corporate strategy. The following recommendations may also be guide how to finalize these conditions:

- management's conviction of the need to apply CSR principles in corporate governance and stakeholder building,
- identification of the person responsible for the area of corporate social responsibility in company,
- identification of stakeholders and their interests,
- identification of corporate values in relation to stakeholders,
- identifying priority areas and objectives for each CSR area in order to develop an action plan,
- implementation of action plan,
- assessment of CSR activities,
- informing stakeholders of the assessment of CSR activities,
- taking actions to improve CSR of the company.

In view of the categorization of the postal company to the relevant development stage (Table 13), it is possible to identify recommendations for each category separately:

Stage 1: The postal company should at this stage set out and describe corporate values and align them with the values of corporate social responsibility. Consequently, it is appropriate to select and entrust a responsible person in the field of Corporate Social Responsibility in the company, who will involve employees within the company in developing a CSR strategy. An important place in the implementation of CSR in the company is the identification of stakeholders and their interests, which helps the company to set up its CSR strategy. Once these activities have been carried out, the company will move to the next stage of the CSR principles application.

Stage 2: At this stage, the postal ucompany should develop a strategic plan based on an analysis of the stakeholders of the company and on the company values. In the strategic plan, it is important to identify the key areas of CSR that the company wants to pursue most in applying CSR principles and to define the main goals of CSR and the concrete actions to achieve these goals. It is essential to involve postal employees in carrying out the planned CSR activities.

Stage 3: At this stage, the company has already developed a strategic plan, engaging employees in CSR activities, is open to changes that can improve CSR activities, but it is important to select appropriate indicators to monitor and measure progress access in various areas of corporate social responsibility, which is a suitable help increase corporate responsibility. To improve the effectiveness of postal companies' CSR policy contribute informing stakeholders about the activities performed and evaluated, either through the company's website, the company's annual reports, or through a separate CSR report.

Stage 4: At this stage, the postal company considers CSR to be part of its business strategy, attaches considerable importance to it, continuously improves its activities and integrates CSR into all of its activities. It can only be added that he should persevere in such an activity and not forget to regularly inform interested parties about his activities. It is also appropriate at this stage not to ignore the critics of such activity, but to involve them in problem solving or communication and strive to continually improve the company in each area.

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**Miriam JANKALOVÁ (Assoc. Prof., Ing., PhD., DipIFR)** is an associate professor at the Faculty of Operation and Economics of Transport and Communications. She is a lecturer, author, researcher and consultant, specializing in the areas of Business Excellence, Quality Management and Accounting. She is university teacher at the University of Žilina and her research is interested in Quality Management and Business Excellence. Her publication activities involve articles, textbooks and monographs on such area. She is member of many scientific boards and professional committees. She works also as a certified court translator (German – Slovak).

**ORCID ID:** [orcid.org/0000-0001-7260-5787](http://orcid.org/0000-0001-7260-5787); **RESEARCHER ID:** P-1191-2016



**Radoslav JANKAL (Assoc. Prof., Ing., PhD.)** is an associate professor at the Faculty of Management Science and Informatics. He is a lecturer, author, researcher and consultant, specializing in the areas of Strategic Management, Quality Management and Business Ethic. He is university teacher at the University of Žilina and his research is interested in Quality Management and Business Ethic. His publication activities involve articles, textbooks and monographs on such area. He is member of many scientific boards.

**ORCID ID:** [orcid.org/0000-0001-6447-1651](http://orcid.org/0000-0001-6447-1651); **RESEARCHER ID:** P-1044-2016



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