



**sabadell
universitat**

INFORMACIÓ
REFLEXIÓ
DEBAT
CONEIXEMENT

QUARTA EDICIÓ DE SABADELL UNIVERSITAT
DEL 4 AL 8 DE JULIOL DE 2005

Elements bàsics de la RSE.

S9. Responsabilitat Social de l'Empresa. Un repte per a les PIME?

Josep Maria Lozano, director de l'IPES (ESADE)

Sabadell, juliol de 2005

organitzadors:



patrocinadors:



Elements bàsics de l'RSE

Josep M. Lozano

ESADE



The Economist

The good company

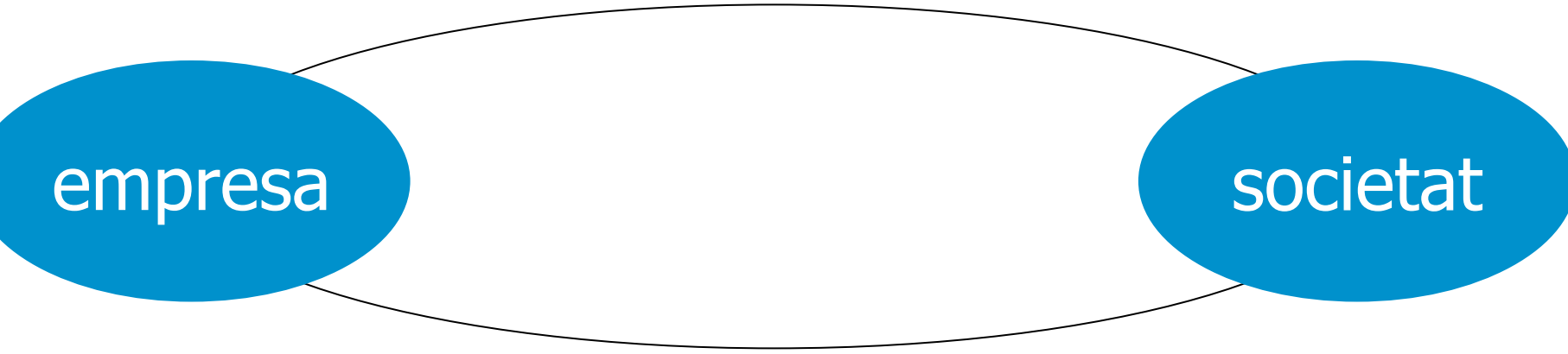
A survey of corporate social responsibility
January 22nd 2005

***Estem modelant el món
més depressa del que podem
canviar nosaltres,***

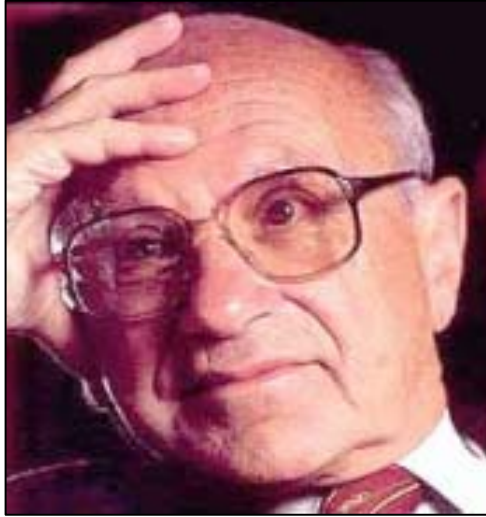
***i estem aplicant
al present els hàbits
del passat***



quina contribució?



quines expectatives?



EL PASSAT

“Els negocis tan sols tenen una responsabilitat social: emprar els seus recursos i emprendre activitats encaminades a augmentar els seus beneficis, sempre que es mantinguin dins de les regles del joc, és a dir, en competència lliure i oberta sense enganys ni fraus”.

1967, 1971.

Milton Friedman



1979
Exxon Valdez



1984
Bhopal



1995
Brentspar

crisi
medioambiental

DEL CAPITALISME A LA RSE



meitat-90s
maquiles infantils



crisi
drets humans

DEL CAPITALISME A LA RSE



Vaques boges



crisi alimentària

DEL CAPITALISME A LA RSE



Global Crossing™



VIVENDI

ENRON

escàndols financers

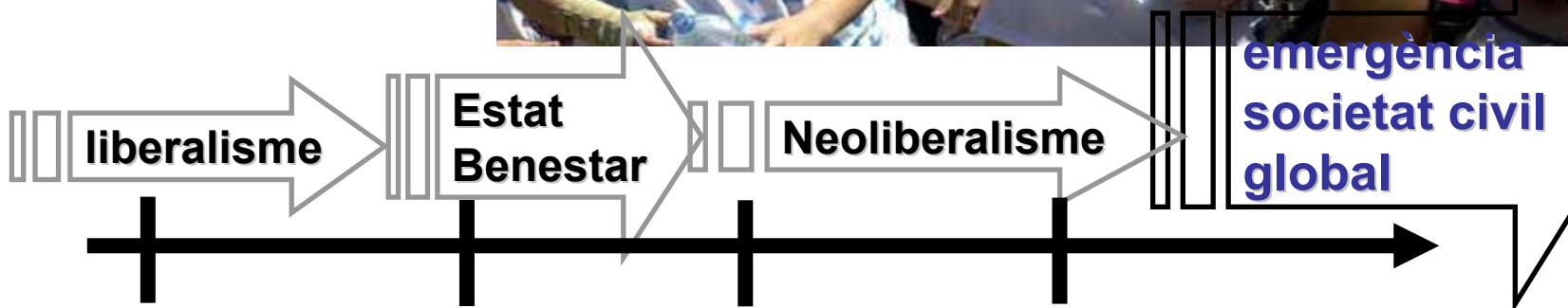
DEL CAPITALISME A LA RSE



1999
Seattle



2001
Gènova

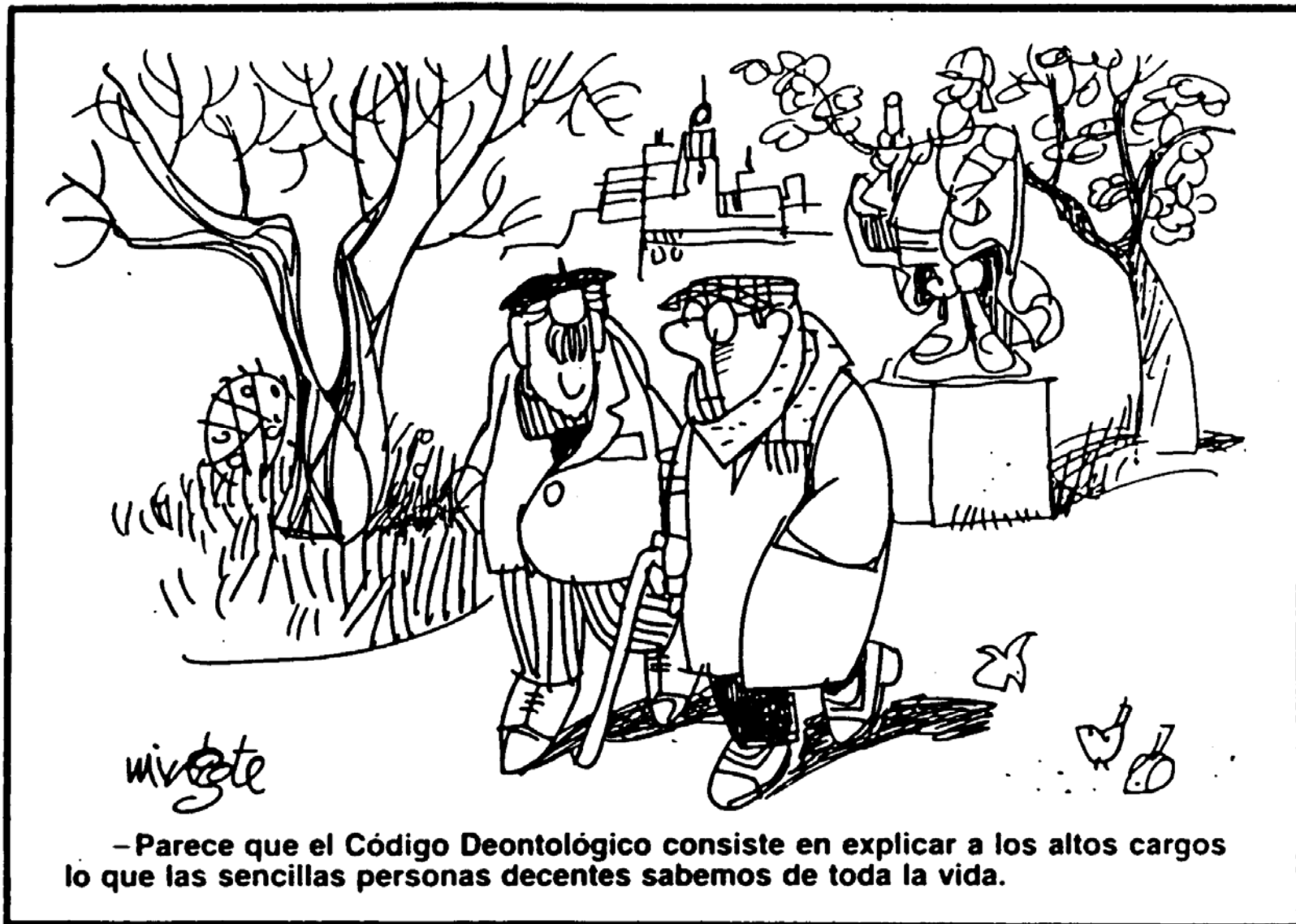


1850

1945

1980

1990



- Parece que el Código Deontológico consiste en explicar a los altos cargos lo que las sencillas personas decentes sabemos de toda la vida.

¿EN AQUEST NOU MÓN, QUIN PAPER LI POT CORRESPONDRE A L'EMPRESA?



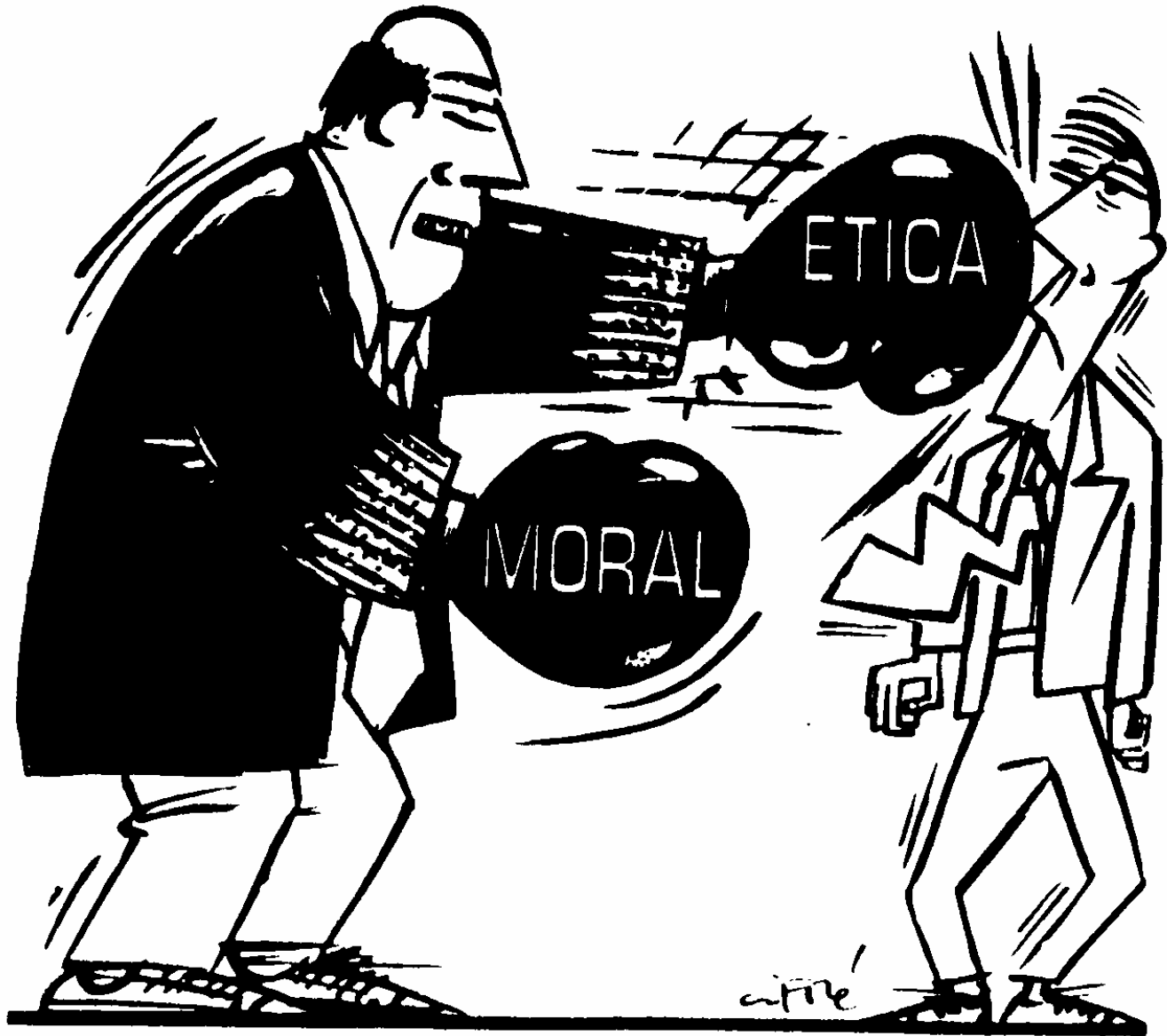
¿Quina contribució pot fer?

¿Quin tipus de (noves)
responsabilitats
ha d'assumir?

**No hi ha empreses exitoses en
països fracassats ni països
exitosos amb empreses
fracassades**







Definición de la Unión Europea

- “Integració voluntària, per part de les empreses, de les preocupacions socials i mediambientals en les seves operacions comercials i amb les seves relacions amb els seus interlocutors”



Relacions integrades entre perspectives diferents

Sostenibilitat organitzativa

Responsabilitats de l'organització

Responsabilitats
econòmiques

Responsabilitats
mediambientals

Responsabilitats
socials





HBR Classic

Shortsighted managements often fail to recognize that in fact there is no such thing as a growth industry

How can a company ensure its continued growth? In 1960 "Marketing Myopia" answered that question in a new and challenging way by urging organizations to define their industries broadly to take advantage of growth opportunities. Using the archetype of the railroads, Mr. Levitt showed how they declined inevitably as technology advanced because they defined themselves too narrowly. To continue growing, companies must ascertain and act on their customers' needs and desires, not bank on the presumptive longevity of their products. The success of the article testifies to the validity of its message. It has been widely quoted and anthologized, and HBR has sold more than 265,000 reprints of it. The author of 14 subsequent articles in HBR, Mr. Levitt is one of the magazine's most prolific contributors. In a retrospective commentary, he considers the use and misuse that have been made of "Marketing Myopia," describing its many interpretations and hypothesizing about its success.

At the time of the article's publication, Theodore Levitt was lecturer in business administration at the Harvard Business School. Now a full professor there, he is the author of six books, including *The Third Sector: New Tactics for a Responsive Society* (1973) and *Marketing for Business Growth* (1974). His most recent article for HBR was "Dinosaurs among the Bears and Bulls" (January-February 1975).

Theodore Levitt

Marketing myopia

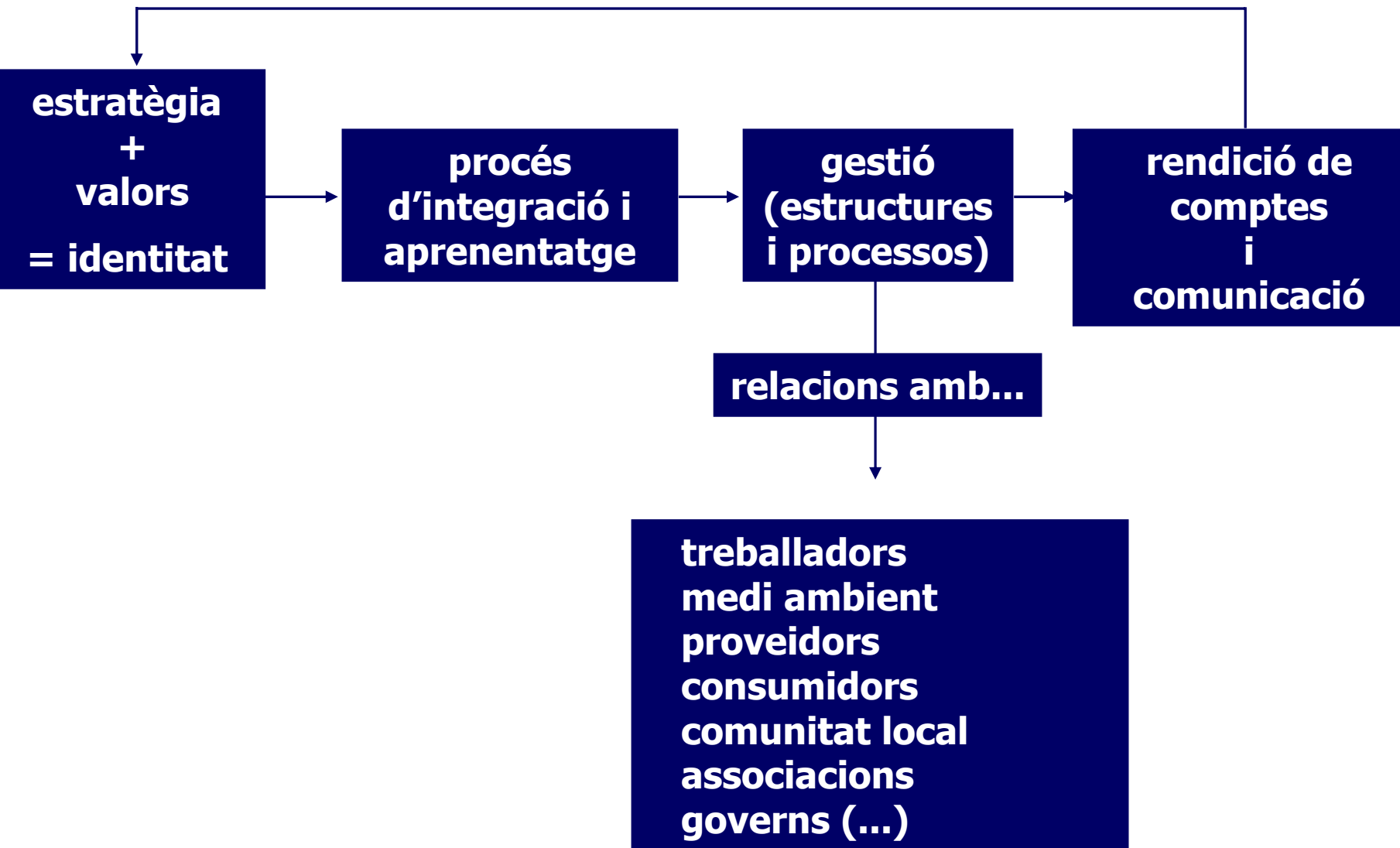
Every major industry was once a growth industry. But some that are now riding a wave of growth enthusiasm are very much in the shadow of decline. Others which are thought of as seasoned growth industries have actually stopped growing. In every case the reason growth is threatened, slowed, or stopped is not because the market is saturated. It is because there has been a failure of management.

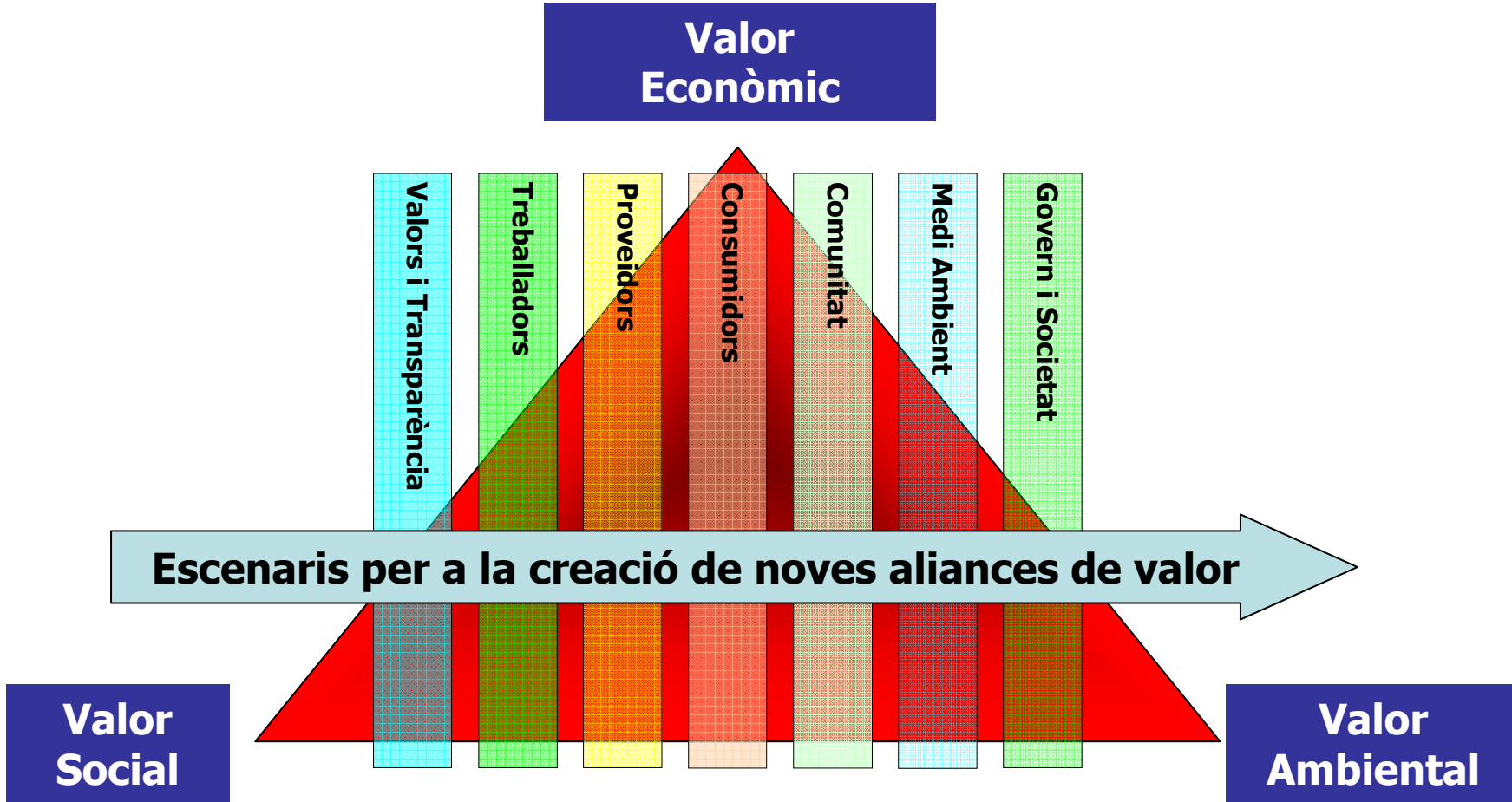
Fateful purposes: The failure is at the top. The executives responsible for it, in the last analysis, are those who deal with broad aims and policies. Thus:

□ The railroads did not stop growing because the need for passenger and freight transportation declined. That grew. The railroads are in trouble today not because the need was filled by others (cars, trucks, airplanes, even telephones), but because it was not filled by the railroads themselves. They let others take customers away from them because they assumed themselves to be in the railroad business rather than in the transportation business. The reason they defined their industry wrong was because they were railroad-oriented instead of transportation-oriented; they were product-oriented instead of customer-oriented.

□ Hollywood barely escaped being totally ravished by television. Actually, all the established film companies went through drastic reorganizations. Some simply disappeared. All of them got into trouble not because of TV's inroads but because of their own myopia. As with the railroads, Hollywood defined its business incorrectly. It thought it was in the movie business when it was actually in the entertainment business. "Movies" implied a specific, limited product. This produced a fatuous contentment which from the beginning led producers to view TV as a threat. Hollywood scorned and rejected TV when it should have welcomed it as an opportunity—an opportunity to expand the entertainment business.

Today TV is a bigger business than the old narrowly defined movie business ever was. Had Hollywood been customer-oriented (providing entertainment), rather than product-ori-



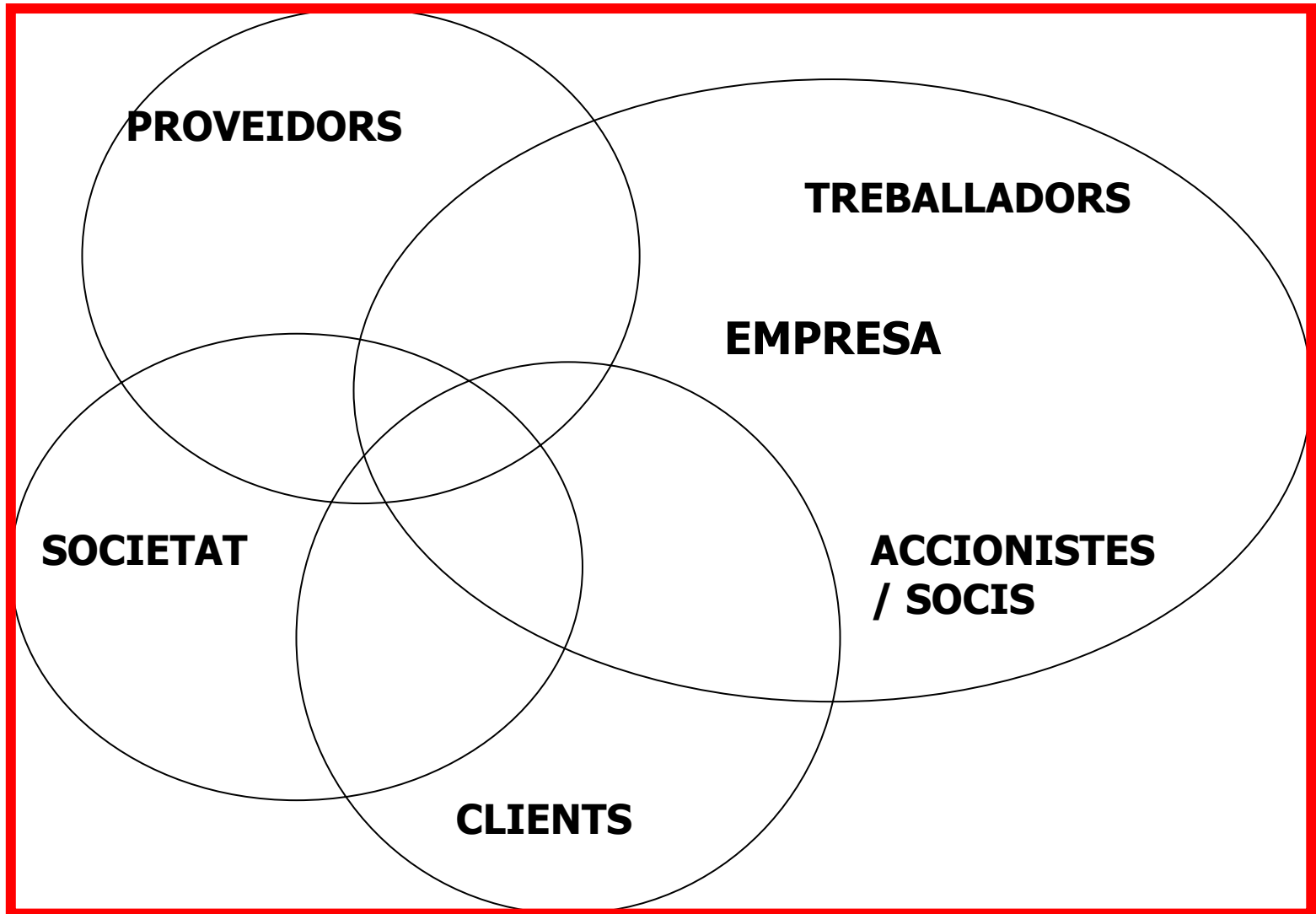


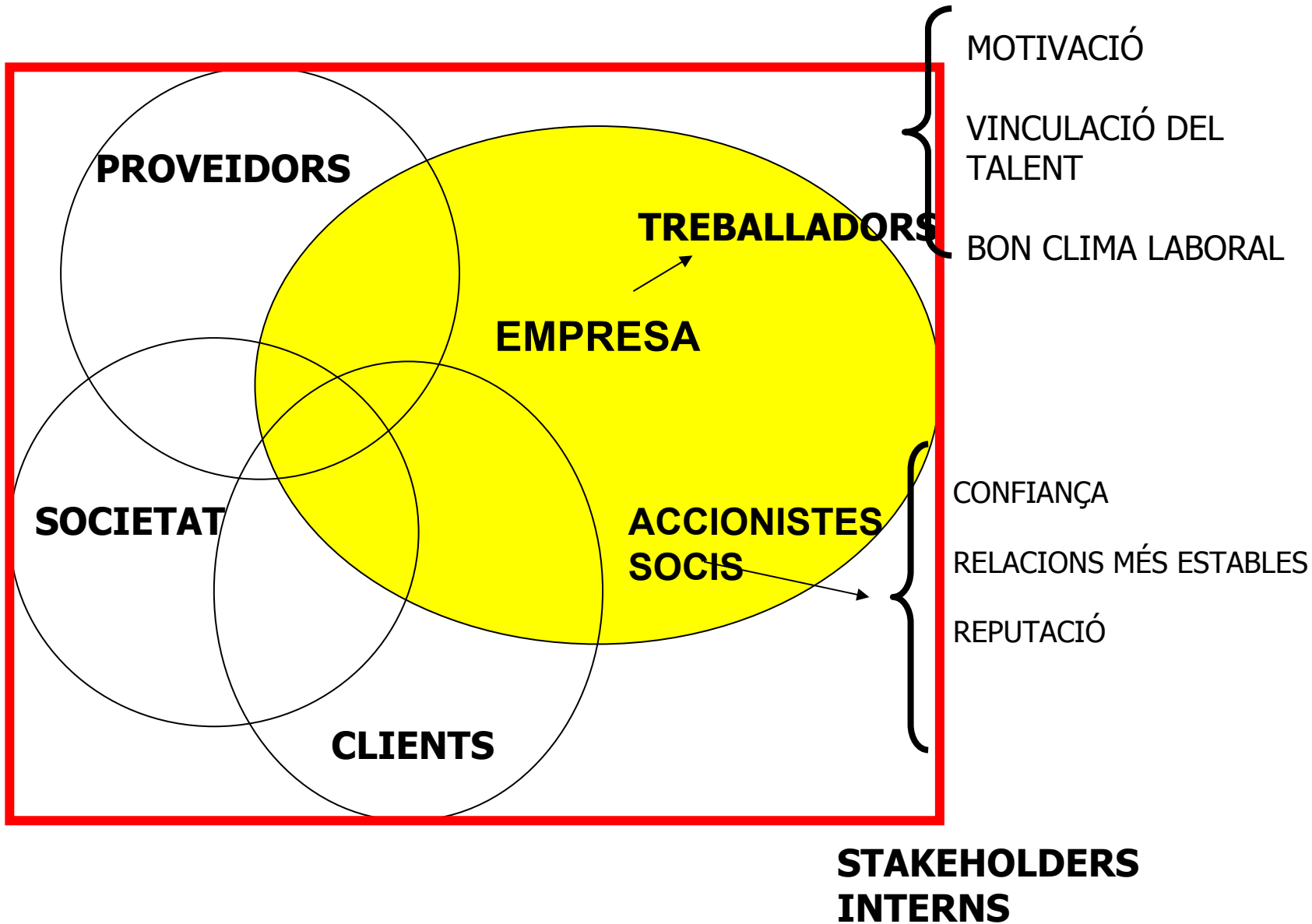
Com entendre “*social*”?

- Com la relació amb determinats stakeholders
- Com una dimensió inherent a la relació amb tots els stakeholders
- Com la relació amb tots els stakeholders
- Com un compromís (i uns objectius) compartits amb altres stakeholders
- Com “el” discurs legitimador en el debat sobre la RSE



STAKEHOLDERS – PARTS INTERESSADES





PROVEIDORS
DE QUALITAT

CONFIANÇA

RELACIÓ
PREFERENT

GESTIÓ DE
CRISIS

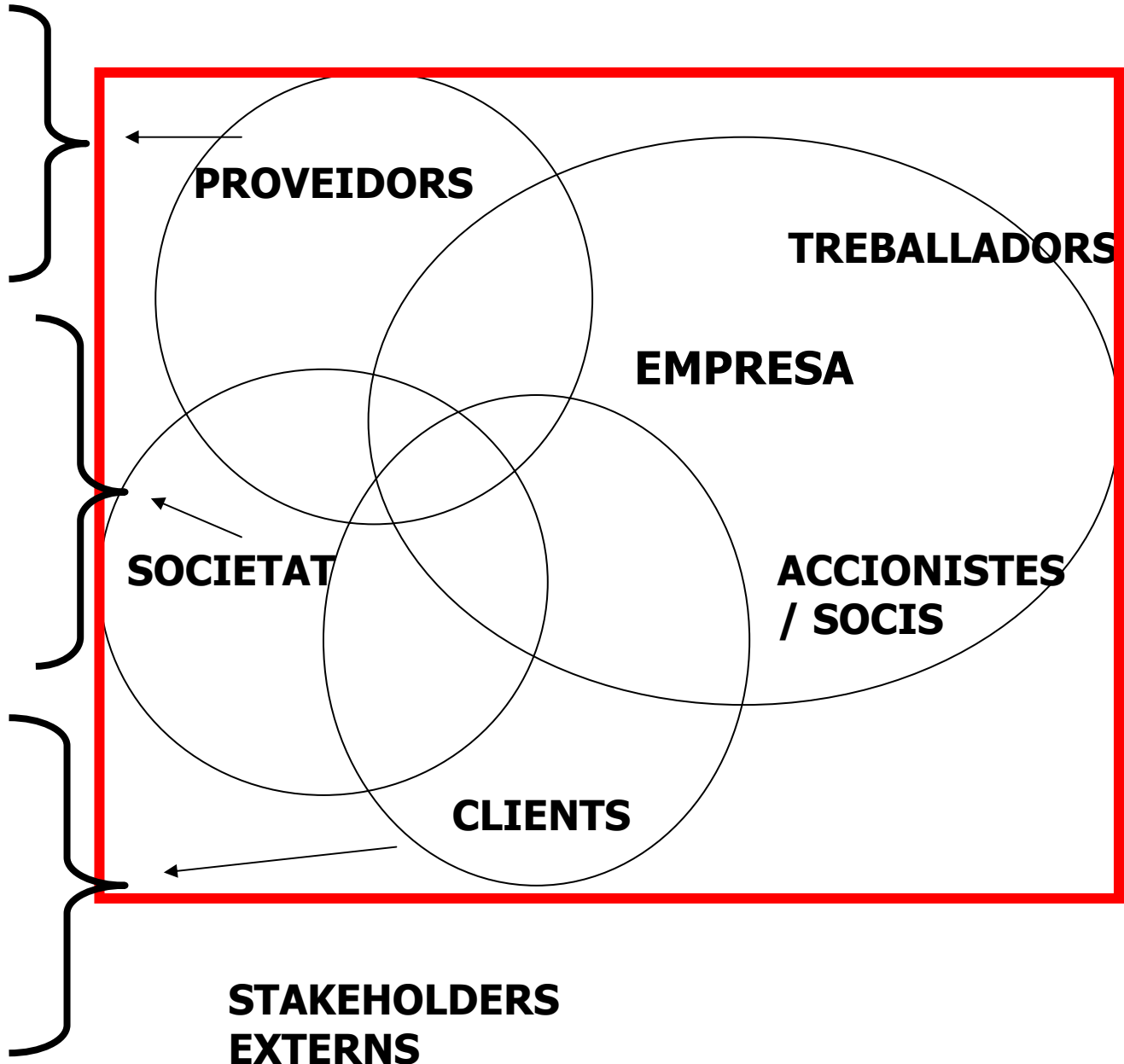
MILLORS
RELACIONS

VEÍ
DESITJABLE

FIDELITZACIÓ

DIFERENCIACIÓ

ENFORTIMENT
DE LA MARCA



PROVEIDORS

TREBALLADORS

EMPRESA

SOCIETAT

**ACCIONISTES
/ SOCIS**

CLIENTS

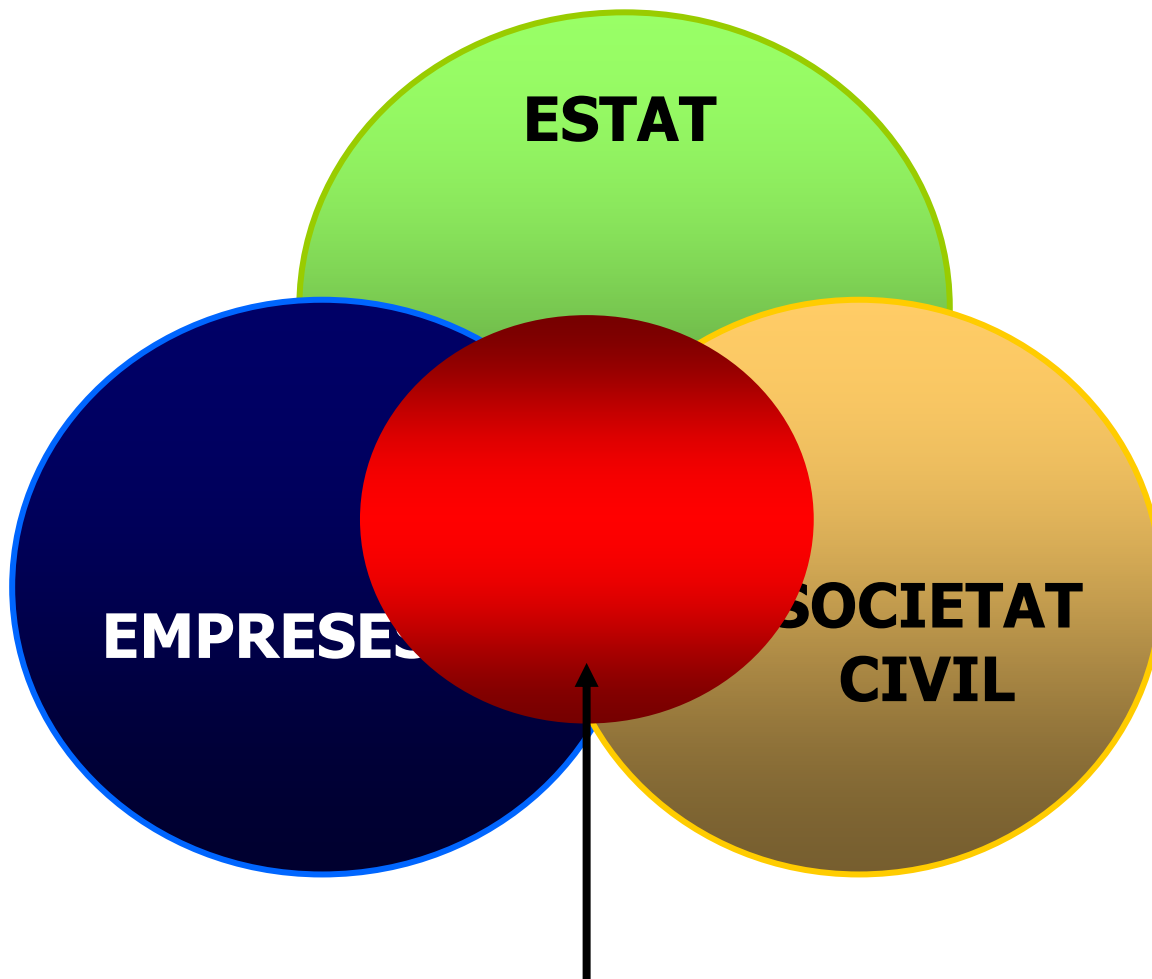
**STAKEHOLDERS
EXTERNS**

BALLESTA



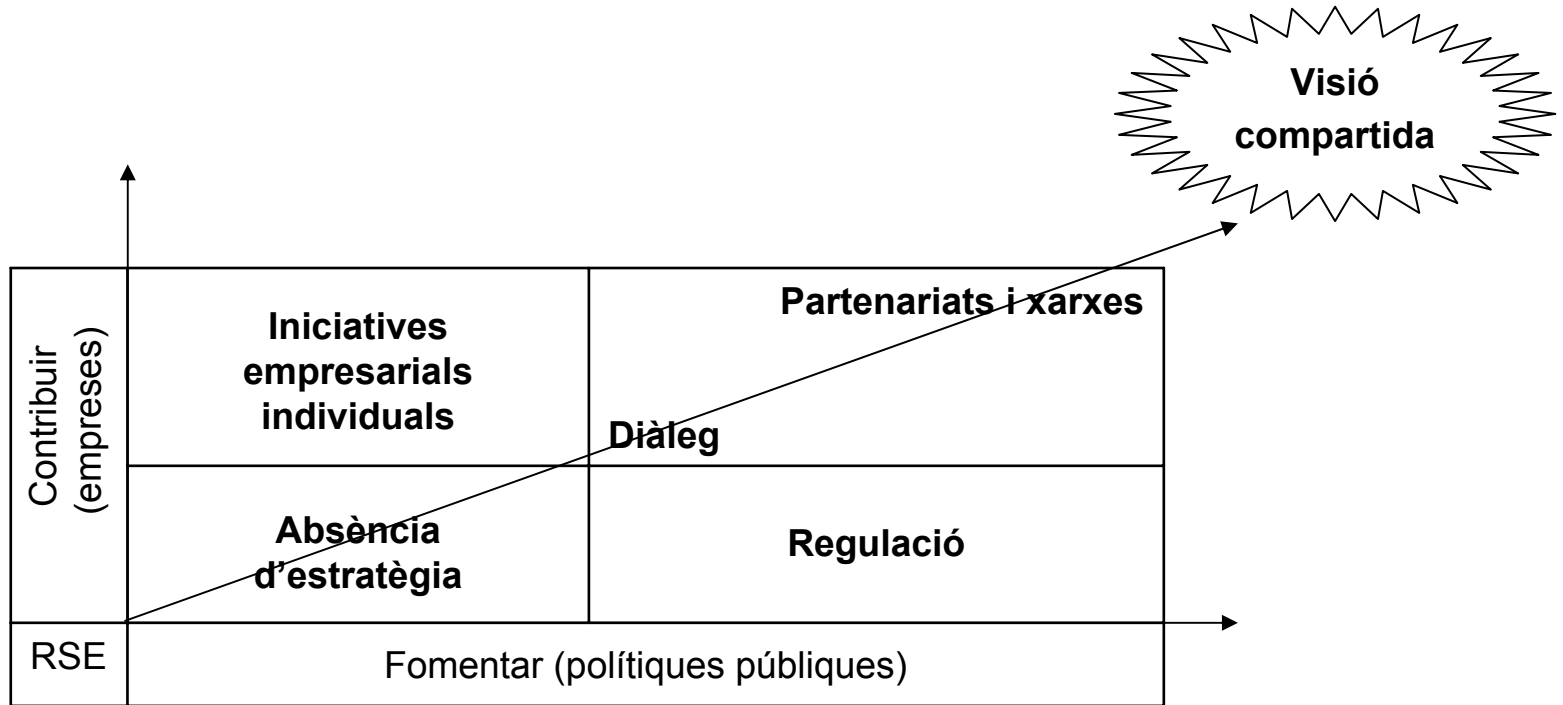
L'RSE com a oportunitat en un món en canvi

- Identitat corporativa (valors)
- Compromís
- Diferenciació
- Construir relacions de confiança (stakeholders)
- Lideratge social
- Capital social



La sociedad responsable: co-responsabilitat

Acciones en RSE





El Consell Europeu fa una crida especial a les empreses per a desenvolupar el sentit de la responsabilitat social impulsant bones pràctiques en l'aprenentatge al llarg de la vida, l'organització del treball, la igualtat d'oportunitats, la inclusió social i el desenvolupament sostenible.

Lisboa, Març 2000

2000

CSR DEBATE IN EUROPE



2000

Industrial relations and industrial change

Promoting a European framework for corporate social responsibility

Green Paper

2001

Employment & social affairs

Corporate social responsibility

A business contribution to sustainable development

Industrial relations and industrial change

2002

Employment & social affairs



EU CSR
Multi STAKEHOLDER FORUM

Existeix un model europeu?

¿Diferenciat de la resta del món?

¿Model comú o diversitat de models?

R Es un valor compartit?

S Quin projecte compartim?

E Per quin model optem?

Reptes de la RSE en el 2005

- Quina política pública sobre RSE?
- RSC o RSE?
- De la gestió –reactiva- de relacions a la construcció –proactiva- de relacions
- RSE → R(S)E → ERS
- De RSE a RSO