

SOCIAL ACTION IN SOCIALLY RESPONSIBLE BUSINESS

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SUMMARY

The research proposed as general objective to increase knowledge about the characteristics of the actions that companies make in Corporate Social Responsibility programs with interested groups (stakeholders) who are in the community or society, from an organizational perspective, trying to clarify what are the causes and / or circumstances that determine and explain the design of such diverse activities ranging from those characterized by a central dirigisme proper implementation of business logic and in which you work from a desk to the other, to those from its inception involve and engage the recipients of those actions generate real actions with others.

Interest in this knowledge is based on more and more companies are taking action or intervention programs in the social field, but not always effective considering the social impact. To analyze the processes involved, the organizational circumstances, structural causes and procedural logic that prevail in the design of these actions can help appraise, a priori, their effectiveness and potential outcomes, facilitating the development of a possible model for guidance on the fundamentals needed to conduct successful social interventions.

KEYWORDS: Corporate Social Responsibility; Stakeholders; Social Action; Social Impact.

INTRODUCTION

The concept of Corporate Social Responsibility (CSR) thought of as a particular form of business management is still in formation, standing at the technological administrative frontier (Mele, D., 2007; Rodriguez Fernandez, J., 2007; Garriga and Mele, 2004; Carroll, A., 1999). These circumstances lead to companies that claim to act with a concern that goes beyond the maximization of capital exclusive of their owners, taken with its stakeholders that manifest different behaviors when designing CSR programs and very different actions, not only between companies but also in the same company through time.

As an expression of a particular form of business activity CSR breaks into history with a imprint philanthropy, especially near communities oriented companies and through social actions primarily exerted individually by the owners, over the years socially responsible actions was expanded and became more complex including today actions aimed at different groups of stakeholders in addition to the community. But this pragmatic and conceptual extension of interest in CSR, many companies still only recognize their socially responsible actions by performing specific actions in the social field and which have the relative power conferred by the possession of the resources and proactive work involved in their design and management (Roitter, M., 1996; Roitstein, F., 2004).

Despite the important doctrinal development occurred in recent decades, research showed that many companies still design activities and actions directed to the social field approach starting from the business logic: the I order, command and control their own private management, this feature revealed through different situations encountered such as, for example, outsourcing of these initiatives or the implementation of campaigns from other regions or countries (which are

responsible, in its original conception, to the solution of concrete problems gave rise to them) and that are adopted locally without any critical review or temporal-spatial adjustment on them.

But there were initiatives that recognize the specific interventions in the social field, which could be observed how the design of social activities meets very specific criteria and current social investment. The design and management of social actions arising from the application of these logics in fact heterogeneously produce different consequences. On one hand, the effectiveness of the taken actions. And secondly, on the implicit goal of social interventions is its self-sustainability: the permanence and development of actions beyond the initial impetus and support given by companies.

DEVELOPMENT

Objectives

As an initial budget assumed that social actions promoted by the companies are diverse and multiple ways not only between companies but, even in the same undertaking both a diachronic and synchronic. This variety is happening from one end in which the design of the actions of the central dirigisme proper translation of the logic of private management (under the premise of I order, command and control) and where the participation of stakeholders is very low or even zero, to another extreme in which from the very genesis of ideas involving people who are the beneficiaries of those actions. In the first situation the company has the power (as a provider of resources) and therefore their actions can be defined as philanthropic or charitable, the second is positioned on an equal footing with targeted audiences sharing the definition of objectives, the design of the actions, management and control. In addition, it is known that due to the designs of social actions, their results and consequences are different both in their effectiveness¹ as well as

¹ Often the terms effectiveness, efficiency and effectiveness are not fully understood. Effectiveness is the achievement of the objectives. Efficiency is how to combine inputs and / or resources to accomplish a goal.

one of the implicit objectives with these interventions, self sustainability, understood as the continuation in time of what has been begun, beyond the original impulse given.

Based on these considerations, the research proposed overall objective to increase knowledge about the characteristics of the actions that companies make CSR programs within the stakeholder groups that are in the community or society, from an organizational perspective, trying to clarify the causes and / or circumstances that determine and explain the design of such diverse activities ranging from those characterized by a central dirigisme proper implementation of business logic and in which you work from a desk to the other, to those that from the outset involve and engage the recipients of those actions generate real actions with the other (Moreno, I., 2005).

Interest in this knowledge is based on the growing number of companies developing social intervention activities, which are not always effective considering the social impact they cause. Analyze the processes involved, the organizational circumstances, causes structural and procedural logic that prevails in the design of these actions can help appraise, a priori, potential results, facilitating the development of a possible model for guidance on the necessary foundations to conduct successful social interventions.

Specializing on the specific objectives of this research was:

- a) To research and analyze the causes and structural circumstances and processes that determine and explain the design of social actions in socially responsible companies.
- b) To research and analyze whether the expected results are taken into account when designing the actions aiming at the social field.
- c) To estimate the potential impacts of the actions undertaken in the community entrepreneurs from different designs.

Effectiveness means a higher level of effectiveness and efficiency to achieve after achieving effectiveness and efficiency. Effectiveness is concerned with achieving the objectives; efficiency by doing good things and the effectiveness of doing things which they relate.

d) To clarify the determinants of the effectiveness of social interventions entrepreneurs to develop a possible model for future appraisal of results of actions designed.

Methodology

The units of analysis are firms located in the Argentinean territory to consider their actions manifest requirements and interests not only their owners but also other stakeholders. Upon research, only 45 companies have sustainability reports or reports of socially responsibility; working on sample criteria available or accessible, 18 of them agreed to participate: 16 are corporations of which 12 are foreign-owned and 4 national capital. The remaining 2 are national midsize companies.

The research was presented as an explanatory study analyzed the themes relevant to the phenomenon for more than interested in researching their causes, using a non transversal experimental design. (Fassio et al., 2004).

A data collection has been conducted through interviews to people responsible for the areas or sectors in charge of directing and/or coordinating CSR activities. The interviews were characterized by their flexibility and dynamic looking through them "learning about events and activities that cannot be observed directly" [Taylor and Bogdan, 1987, pg. 103]⁽¹⁾. In addition, we consulted public documents of companies (methodological triangulation).

Analysis of data was collected immediately after organizing the ideas that were emerging through qualitative analysis, which aimed "to the conceptualization, theory building," [Valles Martinez, 2000, pg. 579]⁽²⁾ establishing the concepts under study and generating new theory, represents an advance in knowledge.

Stating the problem to be considered

Discretionary altruism or generosity have been two ways of historical development of CSR, but currently not considered philanthropic or charitable action as CSR, but it is expressed through a committed business performance, imbued with accountability and managed through of values (Reficco and Ogliastri, 2009). While entrepreneurs' actions to society are not new, they are its current features: interplay business-civil society organizations, diversity and multiplicity of actions taken by extending the limit of what not long ago to represent areas of disinterest for businesses, concern for the environment and sustainability. Thus, companies have been incorporating into their analysis the voices of a range of partners, which until not long ago were considered unrelated to their actions: the interest groups or stakeholders (Martinez, 2009).

Stakeholders are individuals, groups, organizations, community and society that have an interest in the existence and development of enterprises. Individual stakeholders and/or indirect or potential power to influence their business decisions and can influence them: employees, customers, suppliers, shareholders/investors, public agencies, professional associations, religious groups, community organizations civil society, NGOs, the general public (Volpentesta, 2011).

Depending on the new paradigm of sustainable development, social progress and development, ecological balance and economic growth (Elkington, 2001) - and one of its drivers, CSR, the company that wants to stay and grow in the highly demanding and competitive markets today and future should not disregard or ignore their stakeholders, both internal and external, reason why they should adjust their strategies, vision, mission, policies and objectives to reflect the concerns of all. It is so archetypal (and simplifying the analysis) nowadays it is possible to recognize government undertakings engaged in a stock-financial model (considering only the satisfaction of the interests of the owners) and a comprehensive model which serve the interests of all stakeholders (Salas Fumás, 2002; Rodríguez Fernández, 2003).

But what does CSR mean specifically? This has historically a rich conceptual background from the contribution of Bowen (1953) referring specifically to the social responsibilities of business, that of Davis (1960) putting the focus on the equivalence between social power of the company and their equivalent in responsibility, and from the point of view of strategy and management (Andrews, 1971) and more recently Porter and Kramer (2002, 2006 and 2011). The concept of CSR has evolved from those proposed by Post (2000) and Freeman (2004) to the present, where one of the last definition states that its objective is to contribute to sustainable development. For this the company must work on different issues called core subjects: governance, human rights, labor practices, environment, fair operating practices, consumer issues, active participation and community development (ISO 26000, 2010).

This conceptualization of CSR places the actions in the social field as one of those fundamentals, but because of its scope and social impact have properties that cause spreads to other actions in the other core subjects. But if the action field of CSR is expanded both doctrinally and pragmatically, the truth is that even today, and as is happening from last year at least in Argentina (Roitstein, 2004), most companies with CSR prioritize and focus on relations with had in the community, leaving in the background processing activities with other groups of stakeholders: suppliers, customers, authorities.

Many companies assume that to undertake CSR activities in the social field have, in addition to goodwill, sufficient management skills thinking, unconsciously and mechanically, that the logic with which they carry out private activities enables them to respond positively to the challenge of operating socially. This belief collides with reality shows that these elements are not enough to develop successful interventions from the point of view of their performance, measured by the impact this caused in the community.

The characteristics of the actions in the social field, the I organize, command and control of business management itself must give way to shared activities with stakeholders to enable a

thorough study of their needs and expectations. Moving from projects to others with the other runs significantly the axis of the logic that guides private management and prevailing in the first situation, assuming the hypothesis that the projects with the other, are more effective and sustainable while for the other projects (Moreno, 2005) it is not the same consideration the recipients as subjects than as objects of actions.

Considering, on the one hand, the existing knowledge about these issues in the social field, and secondly, that many companies only recognized as CSR management interventions in society, several questions arise related to the topic. Why many companies have designs that do not contemplate such reasons? What leads them to take actions that, a priori presumed low effectiveness taking into account the social impact that they can cause? What are the mechanisms and organizational processes that are active in business and they choose to present activities and social intervention programs as different? Is it possible to clarify the organizational elements that generate designs and activities as so varied as different effectiveness? Are the reasons and causes related to structural, management, leadership, organizational culture?

Results Obtained: Introduction

As assumed at the beginning of the research, there were found a wide variety of programs, activities and social actions that have a high degree of variety and different characteristics, and even though at present the concept of CSR clearly emphasizes that it is not to do philanthropy or charity, many companies found themselves lost in a tangle of activities for the community with a strong philanthropic and/or charitable, activities that otherwise appear as the only manifestation of CSR performance, showing a simplification of the concept to guide activities exclusively on building links with the community.

In these activities still prevail mostly designs that reflect a pattern of power about who does something to the other, often associated with a thought of remediation of the weaknesses of an economic model that has not yet been able to satisfy certain basic needs of the population.

In the research arose factors for determining the causes and explain why some companies operate from the nearest approach to philanthropy and charity (on a concept closely linked to handouts), and others do from the pursuit of commitment of those who are beneficiaries of the actions, trying to improve their individual and group within the social investment paradigm.

Strategic integration of CSR

Today it is assumed that CSR is the responsibility of any organization from adverse impacts that their decisions and activities cause in society and the environment (ISO 26000, 2010). This view shows that per se it excludes isolated actions (philanthropic) to expand as a form of management that encompasses the entire organization. Consequently, companies that move the CSR activities of daily life, will be more aware of the responsibility for their actions, regardless of whether the strategic integration often pursue the development of competitive advantages that allow them apart from their competitors and generate more long-term value (Burke and Logsdon, 1996; Husted and Allen, 2000 and 2009; Porter and Kramer, 2002, 2006 and 2011). CSR should not only be linked to the vision, mission, objectives and strategies but must be integrated in the value chain in the company both in the management of linkages with society (Husted and Allen, 2000).

The research found that only a minority of companies has the integration of CSR with the vision, mission, strategy, objectives, policies and daily management. In these companies the prevailing idea is that performing actions in the social field means a real opportunity to change processes and recovery capabilities of those who are its beneficiaries.

The remaining companies are not strategically integrated CSR clarified circumstances not only for the information arising from the interviews: using public demonstrations of their strategies, vision, mission and messages of the presidents of companies (published on websites and in various communication tools) may see that the concept of CSR is not incorporated strategically. As detected Attarça and Jacquot (2005) in messages and/or letters from the presidents of 85 European companies, the language used in these instruments is overrated and transmit an image of the company, in which there is a tendency of concealment of the negative elements, difficulties or limitations, not detected in many of them a necessary connection between business strategy and social responsibility: it says more about what is done, trying to legitimize socially responsible actions.

The research found that companies that do not integrate CSR strategically developed many isolated actions that do not always respond to a given criterion, rather than long-term programs guided by specific objectives.

The presence of varying strategic integration of CSR and understood as a business management model, to differentiate the companies in the design of social actions acquires special features since the consideration of CSR is taken from their own view action of business, from those that take such actions as an event or a special event.

Evaluation of expected results

The varying strategic integration of CSR not only explains one of the structural causes found why firms have different patterns of activity, but also a good indicator of how much or how little regard people have of the expected results when deciding what action to take to express, while the degree of awareness about the impacts they may have in the community.

The analysis showed that companies that have greater strategic integration in CSR show a high regard for the expected results, both in the effectiveness of implemented actions and in their future sustainability. However, the reality is that none of them fully assess the social impact::

"We are only interested in participating in projects with the community in which we are the empowering of the latent capacities that exist there. We want the projects to be realized, then retire and return to time to see results. But this requires developing a design together with the community so that community ownership of the activity, responsibility for it "[Interview on 05/03/11] ⁽³⁾

Although impact assessments are not carried out, at the moment when designing the programs there is concern about the expected results, which are critical in selecting projects to be undertaken:

"To establish what actions or programs we will undertake, the criterion we use is the generation of value that may cause in the community, and for this work on projects that are sustainable and contribute and help to have a more balanced, integrated and Opportunities for All "[Interview on 05/03/11] ⁽⁴⁾

Programs and activities close to the core business

In companies where more strategically integrated CSR it was observed that most of the activities designed are closely linked to its core business, it represents the set of activities that characterize a company and distinguish it from the rest of its competitors (Bueno Campos, 1996). Somehow, the CSR activities directed to areas near the expertise of the company go to have a clearer guidelines and logic closer to the type used in their business operations so that the company does not abandon the role in the most outstanding and, through it, leverages social actions it undertakes. However, in none of the companies surveyed it was found a synchronous alignment of a social cause with the competitive strategy of the company such as, for example, the Brazilian company Natura, in which the social variable is built deep into the business strategy (Austin et al. 2004).

By integrating CSR with the mission of the company shares are viewed as contributors to business competitiveness and the latter forces the approach to everything the company does is linked to that with which it has the most effectiveness.

"We do not work with children; there is no child labor in our company or in our value chain, it is not a topic of our company so, if I come to say they want to do a program of activities for children I say: it is not our topic. Our focus is on sustainability and this is to optimize business. And we are not going to accomplish getting into issues that do not know and for which we have people who can manage effectively "[Interview on 03/11/17] ⁽⁵⁾

Hierarchical structure

One aspect that was revealed closely linked with the concept of strategic integration of CSR and influential in their degree of integration was the location in the hierarchical structure of those responsible for its coordination or conduction. This concept differentiates companies that have this function within the same board or body charged with the direction of those in which the area is part of a management that may be related to personnel management or corporate, sector, which also noted that most companies manage corporate communication function.

The research found sufficient evidence linking greater strategic integration of CSR with the location of their coordination or command within the body responsible for the management of the company: it would be the hierarchical structure more favorable for CSR to be incorporated naturally to management. Also, concomitantly, when this situation presented greater concern it was evident a priori by the results and consequences that could cause the shares, which are displayed with a clear focus on core business.

"CSR is a strategic process depending on that the Board of Directors approves an annual CSR Plan in the budget. The staff of the Board CSR is a Branch that is responsible for monitoring and action plan and everything related to CSR. There is an interdisciplinary team composed of officials and inter hierarchical belonging to different processes they are those carrying out the Plan of CSR and give accounts of the the Board of Directors progress "[Interview on 11/04/25] ⁽⁶⁾

Enterprises in which CSR is coordinated and/or directed from the highest levels, structurally and functionally expressing the intention of making it operational and management model, have

strong organizational culture underpinned by core values deemed necessary for the development of business. They all have codes of ethics or conducts that do not consider simple rhetorical elements guiding the business but on the basis of the values expressed there. In these companies, CSR is assumed as a way to be firm and not as a waiver to society.

Professional profile

In the search for other factors that explain such different designs allow social activities of CSR and whether they were considered a priori of the possible outcomes, there was an element that was shown to have an enormous influence: the one related to the professional profile of the members areas designed to manage or coordinate its implementation.

Considering, on one hand, that most companies almost exclusively study the exercise of CSR through its community relations and, on the other hand, normally maximizing its rationality in coverage of jobs, it was expectedly found responsible for these tasks which require very specific training linked to the social field, professionals who will have a profile more linked with knowledge related to corporate management. However, this was not verified. Even companies that have greater integration of CSR do not predominantly have the presence of professionals in the social field, although a concern is noted, seminars or training courses on the subject:

"The coordinator team of CSR plan has 7 members with different professional backgrounds and from different business processes and a communications consultants. We also have the input of a sociologist and a BA in economics. Regarding the training of its members is varied as there are engineers, accountants, management graduates, etc. All courses have been conducted or participated in congresses and conferences on the topic "[Interview on 26/03/11]⁽⁷⁾

In companies where the management and coordination of CSR is led by a specialist in the social field, the actions are designedly based on the results that are expected to completion, and there is concern regarding the activities undertaken are not interrupted once that the company's help is de-activated.

It is true, that in the majority of the enterprises the persons in charge of the CSR function, just as the rest of the members possess professional formation, related to specializations in communication. This is not surprising since in these companies, the sector is structurally CSR where the dominant role, at least until not long ago, was the institutional communication.

Without any question or doubt the adequacy and suitability of these professionals to perform functions that should be recalled are presented in such companies as mainly aimed at establishing community relations, research showed that cases where the presence of professionals in communication is almost exclusive correspond to companies in which the prevailing practice of CSR activities and designed and programmed from the head offices. In these situations characterized by the implementation of programs that are already defined and ready to develop, and where the ability to design and management is an unavoidable requirement, one would think that the companies took a more professional-oriented social field not would be required. In these cases, the possible outcomes of actions was not found as a priori, nor that social intervention after an assessment of the impacts and sustainability of the processes started.

Is the structural factor the sole cause or may there be other business reasons to spend on communications specialists in the sector where CSR takes place? Or actually a profile-oriented professional privilege to communications to reach more effectively to stakeholders of the company? From a distant view of the subject knowledge in their particular practice could be understood if an objective observer would have a reasonable doubt about the original intent of companies to appoint people with this profile at the forefront of these activities. This external and objective observer might then ask, and legitimate validity, if companies have real talent for CSR or, instead, are now more interested in showing or communicate their socially responsible actions.

Collaborative work in inter-organizational networks

While developing their business activities companies can have some kind of networking, which are created for this purpose differ significantly from the networks that come into play before the need for action in the social field. The networks used in this sense are called public networks, or inter-organizational policy and include a selected set, persistent, structured and articulated autonomous organizations (government agencies, private organizations, social groups, civil society organizations, NGOs) committed and involved in the generation of products or services to implement public policies or face social problems. The distinguishing aspect of these networks is a special form of contact and communication between a number of different actors that are connected through a specific type of interaction and in certain contexts (Volpentesta, 2011). For many years the paths of businesses and civil society organizations had different addresses, it is only in recent times has been installed in a well as in others, the awareness that a joint effort and in pursuit of social objectives clear, could generate more social value (Austin et al., 2009).

The research found that a common feature of CSR actions in the social field is the need for companies to rely on partners or partners who recognize the subjects did not have enough knowledge to take action independently. In the particular histories of social interventions there were observed several companies that had developed the first software implementation difficulties as well as development and completion, as a result of the tools and skills used in business management were not allowed to act effectively in social work. Given the difficulties encountered, and a wise decision, companies began looking at NGOs, civil society organizations and even within the same state (national, provincial or municipal), the partner to provide them the knowledge necessary and the lacking specific skills.

This acceptance of the lack of expertise in these companies generated a predisposition to absorbing all that is intended to apply after showing at least the people in charge of CSR, a significant opening up of topics not always traveled by business management. In all cases, it was

felt an effort to try to act effectively managing processes that differ substantially from normal patterns of intra-management, where concepts such as authority, hierarchy, span of control and other traditional notions of private management should be left almost entirely aside.

For some of the companies partnering with other organizations involved also set aside certain prejudices: "One we had to break, for example, was the aversion to work with the state. Until we discovered that in the State there are phenomenal technicians and employees "[Interview on 06/11/06] ⁽⁸⁾

Involvement of stakeholders

In companies that claim to satisfy the interests of all stakeholders, the commitment they assumed that all actions that guarantee the right to be heard and that their requests are answered, the answer given by the companies does not necessarily mean to please each of the requirements and interests but to create mechanisms for dialogue and mutual understanding so that their needs are considered strategic and operational (Esteban Gonzalez, 2008).

A determining factor in the relationship with stakeholders is the principle of inclusiveness and the effort to achieve it means for the company to reflect its commitment in all stages of relationship, the views and needs of stakeholders, enabling to express themselves without fear or restrictions through a participatory process. It is clear that this process cannot get results if it fails to really engage with stakeholders and build a relationship of trust. The involvement can take different forms or carried out through various means. It can propel the company or it can respond to a request of one or more stakeholders. Formal meetings may be organized and established or, informal contacts arise. Calls can develop individual, group, workshops, hearings. Regardless of the mode, the involvement of stakeholders should be interactive, and allowing all views to be heard. The company must stop advertising to move to establish communications in two directions, leaving the monologue and inviting conversations (Schvarstein, 2006).

When considering the relationships and communications with stakeholders, how the company is linked with them influences on the design of social intervention activities and, crucially, in its results. In the analysis of research there emerged that companies invite stakeholders to dialogue on an equal footing in order to specify their interests and expectations, actions designed to respond to the possibility of resolving issues or problems, the design part of the results obtained and shows think since the genesis of ideas, a deep involvement of those who have a real interest in the subject. In these social activities could prove that what the company had helped to start, kept in time beyond the active participation of it: the self-sustainability of projects is achieved in all endeavors.

CONCLUSION

Interpretation of results

An analysis of research data can draw different conclusions. With regard to the overall objective of the study, the different causes and circumstances that were found to be determinants in the design of social activities designed to satisfy stakeholder's interests and expectations, that responds implicitly to the structural adequacy and business processes taking place at the conceptual change of CSR: to consider it almost exclusively as a generator of philanthropy actions, to accountability for the negative impacts of decisions and business operations (Roitstein, 2004). Specifically, research has arisen that explain various reasons why companies have such diverse designs actions to the community and sometimes even within the same company, difficult to fit within an intervention strategy which can be identified clearly defined objective.

Although the study still found that several companies have social activities clearly oriented towards philanthropy, the truth is that even in them there is the awareness that CSR today is not limited to those actions. And many of the different designs of social actions (and their

consequences on the results) are explained from structural changes or process that some companies have done. Thus, to the extent that CSR is more integrated into business management, social activities show definite characteristics: solution or help with specific problems expressed by the stakeholders, their active participation at all stages through space participation created by companies, with special attention to the expected results, mainly the future sustainability of these actions, more effectively measure the social impact it achieved; substantial involvement of the company at all stages of design, management and evaluation.

Strategically integrate CSR is to make it transverse to flow through the structure of the company, but to enable grounded as a true and heartfelt form of management, there must be an organizational culture that is founded on values that companies recognize as essential for business development, within which CSR is more governed by these values, and not when we have to be good.

Companies with greater strategic integration of CSR are those from the structural point of view led to the highest hierarchical level of the corporate board. This hierarchical structure location enables that CSR to be absorbed by the management and to be expressed in the strategies, objectives, policies and daily procedures. Conversely, to the extent that CSR is not exerted on the highest level, the smaller the chance that of being perceived as a corporate accountability form.

A situation that expresses greater strategic integration of CSR is the design of activities closely linked to the core business of the company, the design of social actions when based on the activities and tasks that members of the company are well aware, facilitates mainstreaming of CSR and this course is adopted, especially to the extent that the company has developed a corporate culture through which management rests on core values for all known, accepted and appreciated.

An organizational culture based on values shared and activated in management, combined with CSR professionals who have the sensitivity needed to reach out to community stakeholders, enables them to integrate into the design process of the activities, to the extent that the company

state clearly that their support is conditional on effective engagement of those who have a real interest in solving a problem or the development of a benefit to the entire community. The time is striking that companies are failing to advance to announce to have discussions with its stakeholders. When the company enables bidirectional communication channels creating true bonds of trust with its stakeholders, enhancing their skills and enabling them to participate in the various stages of design and management of social actions, there is a rapid move towards a design where the results are expressed in the short and long term, amply fulfilling the goal of self sustainability. The design and developed more emphasis on ex ante controls in bureaucratic controls that can display only ex post quantitative aspects of the action taken.

Companies that have greater strategic integration of CSR are also those that have chosen to develop the professional role closely linked to social work. When you are managing what is essentially and in many cases, the dreams and hopes of people, not enough to design good programs and good intentions. The promises and projects often do not correspond with the realities of the deficiencies that are generated in the activity that drives them: managerial actions. So much for good design to good social management requires specific expertise that companies do not naturally possess. It is necessary to address the role of CSR are located persons having knowledge about working in the social field.

Finally, the incorporation of social issues has led companies to seek support from civil society organizations and even in the same state. In this sense, the emerging inter-organizational networking shows openness to the social by many companies for many years have only paid attention to the interests of its owners and shareholders.

The growing complexity of social coordination process has been that companies understand that the isolated and independent actions of social responsibility are, in a certain sense, inefficient and contrary to the spirit of community intervention to improve some of its shortcomings. The social arrangements that companies begin to be carried out assuming the solidarity and collaboration with

other social actors are operating in the community. It should work with others at all times. It is in these circumstances where all contributions can be enhanced and corporate externalities collaborating in the pursuit of sustainable development of society.

Based on information obtained from the research it is then possible to estimate, with a particular design of social intervention activities by the companies, the potential impacts that these actions would have on the community, considering for this most salient aspects have emerged from the analysis: strategic integration of CSR, structural hierarchical location of the sector, professional profile of those who lead and integrate the sector, creating opportunities for participation and involvement of stakeholders, participation in inter-organizational networks. It remains for future work to develop a possible model for ex ante evaluation of results of actions designed, based on the concepts clarified.

Final corollary verification analysis is that the trend in the design and management of social action for CSR is changing. A reality that dominated the philanthropic exclusive manner (Roitstein, 2004), now warns that some companies give greater prominence to its stakeholders in the processes of design and management of social activities, and while still in some companies such participation is restricted to listening to the needs and interests, and very incipiently, the design of actions, the fact is that in these same companies there is the awareness that in the not too distant their social actions will have to be developed with greater involvement and commitment of its stakeholders.

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