

Integrated management and social corporate responsibility systems in agroindustrial companies in the departments of Valle del Cauca and Cauca, Colombia

Sistemas integrados de gestión y responsabilidad social empresarial en empresas agroindustriales de los departamentos de Cauca y Valle del Cauca, Colombia

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Abstract

In this paper was evaluated the pertinence of the social corporate responsibility and the integration of the quality management systems (ISO 9001, environmental systems (ISO 14001) and occupational health (OHSAS 18001) in diverse agroindustrial companies in the departments of Valle del Cauca and Cauca, Colombia. It was designed a method which implemented the application of a survey using Google Drive was designed. The advantages and disadvantages of the change in the organizational culture, the improvements in efficiency and efficacy of the productive processes and the strengthening of the internal and external relations(providers, workers, customer, general public) were analyzed.

Keywords: methodology; social corporate responsibility; certification; ISO standards.

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Introduction

The transformation and service companies engage national and international negotiation processes, being the corporate social responsibility (RSE), a key element for the sustainable future. In the framework of behavioral reference for corporations that seek the commitment to value the consequences on society while acting and deciding to achieve the goals set, and contributing to the well-being and improving the quality of life for stockholders, providers, employees, families and the community in general (Posada, 2011). For Fernandez (2005), the first element in RSE is rooted in having corporate values and pursuing them, in the internal relations (stockholders, founders and workers), and in the external (providers, customers

and civil society; in investing money in activities that are socially responsible which include donations, scholarships, foundation creation, etc. RSE is an acting philosophy that should be headed throughout the whole chain of relations of the company, internal as well as external.

The concept of social responsibility is a strategic proposal oriented by the large companies, regardless of their size, reach, level of trust and reputation necessary for it to be legitimate towards society. This leads to a more dynamic economic surrounding and therefore, more competitive. In consequence; the companies need to find factors that allow them to increase their competitive profits with the objective of participating in public and private contracts with companies, provider selection and exports management, which will conduce to the increase of customers, strengthening of internal processes and an increase in economic income (Navarro, 2012).

The voluntary commitment that the organizations assume towards the concerted expectations in terms of integral human growth, and by starting from the enforcement of the legal dispositions, it allows them to ensure economic growth, social development and ecologic balance, abiding the law and the internal regulations and treaties, corruption prevention and any responsibility towards its partners, providers, workers and anyone related to the organization. The companies committed to social responsibility obtain benefits for the improvement of the organizational climate, which is attractive to customers and investors, and allows them to be more competitive and generate higher revenue. (ICONTEC, 2008)

A new selective market was created, where only these companies have access, which allowed them somehow to keep and implant standardized and documented processes according to the norms, compliance with requisites, technical specifications or to optimize critical variables. Fact that has generated the constant preoccupation to obtain certificates in order to fulfill these requirements that imply conducting organized procedures with theoretical and experimental information (Collerette et al, 2001).

The participation of the high directives in the certification processes is fundamental for an excellent management (Rodriguez, 2005). In the corporate ethical behavior study, the managers constitute one of the most important variables since they are the visible image of the companies, their contributions can affect the financial and social performance of their organizations; they are who act externally and mold the corporate image; they establish the social role of the company and interact with

the stockholders; internally, they are a behavioral reference for their employees and motivators of their ethical or non-ethical actions. Therefore, internally as externally, the managers give body and structure to the organizational culture and corporate ethics; they illustrate in broad strikes, the importance that the role and commitment of the higher directives and stockholders for the decision-making and distribution of the resources necessary for planning, execution and continuous improvement.

According to Castillo and Martinez (2010), there is an erroneous conception that the companies assume of certification by not redesigning and controlling the performance of their management, the structure and all that intervenes in the productive process; considering that its main purpose is generating excellent quality products, efficient services and without restraints that keep the company from fulfilling the customers' needs and expectations at a low price.

For Mellado (2005), within the benefits that the companies obtain when they organize their processes, it is necessary to establish and maintain an organizational culture under a working climate that is balanced and proactive, oriented by teamwork through planning strategies defined according to the real needs of the organization, and taking into account the proper identification of processes, evaluation to resource control, generated waste, the well-being of the people that compose the company, the social and environmental surroundings, amongst others.

Other practices make reference to social activities generated by the degradation of the natural surroundings and the desire to achieve what has been denominated as sustainable development. Since the companies play an essential role in the pursuit of this objective, due to the environment's pressure and the continuously tightening regulations in that sense, Bansal and Roth (2002), manifest how the actual corporate reality reflects two external postures regarding respectful practices with the environment that leads to a better usage of resources. To these motives, founded in the search of competitive advantages, the ethical commitment of the owners, directives and stockholders for the preservation of the integral management.

The present study exhibits the results obtained after implementing an online survey to the companies in the agroindustrial sector in Cauca and Valle del Cauca. A comparative study of the regulations (ISO 9001, 14001 and OSHAS 18001) which included the generation of each strategic question was conducted. Afterwards, an

approach to the companies in the sector object of study that were certified at least in 2 of the 3 certification codes and were implementing the social responsibility. The previous established conclusions on what would be the result of diagnosing the companies in the agroindustrial sector in Valle del Cauca and Cauca that are certified in at least 2 of the 3 certification codes of the integral management system (ISO 9001, ISO 14001 and OSHAS 18001) under the analysis of social corporate responsibility?

Methodology

Implement a management system that is certifiable in the strategic framework of social responsibility that implies the adoption of the perspective that the research of norms and good practices in ISO 9001, 14001, ISO 26000, OSHAS 18001 and SA 8000.

According to Mellado's analysis (2006), the integration of models that guarantee quality, environmental sustainability, safety and occupational health allows to satisfy the different needs, particular objectives such as the products fabricated, the processes executed and the structure of the organization under the pillar of the process-focused operation which implies implementing the efficacy of the management system and increasing customer and interest groups' satisfaction.

In that sense, Castillo and Martinez (2011) propose that the acknowledgement from a certifying entity alludes to the compliance of the requisites in the standard, with the finality of emphasizing the importance in the need of considering the processes in terms that add value, meeting performance goals, the efficiency of the process and continuous improvement of the processes through objective measurements.

In concordance with Quintero (2007), all organizations are interested in reaching a solid performance in their management system through impact control of their activities, taking into account that their policies and objectives are framed in a legislation that becomes stricter in the development of economic policies and other measures that protect the consumer, the internal employees and the environment, and from a generalized increase of the concern from all the interested parties.

The application of the "Planning-Doing-Verify-Act" method (PHVA), allows to establish the objectives and processes necessary to achieve the results according to the

requisites, legal, of the customer and others adopted by the organization and its policies; implementing the processes; conducting follow-up, the measurement of the processes and products according to the policies, objectives and management requisites, informing on results and taking action to improve continuously the performance of the systems.

The methodological design was constructed in 4 phases that are shown in figure 1.

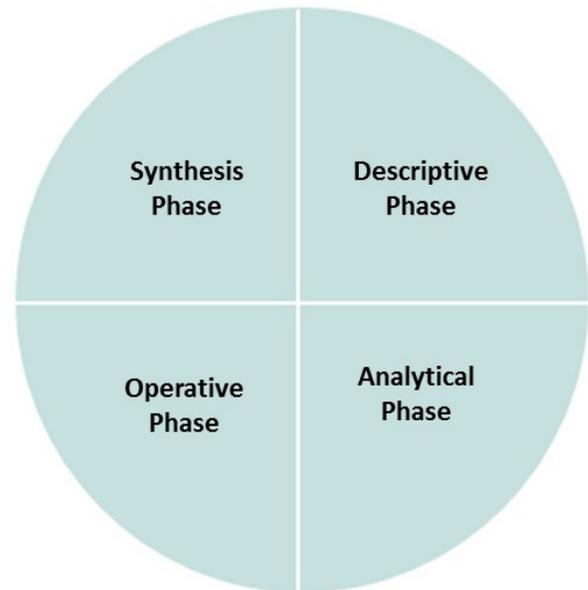


Figure 1. Methodological design phases

- The first, denominated descriptive: Consisted in the identification of the variables that were included in the diagnostic; the primary and secondary bibliographical sources which had information related to the preparation of the evaluation instrument questionnaire.
- The second phase; Analytical: The variables were evaluated with the minimal requirements for compliance with the code and management models that contributed to the construction of the survey.
- The third phase; Operative: generated the search for the companies that are certified in at least 2 of the 3 certifiable management systems and that they implemented the social responsibility in their management system.
- The fourth phase structures the results and the conclusions; it was denominated the synthesis phase.

The instrument of evaluation (survey), allowed the diagnosis of the agroindustrial corporate behavior,

developing a co-responsibility between the ISO 9001, 14001, OSHAS 18001 and the social corporate responsibility

guides, ISO 26000 and SA8000. The variables that defined the instrument of evaluation are shown in table 1.

Table 1. Variables that defined the evaluation instrument in the survey

Variables	Evaluation instrument
Research group	The population to be studied was defined as the companies in the agroindustrial sector of the departments of Valle del Cauca, from the primary and secondary sector that had implemented at least 2 of the 3 certifiable management systems: quality, environmental and occupational health.
Time frame	The survey was applied from late 2011 through 2012. The companies' ranking was sorted out by sector and size. The implemented and certified codes: ISO 9001, ISO 14001, ISO 26000, OHSAS 18001.
Definition of research group	The companies in the agro industrial sector of the departments of Valle del Cauca that implemented quality management systems ISO 9001, Environmental ISO 14001, Occupational health and safety, OHSAS 18001.
Sampling type	The size of the population object of study found in the ICONTEC and CAMARA DE COMERCIO DE CALI's database, was not enough to justify a statistical sampling and relation. The information was processed as a census, that consisted in a specific set of activities that when executed, it allowed to obtain specific information of all the units that compose a research group.

Source: Authors

Research group

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Results

Analysis and results

Percentage of implemented codes vs. certified codes.

47.8%, ISO 9001: It allowed the company to: standardize all internal activity. The strategical planning, the development of basic principles, policies and objectives. The identification of the elements of the management

system under the PHVA cycle. The construction of a product identified the customer’s requisites to be traduced in quality characteristics, under control parameters such as the indicators. Measurement, analysis and

improvement, that evaluated the starting of the planning in the construction of product from strategy, what allowed them to achieve their performance goals and efficacy of its strategic quality objectives.

Table 2. Share of the companies, implemented versus certified codes

% of Companies	Implemented Code	Certification
47.8%	ISO9001	It allowed the company to: standardize all internal activity. The strategical planning, the development of basic principles, policies and objectives. The identification of the elements of the managment system under the PHVA cycle. The construction of a product identified the customer’s requisites to be traduced in quality characteristics, under control parameters such as the indicators. Measurement, analysis and improvement, that evaluated the starting of the planning in the construction of product from strategy, what allowed them to achieve their performance goals and efficacy of its strategic quality objectives.
39.1%	ISO14001	Concern for the environmental deterioration and control of the activities that can generate an environmental impact. This added to a strong and strict legislation, that obligates them to be responsible for any generated effects as economic and legal strategy.
13%	OHSAS 18001	OHSAS 18001: Definition and implementation of programas that allowed to manage, eliminate and reduce the safety risks at work and occupational health.

Source: Authors

39.1%, ISO 14001: Concern for the environmental deterioration and control of the activities that can generate an environmental impact. This added to a strong and strict legislation that obligates them to be responsible for any generated effects as economic and legal strategy.

13%, OHSAS 18001: Definition and implementation of programs that allowed to manage, eliminate and reduce the safety risks at work and occupational health.

The companies surveyed considered that the implementation of the ISO 9001, ISO 14001, OHSAS 18001 contributed in almost a homogeneous manner with the categorization elements (planning, implementation, measurement and follow-up, and continuous improvement). The need of prioritizing and starting the identification of the common elements in management that affect the quality of the service or product offered, the reduction of the environmental impact, plans, programs and occupational health and safety training, based on the PHVA cycle, the structure based on processes, from the establishment of indicators and checkpoints that increased the follow-up and motivated the cultural change, impact on the growth of sales, increase of new customers that have an incidence on the financial flow of the organization and the directive’s revision for strategic decision-making.

Strategic communication channels in the integral management and social responsibility

The surveyed companies used in equal percentage (25%) as communication ways: corporate mailings, customer service phone line and satisfaction surveys.

It was concluded that the management systems need an organizational culture that is sensitive to the objectives, goals, values, policies and codes, to find the focal point between the corporate objectives and the well-being of the collaborators, in order to provide an empathy situation between the organization and its personnel, when implemented, their transversal interaction functions highlighted.

- The use of technology that supported the website and the intranet, the mailings and the customer services.
- The use and analysis of the results that the satisfaction instrument generated when directed to the customers, employees and community, was promoted.
- The communications with the external customer , important factor for the continuous feedback between what the company offered and what the customer desired,

indispensable element for closing the gap and increasing their level of satisfaction.

- The conformation of committees and the use of a suggestion box in 16% and 8%, respectively, due to a close relation that both maintain, as it allows the approach to the committees' results and the perception of the customers, providers, and organization collaborators through the specialized centers for inquiry solving in the web portal.

Internal and external relationship with their interest groups

For the surveyed companies, the principal motives to implement RSE were rooted in the needs to comply with the codes and regulations applied to quality and safety of products and services, as well as improving the conduct towards the employees, the customers, the relationships with the community/authorities and stockholders. The RSE must be looked from the operational perspective, in which a government-corporation relationship must exist to comply with the universal principles of the Global Pact.

The companies, when developing their RSE sense, went through a series of stages that were accounted for such as cost, success rate and the reduction of imputable charges from reputation and legal risks (Zadek, 2007).

The companies surveyed to strengthen the internal and external relations with their customers, used as social responsibility instruments, their integrated management system:

• Projects and social programs

The agroindustrial companies became the principal and main source of financial aid and support, due to their geographical location, which contributed to the improvement of the competences, skills and strengths of the personnel, seeking to increase productivity and generating new opportunities to improve the quality of life of their families and community. For this purpose, they assumed the ethical commitment through the enforcement of the workers' regulations and codes, the fair treatment to workers, customers, communities and stockholders over the rights that are entitled to them in a familiar, sociocultural and environmental character. To this purpose, the programs with the interest groups, specially community and workers, were attributed. The study conducted in the European Union, by Spence and Lozano (2000), expose that the key motivation for the social responsibility practices of

the small entrepreneur is their concern for the health and well-being of their employees, being that a 29%, through health programs, with reach to the surrounding areas or influence zone of the companies, the food safety programs for the workers' families, the alliances with the with the day care centers of the ICBF, amongst others.

• Sponsoring

Not far away, the evaluated criteria that concerns programs and projects, has a 19% participation. The results obtained from the execution of recovery plans in public parks located in the company's influence zone, alphabetizing, health and food safety projects for the workers' families. The sustainability of primary schools along with the faculty, the health and social support programs for neighboring communities, housing support programs, donations of machinery services for civil adequations, and sponsoring to entities that protect the river's basin.

Another aspect to highlight is the income generation program, to promote entrepreneurship and the strengthening of small businesses, with the goal of become more competitive and sustainable, which look out for the alliances to offer training, access to resources and markets for their products and services, all with the finality of increasing the income of the families of the region.

• Foundations

From another view, the 16% denominated donations in the analysis criteria, shows the interest of the companies that support foundations which promote healthy lifestyles, education, environment care and social well-being. Analogously, the criteria denominated foundations and sponsorships, with a 13% participation, show the commitment of these organizations to promote the creation of medical centers whose mission is to offer quality health services with high human sense, through a portfolio that contains specialized and general medicine, dental care, diagnostic and therapeutical support. As another service, education can be found through learning programs for quality work with pertinence that allows to reformulate life projects. Likewise, they focused on establishing occupational alternatives guided to develop skills and preparing young citizens for their working life and empowering their capacity to lead the construction of a better future for their communities.

• *Scholarships*

For academic scholarships, the percentage assigned is 10%. Thanks to the resources allocated to this program, the purpose is to train and educate its collaborators and workers. The reasons to incorporate social responsibility: today more than ever, the companies understand that the consumer only wants products of excellent quality, with no impact on the environment; now the strict measures force them to comply to a minimum ethical standards.

• *Donations*

It shows the interest of the companies to support foundations that promote health, education, environmental and social well-being.

Incorporation of social responsibility in the integral management systems

The companies agreed to state that implementing social responsibility and the integral quality management systems, generated a climate of stability and trust. It is clear that the need is rooted in the expression of the companies, through principles, the framework for the new corporate culture or contextualized social responsibility in the trilogy composed by a social, environmental and economic concept. In this sense, all advances add up profits on a long term like the economic growth and productivity, associated to the improvement in the quality of life of the people, respect for human rights and environmental care.

That argument corresponds to the old competitive advantage based on the commitment for the enforcement of the applicable codes and laws according to the ethical standards, to form a culture that must reflect the actions of each collaborator and towards the exterior of the company. However, it can be highlighted that altruism as the need to integrate its management systems beyond the meeting of a series of principles or legal codes. This implies the solid ethical formation at all levels within the organization, the establishment of safe conditions for the worker, the respect for the environment and social projection as part of their social responsibility.

The prevention costs derived from the making a preventive decision are focused in forming and revision of processes; the first with 19%, is represented by formation programs and training in activities that are routed to establish prevention plans and the development of abilities through the training sessions in the quality management

system, since great part of the success of its implementation, is in the cultural change of all the personnel, which is only possible through corporate sensibilization. On the other hand, the revision of processes for these industries is crucial, due to their nature as production companies, the follow-up that is conducted during design and development phases of the product ensures its final quality.

Other costs that are equally important correspond to the inversion of the processes' revision, in which 17% of the companies agree on the need to avoid the non-compliances with the technical characteristics, the adoption of emergency plans in the company's personnel and the mitigation of the environmental aspects derived from the daily operation of the company's plant. Within the costs analyzed, research uses 15%, upgrading projects, 15%, and quality programs with a 10%, show the growing need to advance in the optimization of improvements to the processes that resume the activities through the personnel's competences derived from training and formation, the purchasing of new technologies, the appropriation of effective methods in management allow the proposals become potential improvements for the achieving the goals.

Evaluation criteria for the integration of the social corporate responsibility with the integral management systems

To integrate the social responsibility with the management systems, 29% of the companies identified the integration of common elements easily. However, the adaptation of the requisites to the paradigms presented for the concept that the systems cannot be integrated, especially when some aspects have been rushed and it could be recognized that they had failures at the moment of trying to make management more practical to be able to achieve the requisites that a certification requires, that in the application of the systemic focus for the organization's benefit.

Another condition that represents a threat to the integration of the systems, is the hierarchical power struggle to assume the role of who will be in charge of the integral system, since the traditional focus, there is a leader, but when the systems are integrated, they will be replaced by the professional that can take over the integral management, which implies that feuds can spawn in the positions, the communication channels can be affected and firings may occur.

With 14% grade for the participation criteria denominated control identification and personnel sensibilization, it is evidenced that a concern for the need that the collaborators and providers have a clear definition of the policies, objectives, mission and integral vision, and that actually, any changes that are established on the platform or on the system control, it must be communicated, clearly and precisely, seeking to avoid any ambiguities in the information and the lack of interest from the parties that outsource a service directly or indirectly to the entity.

In a parallel manner, competitiveness and solidness are present with 33%, manifested by a high market share due to that the own management and good results have become a presentation card to position products and services for the organization in any market. This is possible because of the capacity to cover and fulfill any requisite from the customer, legal, organizational and from the product. On the other hand, the internal and external perception of the company while it strengthens its social objectives and considering them as part of the benefits received from occupational health management, quality management, social responsibility and the environment.

In second place, with 20% participation, it is attributed to the consciousness of the interest groups and continuous improvement of the processes, the benefits that come from the implementation of integrated management services with the social corporate responsibility. This derives in value-generating activities such as having a relationship between the parties involved with the company as well as the continuous improvement and it has become an objective that the organization pursues permanently, based on feedback, permanent adjustment of the systems through follow-up and verification of the planned versus the executed.

Profit gains relevance with 14%. Since the organizations identify the reinvestment needs for the superavit or organizational growth, with the proper allocation of the resources as guarantee of the thorough analysis of data which permits to reduce operational costs of the organization that come from the lack of quality or the hidden costs from environmental penalties, excessive pollutant reduction treatment, high rate of accidents, civil settlements and disability costs or simply marketing issues when repositioning the organization or one of its products.

Conclusions

The companies diagnosed are incorporating the concept of corporate social responsibility into their management systems because they consider that they are key elements when implemented which describe some of these principles and their interaction with the management systems.

Transparency and rendition of account states and balances: the surveyed companies have clear internal and external communication mechanisms that shares with its stockholders the results of management and the actions that are directed to protect the environment, the social work represented as well-being for the employees and support to foundations and prevention mechanisms for the worker's health and their families.

Regarding the interested parts: One of the main reasons why the surveyed companies have to include RSE into management, is the improvement of the relationships with the community and local authorities; thanks to the mechanisms to know their needs and expectations, the companies are implementing programs which respond to these needs, as it is evidenced in the methods of RSE application (worker's and family's well-being and other parts of interest; alliances with foundations, donations, and sponsorships).

Concerning to the legality principle: the destination of economic resources to ensure the achievement of the environmental goals and objectives, through the compliance of the legal requisites, in the application of controls to mitigate its environmental impact and to verify the execution of what was established in its legal plan.

Respect for the dignity of the human being: they comply and promote the established rights for the workers, through the improvement of the quality of life and work conditions; benefits that impact their families and the corporate surroundings. In synthesis, the companies recognize and promote the all the rights of the workers at a legal, familiar, sociocultural and environmental level.

In terms of integral human development: the survey shows that the companies consider the training as one of the key factors to their management, an essential element in which, a large amount of their resources is spent, since they consider the human talent as the most important asset in the company's portfolio and industry.

The companies related the actions directed to care for the environment to acting in a socially responsible manner, although they understand that the RSE concept implies the trilogy between the social, environmental and economic factor, considered that this concept has been easily integrated in the prevention of pollution and the compensatory actions for the environment. It has also been incorporated in the actions towards the well-being of the workers and their families.

The reasons why companies started to incorporate social corporate responsibility are varied: legal issues, good will, stockholders pressure for example, whichever they were, there are initiatives that supply the answers to some of the principles of the RSE. Today, it can be seen that these initiatives although informal in some companies because there is no management as a system but a system that is part of the environmental management system controls or the occupational health and there are industrial safety, lines of action of the RSE when managed adequately, that will boost the company's relations with the interested parties and will empower its image towards society.

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