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Why can some firms create value from a particular corporate social responsibility (CSR) action while other firms destroy value from the same type of CSR action? This study explores this question in the context of Black Economic Empowerment (BEE) in South Africa. BEE has helped to drive the transformation in the economic, political and social landscapes of post-apartheid South Africa. It strives to increase black wealth through the sale of an equity stake in a company to black empowerment groups. Thus, BEE appears to represent corporate social responsibility that benefits the previously disadvantaged population. This inductive study investigates whether BEE...

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