
CORPORATE SOCIAL RESPONSIBILITY AND PROPAGANDA

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INTRODUCTION

Corporate Social Responsibility (CSR) envelops the thought that organizations, past their conventional part of maximizing the benefits for shareholders, have an ethical commitment to consider the social, natural and financial impacts that their activities have on society. CSR in specific centers on the ways that a company's actions influence different components, counting the workers, the buyers, the communities and the environment as well, and CSR activities include companies taking all the proactive measures to create a positive commitment to society, to diminish natural pollution, to advance reasonable exchange, to supply for charity, to guarantee differences and incorporation, to improve workers' rights. Besides, by receiving CSR practices, businesses tend to illustrate a commitment to moral conduct, building belief with the public and progressing their notoriety (Broni & Velentzas, 2010).

The verifiable improvement of CSR can be followed back to industrialization, as amid the mechanical insurgency, companies started to construct up significant financial control and the negative results of their development, such as poor working conditions, natural debasement and abuse of workers, got to be progressively clear. In addition, the primary magnanimous endeavors, regularly driven by well off industrialists such as Andrew Carnegie or John D. Rockefeller, spoken to the primary shapes of corporate social responsibility. These people were among the primary to utilize their trade victory as a stage to give to social causes, frequently within the frame of building up establishments or supporting instructive activities (Velentzas et al., 2020).

In any case, the concept of CSR as we consider it these days started to shape within the post-World War II period, especially within the USA, as in the 1950s, the concept of a social contract• between trade and society got to be an imperative resource, with companies to

progressively being held responsible for more than their monetary execution. This period too stamped the beginning of a more extensive acknowledgment that the companies have an obligation to create a positive commitment to society which their victory ought to be interwoven with the well-being of the community in which they work. Especially within the 1970s and 1980s, CSR started to advance from an intentional or magnanimous movement to a more organized approach, driven by the modern concept of corporate administration and the common impact of customer activism (Tai & Chuang, 2014).

In example, business globalization has given CSR both unused openings and issues. As businesses developed, they experienced an assortment of social and natural issues within the countries in which they conducted commerce, counting natural corruption and breaches of labor rights. Due to these challenges, corporate social responsibility (CSR) got to be more complicated, and businesses begun joining natural, social, and governance (ESG) contemplations into their commerce plans. With numerous businesses formalizing their CSR programs through supportability reports, collaborations with non-governmental organizations (NGOs), and adherence to worldwide standards just like the UN Worldwide Compact, corporate social responsibility (CSR) has been more institutionalized since the late 20th century (Lindgreen & Swaen, 2010).

In contrast, “propaganda” according to Jackall (1995), is the practice of disseminating information, ideas or opinions in a strategic way in order to influence the behavior or perceptions of individuals or groups. While propaganda has often been associated with political ideologies and state-sponsored campaigns, its roots can be traced to the use of mass communication methods to manipulate or shape public opinion. Propaganda has been a powerful tool for shaping political, social and cultural narratives, particularly in times of war or political instability, with governments using it to rally support, demonize enemies or influence public sentiment. Propaganda has been utilized extensively throughout history by political regimes like the Soviet Union and Nazi Germany. More recently, it has been used to influence the public in a number of inflections across the world. The main characteristic of propaganda is its intentional bias, which frequently involves highlighting some facts while leaving out others or influencing the audience's emotions to support a specific agenda. Propaganda emerged as a major aspect of the marketing and advertising industry in the 20th century with the growth of the mass media, especially radio, television, and finally the internet. Similar tactics were adopted by governments and businesses to influence customer behavior, arouse cravings, and promote brand loyalty (Henderson, 1943).

Advertising messages, once limited to the simple promotion of products, began to emphasize not only the benefits of the product itself but also the social values that a brand was supposed to embody. This change led to the rise of corporate branding, with companies positioning their products as symbols of a particular lifestyle, ideology or set of moral values. With the advent of the internet and social media, propaganda techniques evolved further and became more sophisticated and targeted (Metsiou et al., 2023). Companies now use data-driven advertising, influencer marketing and strategic PR campaigns to influence consumer perceptions and behaviors on a much larger and more personalized scale. The intersection of CSR and propaganda is particularly noteworthy because of the way companies often use CSR as a tool to shape public opinion in their favor. While CSR initiatives are intended to demonstrate a company's commitment to social responsibility, they can also serve as powerful marketing strategies to improve a company's image (Μπρώνη & Βελέντζας, 2022; Martino et al., 2020).

The phenomenon that has resulted from the combination of marketing and social responsibility is that CSR is sometimes viewed as a type of corporate propaganda, in which businesses engage in social good not only out of pure altruism but also to generate favorable press, enhance public perception, and eventually boost their profitability. The question of authenticity is one of the main moral dilemmas that emerge when propaganda and CSR are combined. Critics contend that businesses may be engaging in manipulation rather than true social responsibility when they implement CSR programs mainly to boost their reputation or increase profits. The practice of portraying businesses as more ecologically conscious than they actually are is known as "greenwashing." (Pagotto, 2023). Campaigns for corporate social responsibility (CSR) can occasionally be used to divert attention away from a business's less desirable behaviors, erecting a front of social responsibility that conceals the underlying unethical behavior. Therefore, even though CSR and propaganda may be used interchangeably in the business sector, the moral issues raised by their application draw attention to the thin line separating sincere social service from deceptive business practices. The way that corporations engage with the public has been influenced by the development of both CSR and propaganda, and comprehending this relationship is crucial to assessing the reasons behind corporate behavior in the globalized, media-rich world of today (Koppang, 2009; Huang & Cruz, 2021).

Corporate messaging strategies: public relations and marketing campaigns

Companies nowadays progressively recognize the esteem of coordination Corporate Social Responsibility (CSR) into their Private Relations (PR) and showcasing methodologies, regularly as a implies to improve their brand picture, construct believe with customers, and separate themselves from competitors. Coordination CSR into PR and showcasing campaigns includes the utilize of different communication channels to advance a company's commitment to social, natural and moral causes. One of the most common procedures that companies utilize is to outline their CSR actions in ways that reverberate with the values and convictions of their target gathering of people. For example, a company might exhibit its endeavors to decrease its carbon footprint, contribute to neighborhood communities, or activate differing qualities and consideration in its workforce. The goal is to form a story that positions the company as a socially mindful substance that adjusts with the developing buyer request for moral commerce hones (Maignan & Ferrell, 2004; Μπρώνη & Βελέντζας, 2022).

PR campaigns that focus on CSR frequently emphasize straightforwardness and realness. Companies are progressively utilizing social media, blogs and websites to share their CSR activities in genuine time, empowering them to communicate specifically with customers and other partners. Social media stages, in specific, permit companies to connect with their groups of onlookers on a more individual level and react to open concerns approximately their CSR actions. For illustration, brands such as Patagonia and Ben & Jerry's have effectively utilized social media stages to advance their CSR activities, such as natural preservation endeavors and social equity campaigns, which adjust with their brand center values. In expansion, companies show coordination CSR into their showcasing campaigns through narrating, which makes a difference in humanizing their endeavors and makes their social duty activities more significant. By telling compelling stories in relevance with the individuals, communities or natural causes they bolster, brands can make more profound enthusiastic associations with customers (Park, 2020). Another example, Dove's "Genuine Magnificence" campaign, which advances body inspiration and self-esteem, is additionally connected to its CSR endeavors to challenge social magnificence standards and advance differing qualities and consideration. These sorts of messages offer assistance strengthen the company's character as a socially cognizant brand, situating CSR as a central portion of the company's character instead of fair and auxiliary activity (Johnson-Young & Magee, 2019; Sariannidis et al., 2022).

In a few cases, businesses lock in due to cause-related promoting, which joins a company's item or benefit straightforwardly to a particular social reason. For example, brands like

TOMS Shoes have built their commercial actions around the thought of social good, where for each combination of shoes obtained, another match is given to a child in need. This sort of technique can be especially compelling in pulling in socially cognizant customers who need to form a positive affect through their acquiring choices (Ford & Stohl, 2019).

In any case, it is imperative to note that CSR messages can fall flat in case customers see the endeavors as inauthentic or absolutely driven by benefit thought processes. For this reason, straightforwardness, responsibility and clear prove of affect are imperative when joining CSR into corporate informing, as companies have to guarantee that their CSR claims are sponsored up by significant activities and not fair showcasing.

Impact of CSR on brand image and influence on consumer perception and brand loyalty

To enhance CSR into a company's actions and society informing, includes a significant effect on brand image and customer recognition. As open mindfulness of social and natural issues increments, customers are progressively organizing maintainability, moral commerce hones and social obligation when making acquiring choices. This business move in customer values has incited numerous companies to embrace CSR activities not as a way to contribute to society, but as a vital approach to make a positive brand image and improve customer devotion. One of the most common ways in which CSR influences brand image is by improving the company's notoriety as a socially dependable substance. Buyers tend to see brands that contribute in CSR emphatically, partner them with moral conduct and commitment to the more prominent great. Meaning that when a company actualizes natural maintainability hones such as squander lessening, vitality preservation or capable sourcing of materials, buyers may see the brand as more reliable and ecologically cognizant. This discernment of obligation can offer assistance make a solid notoriety that separates the company from competitors who may not organize CSR actions (He & Lai, 2014).

In addition, CSR actions can lead to expanded customer certainty, which plays a key part in forming brand picture, as brands that are straightforward about their CSR endeavors and give clear, dependable information on their social or natural affect tend to appreciate more prominent buyer believe. This belief, in turn, can impact acquiring choices, as customers are more likely to back up companies that adjust with their individual values. Investigation has shown that buyers are more likely to purchase from companies that they accept are committed to social obligation and are more likely to recommend such companies to others.

CSR can also make a sense of passionate association between a brand and its customers (Ramesh et al., 2019).

According to Popoli (2011), this discernment of obligation can offer assistance that makes a solid notoriety that separates the company from competitors who may not organize CSR. Furthermore, CSR activities can lead to expanded buyer certainty, which plays a key role in forming the brand picture. For example, brands like Warby Parker, which consolidates a social mission into its commerce show by giving eyewear to those in require, draw in steadfast clients who feel their buys make a substantial contrast within the world. In any case, the effect of CSR on brand image isn't continuously direct, as customers are getting to progressively perceive and on the off chance that they see CSR endeavors as "token" signals or as part of a more extensive promoting ploy instead of honest to goodness endeavors to address social issues, this could harm brand image. This act, known as "greenwashing", happens when companies overstate or distort their CSR endeavors in arrange to seem more moral than they really are. When buyers spot this need of realness, it can lead to a misfortune of believe, negative exposure and harmed brand notoriety (Pimonenko et al., 2020).

On the other hand, when CSR activities are profoundly inserted in a company's culture and operations, the effect on brand dependability can be critical, as a solid CSR program can make a competitive advantage by advancing client dependability and expanding client maintenance. Buyers who distinguish a company's values and see substantial prove of its commitment to CSR are more likely to end up rehash clients and brand advocates. In addition to affecting customer conduct, CSR can also make strides a company's relationship with other partners such as workers, speculators and controllers. Companies with solid CSR principles regularly pull in ability propelled by more than fair compensation, looking for bosses that reflect their individual values. Moreover, speculators are progressively prioritizing natural, social and administration (ESG) criteria when assessing companies, meaning that CSR endeavors can too affect a company's budgetary victory (Martínez, Pérez & Del Bosque, 2014).

In conclusion, CSR activities have a noteworthy effect on brand image, forming buyer recognitions, building belief and fortifying brand dependability. When companies really grasp social duty and adjust their activities with customer values, they can improve their notoriety, separate themselves in a competitive commercial center and eventually construct enduring connections with customers. In any case, the adequacy of CSR in making strides brand picture depends on the genuineness of the activities and the straightforwardness with which companies communicate their endeavors. When done well, CSR can be a capable apparatus

for making a positive brand image that resonates with socially mindful buyers and leads to long-term victory.

Ethics versus manipulation: The ethical implications of using CSR as a form of propaganda to influence public opinion

Corporate Social Responsibility (CSR) is broadly seen as a positive constraint within the commerce world, pointed at advancing social great, natural supportability and moral conduct. At its center, CSR looks for to illustrate that businesses have an obligation to contribute to the well-being of society. Be that as it may, as CSR is progressively coordinates into corporate informing and branding procedures, the line between honest to goodness social duty and the utilize of CSR as a shape of purposeful publicity has obscured. This raises critical moral questions almost whether companies are undertaking veritable CSR activities or basically utilizing them as a means to control public conclusion. The moral foundations of CSR lie within the concept of corporate obligation towards different partners, such as workers, buyers, speculators and the communities in which they exist. Veritable CSR actions are driven by an honest commitment to social obligation and point to have a positive effect (L'Etang, Lugo-Ocando & Ahmad, 2011).

For example, a company that decreases carbon emanations, underpins reasonable exchange hones or gives to charitable causes is practicing CSR with the purposeful of making a positive social or natural effect. These activities are regularly considered moral, since they reflect a company's values and commitment to the more noteworthy great. Be that as it may, when CSR is utilized exclusively as a showcasing instrument or as an imply of moving forward a company's brand name, the moral premise of these actions can be called into account and the question whether it is satisfactory for companies to utilize CSR as a frame of purposeful publicity to impact open knowledge and progress their budgetary position, or if it is a shape of control that undermines the genuine purpose of CSR (Hanlon & Fleming, 2009).

CSR as propaganda

Purposeful publicity, includes the key spread of data to impact open recognition, regularly through particular informing or control of occasions. Within the setting of CSR, purposeful publicity happens when companies utilize social duty activities not as a veritable reflection of their values, but maybe as a calculated endeavor to form a positive open picture. CSR can be used as a purposeful publicity apparatus when it is utilized basically for promoting purposes, with the point of diverting consideration from negative corporate hones or making ideal

reputation that will eventually lead to expanded benefits. A prime example of CSR as publicity can be found within the marvel of “greenwashing”, which happens when a company overstates or distorts its environmental initiatives to present itself more ecologically friendly than it really is, whether the company may claim to be committed to maintainability whereas proceeding actions that hurt the environment, such as intemperate squander generation, deforestation or dependence on non-renewable vitality sources (Ma, Zhang & Bai, 2023).

In such cases, the company employments CSR as a frame of publicity to pull in naturally aware consumers, in spite of the fact that its real effect on the environment remains hurtful, and is typically an illustration of control, as the company purposely deludes the public to form a positive image without making any genuine changes. Another illustration of CSR as publicity can be seen in “cause-related promoting”, where a company joins its items to charitable causes. Whereas a few cause-related campaigns are veritable and make a genuine contrast, others are essentially an endeavor to tap into public intrigued in social issues without making a genuine commitment. For that, a company may publicize that a parcel of its benefits will be given to a charity, but does not unveil the least sum to be given or the rate of benefits it really speaks to. This frame of CSR control abuses consumers' feelings that want to contribute to social welfare without really conveying on these guarantees (Harrison, 2021).

Ethical implications

The moral suggestions of utilizing CSR as purposeful publicity are multifaceted, and one of the most concerns of that is the plausibility of “beguiling hones”, meaning that when CSR is utilized as a frame of control, the realness of the corporate social responsibility movement is undermined. Rather than being a constrain for great, CSR gets to be an instrument for companies to divert consideration from their less moral actions or to delude customers into considering they are supporting socially responsible businesses, when in reality the company's activities don't adjust with its claims. In this way, the utilization of CSR as publicity can be considered morally tricky, since it misuses customer goodwill and belief for commercial purposes. Besides, CSR as purposeful publicity can make a untrue sense of security among customers, because when companies utilize CSR to advance their moral accreditations without locks in in important alter, it can lead buyers to believe that they are supporting companies that are genuinely working for a better world. This wrong sense of security can smother consumers' endeavors to hold companies responsible for their activities. For example, buyers may select to bolster a brand that claims to be ecologically friendly, and

afterwards discover that the company's real purpose is much more prominent than publicized (Karmasin & Litschka, 2017).

Trivellas et al. (2019), believe that these actions deludes the public, but also hinders the advance of veritable CSR endeavors by making the public feel disarray and disappointment. Another moral issue lies within the abuse of social causes for commercial purposes, as companies that misuse social causes as a branding instrument can be seen as commercializing vital issues for benefit. For example, a company that depicts itself as a winner of sexual orientation balance or racial equity may utilize these objectives as a promoting procedure without making any genuine exertion to address the issues inside its possess operations. This action can lead to a circumstance where social movements are co-opted by corporate interface, weakening their effect and turning them into promoting buzzwords instead of genuine catalysts for alteration. Moreover, there's the moral issue of social duty versus profit motivations. CSR utilized as a vital instrument to expand benefit can weaken the veritable social affect that numerous CSR activities aim to have. For example, a company uses CSR actions basically to move forward its brand image or increment deals, and at that point its motivations are more adjusted with self-interest than with an honest to do well to the public and contribute to social great. This raises the question whether a company can ever genuinely be considered socially responsible on the off chance that its endeavors are driven fundamentally by benefit driven processes (Ackers, 2015).

The balance between ethics and propaganda

Whereas CSR can without a doubt be utilized for moral purposes, there's a sensitive adjust between advancing social duty and abusing it as a purposeful publicity device. The key to accomplishing this adjust lies in realness, as companies that are truly committed to making a positive effect on society must guarantee that their CSR activities are adjusted with their center values and bolstered by genuine activities that create unmistakable outcomes. Straightforwardness and responsibility are fundamental in this perspective, as companies have to illustrate that their CSR endeavors are not just a PR methodology, but a genuine exertion to address social or natural issues. To maintain a strategic distance from the moral pitfalls of control, companies must guarantee that their CSR endeavors are considerable, quantifiable and reliable with their trade actions. They must also be arranged to confront examination and be held accountable for their actions to their partners, customers, workers and communities, as exchanges approximately a company's CSR endeavors can offer

assistance construct believe and diminish the probability of being charged of utilizing CSR as a frame of purposeful publicity (Black, 2008; Broni & Velentzas, 2010).

Therefore, the moral suggestions of utilizing CSR as a frame of purposeful publicity are complex and multifaceted, so if CSR can be a capable “tool” for advancing social great, when utilized basically for showcasing purposes, it can lead to misleading practices, misperceptions and abuse of social causes for commercial reasons and businesses must be careful when exploring the moral boundaries of CSR to guarantee that their endeavors make a genuine commitment to society and don't just serve as a vital apparatus to impact public supposition. So, honest to goodness CSR actions, based on genuine social affect, can offer assistance to build belief with buyers and move forward a company's notoriety whereas satisfying its broader obligations to society (Bjola, 2018).

Regulatory outlook in propaganda

Controlling corporate communications, counting the utilize of CSR activities and publicity, is imperative to keeping up straightforwardness, securing buyers from deceiving hones and guaranteeing that companies follow to moral benchmarks. The legitimate systems and rules administering corporate communications point to anticipate the abuse of CSR and publicity by securing the open from deluding data and guaranteeing that companies act mindfully. One of the essential lawful systems directing corporate communications is the set of laws overseeing publicizing and showcasing hones. In many nations, promoting measures are set by government organizations or free administrative bodies to guarantee that promoting claims, counting those related to CSR, are honest, not deluding and substantiated. For instance, within the USA, the Government Trade Commission (FTC) upholds publicizing controls that require companies to bolster claims with prove. Beneath CSR, companies must be able to demonstrate their natural or social claims when publicizing their maintainability endeavors or charitable exercises. Disappointment to do so can lead to sanctions, fines or lawful activity for wrong publicizing (Posner, 1969).

Many nations have particular controls overseeing natural and social duty, especially when companies claim to be actualizing feasible or socially dependable hones. For instance, the European Commission for health claims sets out rules for companies making environmental claims, requiring them to supply clear, exact and substantiated data around their natural impacts (Verhagen et al., 2010). Also, many companies are required to report their CSR exercises and environmental, social and administration (ESG) hones in yearly reports or supportability revelations. Within the EU, for example, the NFRD requires that huge

companies reveal non-financial data related to their supportability hones, counting the effect of their actions on the society and the environment as well (Radu, Dragomir & Hao, 2023). Within the US, the SEC has rules that empower recorded companies to reveal critical dangers related to natural, social and administration issues. This straightforwardness points to guarantee that corporate communications, counting CSR claims, are precise and not planning to delude speculators or the open (Blackburne et al., 2021).

Moreover, customer security laws are outlined to secure people from misleading or false hones, and many nations have sanctioned particular enactment to secure customers from deluding claims in publicizing, counting CSR-related messages (Jamroz, 2002). Companies that follow these self-regulatory systems can maintain a strategic distance from the pitfalls of utilizing CSR as a showcasing control apparatus.

Challenges in the enforcement of CSR regulations

Whereas these lawful systems and rules are outlined to guarantee the moral utilize of CSR and anticipate publicity, there are a few challenges in requirement. One major issue is the need of standardization in CSR announcing, especially in areas such as natural preservation (Park, 2019). Companies may intentionally uncover their CSR endeavors, but the nonappearance of generally acknowledged measurements or free third-party confirmation can lead to irregularities in announcing (Kumar & Singh-Jumde, 2022). Moreover, the expanding utilize of computerized stages and social media to advance CSR activities may be a challenge for control. Therefore, social media promoting, influencer campaigns and cause-related showcasing regularly need the oversight and investigation that conventional promoting experiences, making it troublesome for controllers to screen and uphold compliance (Andrews, 2016).

Future Trends: Social and administrative changes

The CSR and its relevance with corporate publicity is advancing in adhere to changing social desires, administrative improvements and mechanical progresses. Several key patterns are likely to shape long-standing time of CSR and its utilize in corporate communications. One of the foremost vital patterns in CSR is the expanding request for straightforwardness and responsibility. Customers and corporate partners are progressively “putting weight” on companies to supply irrefutable information on their CSR exercises. This incorporates third-party reviews, straightforward announcing on supportability hones and clear measurements to survey social affect. As a result, companies are moving towards stricter CSR announcing

guidelines, frequently in compliance with administrative systems such as the EU Regulations or the rules of SEC in the US. This drift will likely lead to a lessening in "greenwashing" and CSR control strategies as companies confront more prominent investigation of their claims and are required to illustrate unmistakable outcomes (Saeed & Sroufe, 2021).

As customer mindfulness of corporate honours increments, there's a move towards **purpose-driven branding. Customers are progressively inquisitive about supporting brands that adjust with their values and illustrate a genuine commitment to social and natural causes. This drift will thrust companies to embrace truer CSR procedures, where social duty is woven into the texture of the trade instead of utilized exclusively as a showcasing apparatus. Within the future, brands will likely confront weight to receive more all-encompassing CSR approaches that coordinated supportability, moral work honours and social equity into their center exercises, not fair promoting campaigns (Nwagbara & Reid, 2013).

Also, developments in blockchain technology and artificial intelligence (AI) are expected to play an important role in the evolution of CSR reporting and accountability. Blockchain, for example, could be used to create transparent and immutable records of a company's CSR activities, making it easier to track progress against sustainability targets and verify claims. AI can help analyze huge amounts of data on a company's social and environmental impact, providing more accurate and actionable information for stakeholders. These technologies will increase the accuracy and reliability of CSR reporting, making it more difficult for companies to engage in CSR manipulation practices (Sajjad & Eweje, 2014).

As the worldwide wrangle about around supportability, social equity and corporate morals heighten; controllers are likely to embrace stricter rules for CSR communications. There will be expanding weight on companies to embrace worldwide ESG benchmarks, and this will be coupled with stricter oversight by controllers to guarantee that CSR claims are substantiated. The EU and other worldwide systems are anticipated to set more exact guidelines for CSR exercises, making it harder for companies to utilize CSR as a shallow showcasing instrument (Windsor, 2001). The rise of social media influencers and computerized promoting will proceed to shape the way CSR is communicated, but with a more noteworthy accentuation on the duty, as companies will ought to carefully oversee their connections with influencers and guarantee that CSR claims made through these channels are honest and substantiated. Controllers are likely to present stricter rules administering influencer showcasing, requiring clear revelations approximately supported substance and guaranteeing that CSR claims made by influencers are adjusted with the genuine honours of the brand they speak to (Bortree, 2014).

The long run of CSR will progressively be molded by the concept of partner capitalism, which centers on making esteem for a broader extend of partners, representatives, clients, communities and the environment, instead of organizing shareholder benefit alone. This drift will lead to more coordinates and comprehensive CSR techniques, where companies are anticipated to illustrate long-term commitments to social duty instead of short-term showcasing picks up. As societal desires move towards a more evenhanded and maintainable economy, companies will ought to adjust their CSR activities with broader worldwide objectives, such as the SDGs.

In conclusion, the future of CSR and promotion methodologies will be affected by the developing societal request for straightforwardness, responsibility and genuineness, nearby the evolution of administrative systems that advance capable corporate conduct. Companies that fall flat to grasp these changes and proceed to utilize CSR as a manipulative showcasing apparatus chance confronting legitimate repercussions, customer backfire and reputational harm (Arnold, Goodpaster & Weaver, 015). Those companies that adjust to these changes will be in the long distance better and stronger, in an improved position to construct belief with the customers and their partners, eventually driving to long-term victory.

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