# La responsabilidad social empresarial en la región del Évora, Sinaloa, México

Corporate social responsibility in the region of Évora, Sinaloa, Mexico

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# RESUMEN

La responsabilidad social empresarial (RSE) ha ido adquiriendo gran importancia como elemento diferenciador de los negocios, aunque indudablemente no siempre se puede competir por dinero, pero sí por los aspectos sociales y del medioambiente, ambos determinantes de la competitividad y el desarrollo regional. El objetivo del presente trabajo es identificar las acciones que fomentan el desarrollo de la responsabilidad social empresarial, percepción, principios, RSE interno, protagonistas, inversión en RSE, impacto, medición, reportes, beneficios, implementación y servicios, con la información obtenida de las 46 encuestas aplicadas en las empresas de la región del Évora, Sinaloa, México.

Palabras clave: responsabilidad social empresarial, competitividad, desarrollo regional y México.

# Abstract

Corporate Social Responsibility (CSR) has become increasingly important as a business differentiator, although certainly not always you can compete for money, but yes for the social aspects and the environment, both determinants of competitiveness and regional development. The objective of this study is to identify actions that encourage the development of corporate social responsibility, perception, principles, internal CSR, protagonists, investment in CSR, impact, measuring, reporting, benefits, implementation and services, with information obtained from surveys 46 applied at the companies of the region of Evora, Sinaloa, Mexico.

Key words: corporate social responsibility, competitiveness, regional development, Mexico.

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# Introduction

In Mexico, 60% of small and medium-sized enterprises do not have a Corporate Social Responsibility (CSR) program, through ignorance, lack of interest or because they simply don't know where to start, say experts. Lucila García, Manager of Sustainable Development of KPMG Mexico, mentioned that this entrepreneurial commitment has to integrate the management of three objectives in the company: the economic, environmental and social ones, despite the fact that the majority of employers mistakenly believe that only it's making philanthropy or unnecessary spending. She established the first recommendation for people who want to adopt socially responsible practices is to perform a self-assessment on their economic, environmental and social status, to which can guide with public and free basic indicators published by Global Reporting Initiative (GRI).

Subsequently, it is necessary that firms identify their main impacts and operating risks, regulation, reputation for market and financing to design, based on this, a plan of action that sets new targets.

"A key point is that it must trigger a reduction of costs and a mitigation of risks; for example, if you're a soft drink you will help you to define for how many years an aquifer will be useful for you", said Enrique Bertrán, partner in charge of sustainable development of PricewaterhouseCoopers (trading as PwC). I have explained that there are consultants, as the firm that represents, which help companies define their strategy in this area.

"Companies assess what what they produce and how could do it more efficiently, how to reduce the use of water, energy, packaging, transportation and other inputs and in which efficiencies will have to invest to be more sustainable and themselves are surprised, because they did not think that that is being socially responsible," said the expert. Also, recommended to companies seeking to make inroads into these themes, avoiding engaging in actions that do not know or do not have to do directly with the strategies

Alejandro Ruiz, coordinator of CSR accreditation of the Mexican Center for Philanthropy (Cemefi), explained that every year, in June, the body launches a call for private companies not registered in obtaining the Socially Responsible Company (ESR).

Companies respond to a questionnaire to assess how-diagnosis are in four areas: quality of life, business ethics, community outreach and environmental preservation.

The states that have most and least socially responsible companies, according to the experience of the Mexican Center for Philanthropy AC (Cemefi), are:

Where there is more ESR: Sinaloa, Nuevo Leon, Jalisco, Sonora, State of Mexico, Queretaro, Chihuahua, Puebla; Guanajuato, Tamaulipas, Michoacan, Veracruz and Quintana Roo, and where there is less number of ESR is: Yucatán, Baja California, Durango, Morelos, San Luis Potosi, Coahuila, Campeche, Tabasco, Aguascalientes, Baja California Sur, Chiapas, Colima, Hidalgo, Oaxaca, Zacatecas and Nayarit.

Corporate Social Responsibility (CSR) is the permanent commitment of companies to increase their competitiveness while actively contribute to sustainable development of society through concrete and measurable actions aimed at solving the priority problems of the country. The current trend is to align and integrate social and environmental initiatives with business, social responsibility and promotes the strengthening of the company and generates values such as loyalty and recognition of consumers. The social awareness of companies and their desire to contribute to society, have impacted the way we do business and led to a change in the business environment over the past decade.

This study is adapted in Sinaloa, CSR survey applied in 2011 by PwC Costa Rica and published by the trade association for development. Given the importance that the issue of social responsibility is gaining around the world, he conducted a survey on policies and practices that companies in the region of Évora being developed in this area, incorporating the discussions held at the fourteenth annual global survey of CEOs " conducted by PwC. CSR survey was administered to a total of 46 companies and was conducted in the region of Évora, Sinaloa, Mexico.

# Developing

Society demands increasingly to environmental businesses and social commitments that exceed the strictly economic sphere. This is causing companies of the Social Economy (EES) adopt practices of Corporate Social Responsibility (CSR) aimed at meeting the expectations of its various stakeholders, especially when they may explain to a large extent, achieving competitive advantages . In literature they appear theoretical works that highlight the adoption by the ESS behaviors of CSR, however, lacking empirical studies validate these findings.

In this context, Arias Lario and Briones Peñuelas of the Polytechnic University of Cartagena, conducted an analysis to identify the extent to which 70 organizations are adopting CSR behavior and if the degree of adoption differs between business organizational forms (Lario & Peñalver, 2009).

Although there bibliographic studies reviewing the theoretical arguments and empirical research conducted in recent years, the concept of CSR more applicable to academia and the business (Razeg Crespo, 2010) also contributes to the concept VictorAspíllaga, reasons and regulation CSR (Alayza, 2010). Luis Felipe brings what is not CSR, payable to the concept and the characters of CSR (Campuzano, 2010).

Another study conducted in Caracas, Venezuela shows the status of activities of corporate social responsibility (CSR) among SMEs, as well as its assessment of the importance of them. One of its main findings shows that both in Venezuela and in Latin America there is a low participation in socially responsible activities, with greater presence in activities internal to external or environmental social responsibility. Greater involvement and intensity in CSR activities in larger companies (Gonzalez, 2005) was verified in general terms.

A published article invites us to reflect about the Corporate Social Responsibility (CSR), a discipline that has evolved into the world of dynamic and consistently. The author, respectful of the free market and freedom of action of private entrepreneurs, discussed issues related to CSR as a voluntary business critical, performance and value of a socially responsible company, business marketing, paternalism and welfarism as obstacles, the balance between government action and entrepreneurship, legislation in relation to CSR, among others (Castro-Sayan, 2009).

Currently most booming arises the importance of social responsibility of a company. The author discusses the relationship between human rights and corporate social responsibility (CSR). Also

considered is the role of business in the local and global community, which is an intrinsic feature in the success of a company (Guédez, 2009). In addition, the implementation of policies of Social Responsibility (SR) in the processes of business management, whatever its legal form, also is becoming more relevant, derived largely by a growing social demand. (Left and Vicedo , 2009)

The aim of this article is to present the results of research conducted during the years 2007-2008, designed to meet the involvement and participation that Socially Responsible Companies in the Valencia region have in the field of social action both quantitatively and qualitatively from the perspective of corporate citizenship.

Currently students of business reality are betting on the change of model or paradigm of the companies. Companies should not only economic benefits but also should commit to achieving social and environmental benefits. The authors claim that those who do not take into account the social and environmental responsibility, will not have a competitive company in the long term; from this new perspective other stakeholders such as customers, suppliers and the public (Moreno and Yoldi, 2009) are contemplated.

The concern about the deterioration of the environment is one of the elements involved in corporate social responsibility.

This is reflected in the tanning industry, tanning or tannery in Colombia, which has a major responsibility in the environmental quality of the country since it is one of the largest generators of pollution and, in particular water resources. This article presents a proposal to implement a model of social responsibility for this sector in Colombia (Paniagua and Isaza, 2009).

Analyzing the current situation in terms of Corporate Social Responsibility (CSR) and the role played by the various actors in development, Miriam Cardoso Brum is conclusive to mention that there is little interest from the government and universities, a slow but rising tide in the attitude of employers, and an important issue for the promotion of international agencies and non-governmental organizations (Brum, 2010).

Corporate Social Responsibility (CSR) in Mexico is in an early stage of development compared with the advances that exist in other countries. This meager development of CSR policies is partly because the academic world has little interest in the subject, so that research in this area are scarce. The concepts that encourage CSR in our country are basically philanthropic, charitable and welfare-, which represents a serious obstacle to the implementation of the Mexican standard NMX-SAST-004-1MNC-2004, which establishes guidelines for implementation a management system of social responsibility, as well as ISO 26000. This article proposes some axes to form a research agenda in CSR Mexico (Rose, 2010).

An important work in the country was an exploration for Corporate Social Responsibility (CSR) who made a group of researchers from the Autonomous Metropolitan University, Azcapotzalco, whose aim was to show the overall context of the phenomenon, the origin and evolution of ideas compose, they reviewed the most significant initiatives and noted the areas of opportunity. In the practice of CSR concepts of philosophy, culture, management, conduct, voluntary commitment and sustainable development are distinguished. Based on these ideas propose the following definition of CSR: "Philosophy to guide management practices towards responsible organizational behavior, contribute, promote, ensure and promote social welfare and environmental health" (Playán, Perez and Martinez Salgado, 2010).

This justifies the analysis of Corporate Social Responsibility in the context of Évora region, specifically in the municipalities of Mocorito, Salvador Alvarado.A Angostura and then the results of the implementation of the survey are presented and where the sequence information is as follows: concept, social reputation, perception, principles, internal CSR protagonists, investment in CSR impact of CSR measurement, public reporting of CSR, benefits, and implementation services.

# Concept

"With a company like ours, it really can not be excluded sustainability as a separate activity growth of the company activity. Sustainability is embedded in everything we do, innovating from the highest economic level to the lowest "(Chairman and CEO Bob McDonald The Procter & Gamble Company).

In recent years, we have seen tremendous growth over the importance given to the issues of Corporate Social Responsibility. Corporate Social Responsibility has evolved from an activity, a need to ensure the success and profitability of the company. 82% of responding organizations in the region of Évora, believe that social responsibility is a very important matter of public relations and 90% of the companies interviewed reported having Practices / CSR policies.

In addition, 77% of these organizations agreed that social responsibility is vital to the sustainability and profitability of any company, bringing the issue of CSR beyond a public relations issue, but as a necessity for the sustainability of the company.

Additionally, 55% of the organizations surveyed indicated disagree with the view that CSR activities have a low priority in the business today.

# Social reputation

"For our company's social responsibility is more than a concept or a job, it is a vision of doing business" (Communications Coordinator and CSR Riteve SyC (RTV).

To the question, what your organization's social responsibility is a matter of "social reputation?", 64% of companies evorences participants consider that the social reputation of your organization is largely related to social responsibility.

On the other hand, 8% of the companies surveyed said they did not consider social responsibility as a matter of "social reputation".

This can have a direct relationship with the importance of corporate social responsibility as a vital function of the company. Several companies surveyed said they considered social responsibility within the vision of the company as part of the core business plan and business strategy, and as part of its profits generated positive social reputation.

Companies surveyed in 2013 agree that the most influential in the social reputation of the company is the recognition of quality and external approval.

The most important is the second survey "provision of a healthy environment and safe working and good environmental performance" followed by the performances of responsibility for everyone involved, for the support and investment in social and community projects. "I believe that sustainability is no longer optional. The world today is so flat, so transparent, use of Internet and high impact as individuals by the ability of blogs and Twitter and other social networks, now customers want to know what they are buying, when they are buying your brand. They want to know the company behind the brand and want to know how the organization cares for the environment "(PWC, 2011).

## Perception

An interesting finding is that the survey showed that 63% of organizations surveyed perceive their organization as having positive social reputation at a high level. Similarly, companies that are perceived as having positive social reputation "medium level" was 13%.

### **Principles applied in practice**

"We recognize that we are the stewards of the land and that is very important. Sustainability provides a continuous improvement and provides transparency on how forests are managed, this is a very high priority for us. "(JasonFaraci CEO, International Paper).

The most important principle upon which CSR actions of most of the participating companies is based is "Ethical Behavior." 21% of participating companies consider this as very influential business principle.

There are three principles that also have a high weight: transparency (19%), the balance between private life and work (16%) and respect for human rights (13%).

#### Internal CSR

"The leaders of our organization caring for his people so that our staff feel fulfilled in their work and want to continue working with us. That is an important contribution that companies can contribute to society in general "(JuhaRantanen President and CEO OutoKumpuOyi).

As for CSR practices that apply to internal organizations, you casitodas organizations offer at least one of the programs mentioned in the survey, except the reduction of working hours. Over 34% of organizations surveyed offer a flexible dress code. Similarly, 38% of the organizations offer flexible schedules and only 8% of organizations offer the option of working from home.

Moreover, the less popular programs are the "part-time work", "family policy / children" and "reduction of overtime."

#### Protagonists

The three most influential stakeholders in the strategy of corporate social responsibility evorences participating organizations are: customers, employees, local communities and suppliers. The less influential stakeholders are NGOs and government.

"The strategy we have adopted is not to establish a separate department of sustainability like many people, but to recognize that sustainability is in all parts of the business." (Philip Dilley Group Chairman, ArupGroupLtd).

Of the companies surveyed, 32% assumes responsibility for CSR within a single department like the Department of Human Resources, Marketing or production; in fact, there is no figure Sinaloa department. Sustainability and 25% share the responsibility for the work of CSR between different departments within the company or a CSR committee involving several people from different departments

This was reflected in the responses of the global survey of CEO, where several participants said they see corporate responsibility as an initiative which should be implemented through the various processes of the organization as a whole.

"When we can not find an economically viable model to support our goal, we work with local communities and NGOs to Pureit products accessible to all." (Paul Polman, CEO, Unilever). This is an example that we should consider in the region of Évora.

# Investment in CSR

"I think it is important that governments establish initiatives that companies have a vested interest in minimizing its carbon footprint. For example, our factory in Tornio, we have invested heavily to save energy, which was subsidized by tax benefits. Ideally, governments establish a global regime that encourages companies to invest in energy saving and CO2 reduction. "(President and CEO Juha Rantanen, OutokumpuOyi).

As for the investment made in shares of CSR in the region of Evora, more than 50% of the participating companies invests in at least one of the items covered by the survey.

The development of personnel training projects in related topics had the highest percentage of investment of \$ 12,000 or more, followed by CSR or sustainability strategy, sponsorship of social responsibility activities and environmental development projects. Significantly, 30% of staff interviewed invest a minimum of resources to this area, less than 3000 pesos.

### Impact on CSR

"The impact has been huge for us because sustainability is of interest to our customers everywhere. They want to ensure that we have taken have been the principles of sustainability into account. "(Group Chairman Philip Dilley, Arup Group Ltd.)

For the region of Évora, reputation and brand, reducing costs, improving value for partners and attraction for employees, are the factors that have influenced the decisions mostly on corporate social responsibility of organizations. 74% of participating organizations believe that these have had a high or considerable influence on their decisions, followed by the influence of management, relationship with stakeholders and risk management. Factors / less popular in the surveyed companies evorenses agents are: government relations and pressure from outside groups.

#### Measurement

Participating organizations, only 20% measure and evaluate their CSR programs is steady.

Among the organizations that do evaluate their programs, 34% measure their impact economically, 27% as measured on a social level and 26% do so at the environmental level.

As for programs balance personal life and work discussed in section internal CSR, the most popular method of evaluation are internal polls (18%) and suggestion boxes (10%). 35% of organizations do not evaluate their programs balancing work and personal life.

# **CSR** public reporting

Of the companies that do measure their programs, 20% is reported through an annual report. 20% of organizations report it by another format than those listed in the survey, such as newsletters and press. But the high number of companies in Évora (43%) reported that CSR not even intend to do as compared to reported globally.

"Over the past five to ten years we have seen a growing interest in things other than financial performance. People have worried much about the environmental performance and safety. "(CEO Ed Breen, Tyco International). It is not the case in the region of Évora.

#### **Benefits**

"The first benefit is the sustainability of the business in the long term. Ie work social responsibility as a core business strategy allows the company not only add value for its shareholders and partners, but also to generate social and environmental value, resulting in an improvement of the license to operate in communities and development in the long term business in an increasingly prosperous society. On the other hand, costs are reduced to work on this, the relationship with suppliers and customers is improved, there is less turnover, is a competitive advantage, improve public image and manages to generate public policy in favor of the central business it is exercised. "(Purdy Motor Group).

- Open question, what are the expected benefits for your company by working in Corporate Social Responsibility, will be able to classify the different responses of the companies that responded in 8 prospects, which appear below in order of importance?:
- Oriented interest groups (profit and satisfaction of customers, suppliers, shareholders, etc.).
- Financial-economic (cost reduction, business improvement and competitiveness).
- Sustainability of the business (business continuity and strengthening of hand with practices, policies and initiatives in CSR).
- Environmental Projection (reduction of pollution sources, energy saving, recycling initiatives in general in favor of the environment).

• Improved internal company level (general welfare of employees, job security, benefits for employees, etc.).

• Ethics and development of the internal values (sense of identity, belonging, motivation and cultural change).

- Social projection (community support, vulnerable and welfare of the country in general).
- Recognition and strengthening of image (positive brand image, attracting human talent, etc.).

#### Benefits

"Domestically, the sense of belonging of the employees to the company will be strong, as are the feelings of motivation, willingness and excellence at work because people adopt and understand the importance of actions to RS with themselves and with other stakeholders. This results in efficient employees. "(Red Point).

Prospects more popularity among the responses evorenses companies are related benefit, satisfaction of customers, shareholders and suppliers, and another perspective with the highest percentage of answer is that related to business sustainability is reflected in customer loyalty and attracting human talent to perceive the company as socially responsible;

#### **Implementation of CSR**

57% of organizations surveyed in Sinaloa would be willing to make alliances with other companies to implement their Corporate Social Responsibility actions, manifesting as:

"United's goals and benefits to be achieved company ... I believe that together can achieve more and better results ... Therefore the company's franchise and there are different owners ... For larger projects more things ... States would be achieved, eg support to communities and sporting events ... Because maximizes resources group ... For convenience, the more impact according to possibilities ... United would achieve more, more areas would be covered. "

Meanwhile, 43% are not willing to ally for the following reasons:

"It is not company policy ... They want to develop just ... we do not take the decision."

#### Implementation

The topics that are covered by the CSR strategies of companies surveyed sonla community (37%), the environment (26%), and responsible marketing (22%). The least covered are public policy issues (3%) and governance (0%).

The main constraints facing firms to implement a CSR plan are economic resources (31%), training (17%) and the measurement of results (11%). Participating companies that are not interested in developing a CSR practice account for (20%) in the region of Évora.

#### Services

To the question, which of the following services would welcome an organization to facilitate your company to implement its CSR ?, surveyed companies had the choice between the following services: social investment, selection, control, monitoring and evaluation of projects social, transparency in the management of funds, projects with high social impact, support on issues of corporate volunteering, recognition and good public image, education and training in corporate social responsibility, individually and permanent support for the implementation of CSR, options and volunteer projects, identification of stakeholders, support in defining the CSR strategy, preparation of CSR or sustainability report and availability of tools to manage CSR.

The organizations said that the training services and training in social, individual and corporate responsibility was the most important service desired, followed by availability of tools to manage CSR, recognition and good public image.

#### Conclusions

- The results show that, while it is true that most companies conduct some training activities, are insufficient to achieve regional development. an agenda and / or promotion program and / or permanent promotion of the benefits of corporate social responsibility, which allows them to take care of economic, material and environmental resources, from simple toilet paper to the health of the business owner is required.

- Very few companies in the region of Évora, Sinaloa, Mexico, who have gained and retained the hallmark of socially responsible company. To achieve the goal of being CSR collaboration and

participation of all protagonistaso or at least customers, community, suppliers, NGOs, government and universities are required.

- Required encourage business investment in shares of social responsibility to see fruits of welfare in the medium and / or long term, parasu maintenance and permanence in the market.

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