



Social Responsibility or sustainability: an approach from the environment and communication

La Responsabilidad Social o sostenibilidad: un enfoque desde el entorno y la comunicación

Dra. Cecilia Burgos Romero is a freelance journalist and researcher (Chile) (burgosceci@gmail.com) (<http://orcid.org/0000-0002-5084-9868>)

Abstract

The purpose of this paper is to show the numerous academic contributions in the areas of Economy and Business Management about the Social Responsibility Theory, and to show the different settings or scenarios which are important to consider when this topic is studied. The main objective is to provide a view of Social Responsibility from an interdisciplinary perspective, supporting it with definitions of Social Responsibility Theory and contrasting different contributions. There is an analysis of the following concepts: Environment, Corporate Culture and Organizational Communication. The article states that Communication is directly related to SR, reason for which it should be considered in every aspect of human activity. The analysis, results, and suggestions presented are part of an exploratory and bibliographic research, which started at the end of the 1980s. The results obtained suggest that, although the subject of SR or Social Sustainability has been studied for more than three decades, it has only received public attention in the last 10 years, mainly in traditional media such as Radio, Press and TV. It is concluded that companies or corporations do not consider Internal Communication and Information as one of their basic responsibilities.

Resumen

El presente trabajo tiene como objetivo mostrar los diversos aportes que se han dado en el ámbito académico, especialmente desde las áreas de Economía y Administración Empresarial, sobre la Responsabilidad Social –RS– y mostrar los diferentes entornos que resultan necesarios considerar cuando ésta se estudia. Se pretende de esta manera entregar una visión sobre la RS desde una perspectiva interdisciplinaria, basándose en algunas de las definiciones que se han dado sobre esta teoría y contrastando los diversos aportes. Además, se analizan los conceptos de Entorno, Cultura Empresarial y Comunicación Organizacional, Institucional o Corporativa, por cuanto se plantea que la Comunicación está directamente relacionada con la RS, por lo que debiera ser considerada en todos los ámbitos de la actividad humana. Los análisis, resultados y sugerencias que aquí se exponen corresponden a una investigación de carácter exploratorio y bibliográfico, que se inició de manera independiente a finales de la década de los ochenta. Los resultados obtenidos señalan que la RS o Sostenibilidad, a pesar que su estudio a nivel académico data de hace más de tres décadas, sólo en los últimos 10 años en Chile ha tenido visibilidad pública, de manera especial en los medios de comunicación convencionales (radio, prensa y TV). Al mismo tiempo, se concluye que la Comunicación Interna y la Información no son consideradas como una de las responsabilidades básicas de toda empresa u organización.

Keywords | palabras clave

Social responsibility, sustainability, environment, communication, digital communication, organizational culture. Responsabilidad Social, sostenibilidad, entorno, comunicación, comunicación digital, cultura organizacional.

Citation: Burgos Romero, C. (2018). Social Responsibility or sustainability: an approach from the environment and communication. *Retos Revista de Ciencias de la Administración y Economía*, 8(16), 47-59. <https://doi.org/10.17163/ret.n16.2018.04>

1. Introduction

It has been more than a decade since the beginning of the 21st century, and about thirty years since the beginning of research in the academic field on Social Responsibility—SR—, and it is paradoxical that figures show only 22% of the 100 largest multinationals in the world have made progress in incorporating SR into their daily operations (Rochlin, 2005).

For professionals of the Economic and Administrative Sciences—commercial engineers, economists, business managers—and for the companies, this situation is a mystery: «how to make Corporate Social Responsibility—CSR—a constituent element of the strategy and business philosophy of a company?» asks Steve Rochlin in the cited publication (2005).

It would be ambitious to state that this work will provide an answer to that question. It can affirm that with a critical vision and from a communicational perspective, this article will contribute to SR being understood, applied, considered and disseminated as a valuable tool for a company and necessary in all human activity, regardless of the type of organization or group, or the size and reputation of the institution. In short, the article postulates that SR must be intrinsically related to the human species.

Since the 80s, when studies started analyzing the «Theory of Social Responsibility», this line of theoretical-practical analysis has received several names, or, rather, various «surnames» have been added to it. Today, there are different terms such as Corporate Social Responsibility —CSR—, Business Social Responsibility —BSR—, University Social Responsibility —USR—. This article outlines Individual Social Responsibility.

This analysis is carried out on SR as such, without surnames, even without the last name —Individual SR—, which is mentioned in the preceding paragraph and which could lead to confusion, when it is stated that Social Responsibility must be intrinsically related to the human species.

In addition to SR, this article analyses the environment and communication. To this end, the contributions that Corporate Culture provides are considered.

2. Material and sources of information

2.1. SR: *One or several responsibilities?*

Just as there are various definitions of SR, there have also been different names given to this «Theory of Social Responsibility», which has among its most prominent ideologues Kenneth Andrews, who along with Ulrich Beck and others, are considered authorities in this matter. Andrews (1977), referring to SR, points out that:

[...] these are demands that companies must address because they are part of society, which can demand things that are of concern and interest to it, which are changing over the time; in response to this, the Company must engage actively in public affairs and also in being responsible for the impact of its economic activity on society (p. 123).

Despite the multiple definitions of SR, all of them have in common the idea that it is a task that incorporates:

- Respect for ethical values,
- Respect for the people,
- Respect for communities, and
- Respect for the environment.

In some of the definitions, SR is presented as having a direct relationship with ethics. For instance, one of the definitions states that:

To be socially responsible implies to assume, to recognize and to accept the social results derived from one's own and free operation, and therefore, take charge of the injustices and faults existing in society and whose solution is in our hands. In this way, a socially responsible organization ensures its sustainability in the long term, since it ensures the environment on which it depends to function (Ethics Blog, 2011, n/p).

What is expressed above shows SR as the commitment contracted by the actions or omissions of any individual or group, which generate an impact on society, which may fall on a person, organization, government or company. In addition, these actions usually bring about a positive or negative assessment by the community. That is, from the communications point of view we can talk about image and reputation, either negative or positive.

Continuing from the analysis above, it is possible to detect various types of social responsibility actions, for example, governmental —like «Bicing» or urban transport based on the shared use of the bicycle developed in Barcelona, Spain (Bicing, 2018)—; of non-governmental institutions, whose essence is socially responsible, as is the case of Greenpeace; and even personal or individual social responsibility actions are added, but the latter is not sufficiently substantiated and, in general, it is directly related to philanthropy acts or actions clearly geared to maintain or improve personal reputation, for instance, nominations made by UNESCO and UNICEF of «Goodwill Ambassadors», which designate people who are renowned in their work environment, such as soccer players and actresses, to disseminate the work carried out by these organizations in different countries.

This approach, although not directly related to SR, serves to illustrate the need to contemplate and assess Social Responsibility from a broad and personal perspective. For this we can turn to the affirmation, considered to be the philosophy of Social Responsibility, which states that «one cannot be inserted in this world and remain indifferent to its problems».

In order to understand this more clearly, we must share the meaning of the Responsibility value, as a conscious attitude assumed by the person who commits it to a given event or action. From this perspective, responsibility can be analyzed in two ways:

Continuing with the different denominations that are given to CSR, Corporate Social Responsibility—CSR— appears as an approach that it is also known as «Corporate Citizenship». The Center for Corporate Citizenship at Boston College defines «Corporate Citizenship» as the way in which the company integrates basic social values into its business practices, operations and day-to-day policies. According to the World Bank, «Corporate Citizenship» is based on the recognition that companies have rights and responsibilities that go beyond the maximization of profits in the short term (Navarro, 2012, p. 79).

With regard to CSR, it is necessary to mention Porter, a student of the topic of Social Responsibility, who in his books and articles makes use of the expression «Corporate Social Responsibility» and the scope he raises is valid for responsibility in general, that is, regardless the name used to identify it.

Porter & Kramer (2007) point out that most of the approaches on the issue of CSR make that society and the corporation or company face at each other as enemies, when the reality and the future of it is and must be different, in addition to the fact that both are interdependent. On this almost «confrontation», Porter & Kramer (2007) point out that «Governments, activists and the media have become adept at pursuing accountability on the part of companies for the social consequences of their activities» (pp. 24-38).

In this regard, the referenced authors provide several examples, such as the case of Nike, denounced by *The New York Times* for abusive labor practices with their Indonesian suppliers. On this point it is pertinent to add that, regrettably, this type of situation continues to occur, despite the complaints that are continually presented by the media.

It is important to add other valuable contributions regarding SR or CSR, such as those of Sen—Nobel Prize in Economics. Sen refers to responsibility but puts the accent on «Development Ethics», and Kliksberg delves into «Social Management» or «Social Capital» (Sen & Kliksberg, 2007). Both lines of analysis have as a starting point the person and the ethical act, and although they do not use the expression SR, their proposals are directly related to this theory.

In addition, it is necessary to consider the concept of «Decent Work», proposed by the International Labor Organization (ILO), which establishes the characteristics that a labor relationship must have; characteristics that comply with international labor standards, so that work is carried out under conditions of freedom, equality, security and human dignity. Under these standards, it must be considered that the Human Rights of the affected worker have been violated, and that there is no free work.

In total contrast to the authors mentioned is Friedman (1975), who does not deny the existence of social responsibilities, but points out that it is not the company who should respond to them, but individuals in their own way. His approach is opposed to most economists of the twentieth and twenty-first centuries. The trend started by Friedman has been called «Shareholder Theory» or «Theory of Optimization or Maximization of Benefits». Rostow, who is among Friedman's followers, points out that «SR is of individuals and not of entities, which should only be concerned with the fulfillment of their specific purposes: to obtain the greatest possible benefit for their shareholders» (in Paladino *et al.*, 2006, p. 28).

Even when referring to massive damages to the population —such as pollution— they state that environmental damage will be maintained insofar as it does not affect that benefit, but something would be done to address it if the company's products are boycotted. On this point, comments are unnecessary. The assertion cancels itself out, even more so at the present time, in which issues such as carbon footprint, global warming, and the ozone layer, to name a few, are topics of interest and concern on a global scale.

In short, in relation to the question «One or several Social Responsibilities?», it is concluded that there is only one, which has been enriched and also adapted to the various fields in which it exists or should be present. The theory of SR, initiated in the field of research of Economic Sciences has received contributions from other disciplines, such as Philosophy, Sociology, Psychology and Communication Science, among others. Subsequently, every study in this field must be transdisciplinary. In this regard, this article states that the Science of Communication could make great contributions, especially in the Information Age and more recently in the Knowledge Era.

2.2. Environment

«Environment» is directly related to SR, because the latter is carried out in a specific scenario, real or virtual, material or human, internal or external. The word «environment», despite being commonly used in our language, has been analyzed in various areas for more than three decades, such as, for example, in Communication and in Economics.

The first investigations in the field of Communication stated that the public to which the messages of the traditional media were directed had the characteristics of being broad, heterogeneous and anonymous. Nowadays, the same occurs with «environment», a term that is also broad, heterogeneous and, unfortunately, often anonymous for organizations.

On this issue, Capriotti (2009) makes a detailed analysis and classification of «environment» and gives a definition by Robbins, who explains it as «the institutions or forces that affect the performance of the organization, and on which it has little or no control» (pp. 161-168). The author divides «environment» into general and specific. The general is composed of the following factors: political-legal, economic, socio-cultural and technological. For its part, the specific environment can be divided into competitive environment and work environment.

At this stage, it is essential to consider what was stated by Porter (1991, 2007), who refers to the «National Environment» as one that plays an important role in the competitive success of companies. Its approach is holistic and all variables that can be detected in an organization come together, including the training or preparation of managers and employees of a company.

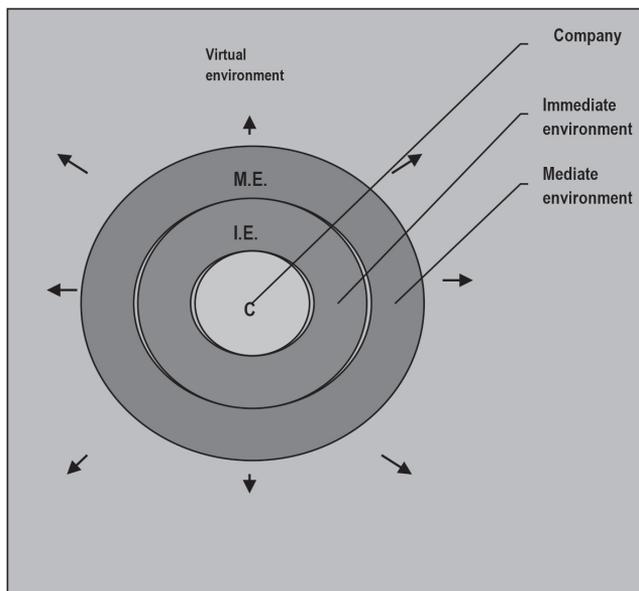
Porter (1991; 2007) mentions that the success of companies is the result of having teams with suitable professionals within their area of competence. For example, furniture from Denmark is recognized worldwide and this is due to the fact that they have great designers, quality, and university education. A similar situation is that of Japan regarding electronics and computing, because Japan has a number of graduated engineers per capita, far superior to that of almost all other nations. This is part of

the «advanced factors», as Porter (1991, 2007) calls those characteristics that make a nation more competitive in a particular subject.

When analyzing the «Environment», it is necessary to consider the relationship that the institution or company has with it, and this approach can be direct, indirect or virtual. From this, stems a differentiation that is established between mediate, immediate and virtual environments.

Before specifying what these three types of relationship consist of, «Environment» is defined as the varied and indeterminate set of people, institutions and norms, which are directly or indirectly related to the organization —company—, and whose task or presence affects other set of surrounding elements. Thus, the «Immediate Environment» is the diverse set of people, institutions and standards that are directly related to the organization —company—; the «Mediate Environment» is one that has a certain degree of relationship with the company and in many cases none; and the «Virtual Environment» is the varied set of public, broad, heterogeneous and anonymous elements which are in virtual relationship, that is, under the support of ICT. This environment is difficult to delimit or number, but it should not be ignored. The «Virtual Environment» is imposed on us naturally by the development of Information and Communication Technologies (ICT). Extending this classification of environments to SR, there is Internal SR, inside the organization, and External SR, everything that stands outside the institution.

Figure 2. Classification of business environments (E)



Note: Immediate Environment (IE), Mediate Environment (ME) and Virtual Environment (VE)

Source: Own elaboration

2.3. *Corporate Culture/Organizational Culture*

It is necessary to talk about culture, or rather, business culture, when analyzing topics such as organization, compliance or SR vision, its environment and the role of communication in this broad field of study. Despite the fact that it can be deduced that Business Culture exists beyond definitions, it is necessary to provide one that facilitates sharing more clearly what we mean when we talk about it.

Business Culture is the set of rules, written or not, that provide the behavioral basis of the company's employees, inspiring both their internal relationships, as well as those they maintain with different audiences, from clients to society in general (Bell Mallen, 2004).

This definition, as the name implies, applies to CSR —Corporate Social Responsibility— but can be extended to all types of social organization. For this, it is necessary to change the expressions «business», «organizational», «company» for «institution» or «organization» and trade the word «clients» for «stakeholders» or «interest groups». In this way, we can refer to the Organizational Culture of every human group, which goes from the members or workers of a company, a Ministry, an NGO or a sports club.

Every human group organized under the same objective shares a culture, and a knowledge of that culture allows us to reflect about the group's image, to know it and to improve it, this from the investigative point of view of communication theory, i.e., from the theory and the practice in the field of Communication (Coast, 2001). This author refers to communication theory as applied Communication, which is the strategic bridge between theory and praxis, between social science and business sciences.

It should be noted that in most of the texts of the Economics and Communication specialties, business information is provided, but there is not a considerable bibliography regarding the Organizational Culture in non-profit institutions, that is, state organizations or foundations.

In many companies around the world, as well as in Chile, a series of concepts are being applied as constitutive elements of a culture definition. The main or the most widespread are those of vision, mission and values. These concepts are analyzed synthetically and with an emphasis on SR and Communication.

The vision must have the following characteristics: be imaginable and visualize, desirable for employees, possible to achieve although not easy, concrete in providing keys to managers, flexible to allow individual initiatives, and communicable in a simple and brief manner. That is, the vision is what the institution or company «intends to be». The mission serves to «humanize» the strategy of the company and it must present the answers of the questions: why does the organization exist, and why do people work there. It is the goal of the company, it is what must be done. External communication policies must be incorporated into the mission. Values, on the other hand, define the core of the company. «Values are the conduct axes of a company and are related to its purpose» as Córdón Portillo points out (2004). The outlined concepts define and compose the Culture of an organization and therefore are essential elements to consider in any plan of institutional Strategic Communication and in its internal administration.

2.4. Strategic Organizational Communication

Communication studies allowed this area of knowledge to become a science around 1945, through multidisciplinary works and contributions, among which it is necessary to highlight those of Wiener and Shannon, considered as the creators of this discipline. Although the aforementioned studies had an important influence on other areas of knowledge, it is necessary to point out that from the perspective of Communication Science, the revolution with the greatest impact in the world occurred during the 70s and 80s, with the irruption of Digital Communication.

This is why, in this Age of Information or Knowledge Age, it is essential to know and consider Digital Communication, as well as to know how to make an adequate, efficient and effective use of Information and Communication Technologies (ICT). This affirmation is corroborated by figures and global statistics, for example, between 2000 and 2017 the use of the Internet in the world had a growth of 936%, and from the point of view of the Internet penetration in the world, by continent, the highest percentages occur in North America with 88.1%; Europe 77.4% and Oceania/Australia, 68.1%. In an intermediate level, Latin America 59.6% and the Middle East 56.7% and the lowest is in Africa, with 28.3%.

Table 1. World statistics of Internet and population

Regions	Population (2017 Est.)	Users Dec. 31 (2000)	Users (Mar. 31 2017)	Growth % (2000-2017)	Penetration (% Popula-tion)	Facebook June 30, 2016
África	1 246 504 865	4 514 400	353 121 578	7722,1%	28,3%	146 637 000
Asia	4 148 177 672	114 304 000	1 874 136 654	1539,6%	45,2%	559 003 000
Europe	822 710 362	105 096 093	636 971 824	506,1%	77,4%	309 576 660
Middle East	250 327 574	3 284 800	141 931 765	4220,9%	56,7%	76 000 000
North America	363 224 006	108 096 800	320 068 243	196,1%	88,1%	223 081 200
Latin America / Caribbean	647 604 645	18 068 919	385 919 382	2035,8%	59,6%	296 636 180
Oceania / Australia	40 479 846	7 620 480	27 549 054	261,5%	68,1%	18 239 110
WORLDWIDE TOTAL	7 519 028 970	360 985 492	3 739 698 500	936,0%	49,7%	1 679 433 530

Source: Miniwatts Marketing Group (2017).

It is important to mention that in addition to the economic development variables that are presented here, there is an age range of the population that «was not born with the chip incorporated»² (Rueda and Quintana, 2007) and for those people who are not technologically literate, it is necessary to investigate, know, apply and disseminate this communication modality, which is ultimately more used than known, that is,

2 Name that Rueda and Quintana (2007) give to the digital non-natives.

people know more of these tools, such as the Internet or the Web, rather than Digital Communication as a specific area of study.

The Internet has gradually gone from being a huge library of information to a new medium of information and in some cases of communication, which offers attributes such as credibility, immediacy, complementation of multimedia services and constant updating, something that the rest of traditional means of communication lack, since the news heard in the morning on TV or on the Radio is *repeated* in subsequent broadcasts.

It is necessary to point out that among the characteristics of the Internet its instantaneity can be highlighted, which allows the delivery of information and the relationship of virtual networks; inter-textuality, that is, a new form of relationship with texts, and permanent interactivity. On the other hand, cyberjournalism or digital journalism has meant a new revolution within the Web, which has put journalists before the challenge of having at hand a medium that requires the dissemination of written information immediately, in real time, and with the advantage of updating it several times a day. In short, Digital Communication has advantages, but also threats, especially from the perspective of the «new concept of speed» (Postigo-Gómez, 2009) or time that occurs with ICT, referring to the immediacy in the delivery of information.

These new technological tools to inform have also had their influence on the different types of communication that occur in society, and in this case, in institutions or companies. Just as an example, it is pointed out that in an investigation carried out in Europe in 2002, it was detected that «Intranets are one of the main means for internal communication in companies, standing only below House Organs» (Bell Mallén, 2004). The mentioned conclusion was the result of an investigation carried out by the European Federation of Business Communication and the Department of Communication of the University of Salzburg, entities that published, at the end of 2002, a delphi study on internal communication in companies from Europe.

Organizational Communication, Institutional Communication, Corporate Communication, are some of the names that are given to Communication, both internal and external, in an organization. Additionally, we should add the concepts of Corporate Image, Corporate Identity, Organizational Climate, Corporate Branding and Social Responsibility, all of which consider communication as their starting point or purpose.

There is no doubt that communication is basic in any organization, and in addition, as stated by Watzlawick (1981), «everything communicates». However, Communication, like SR, is still not massively valued. Although there is a lot of literature on communication, there are still institutions or companies that do not believe in the importance it has for a successful management of any organization.

A clear example of the importance of this discipline is evident in Strategic Communication, which aims to «convert the links that organizations have with their cultural, social and political environments, into a harmonious and positive relationship from the point of view of their interests, with the ultimate purpose of changing those links into a competitive advantage» (Rojas, 2007). One of the fundamental tasks of Strategic Communication in an institution or company is to produce adhesion on behalf of both its target audience and its relevant environment.

In short, it can be pointed out that communication is an essential element to be considered in any type of organization, regardless of the legal or social nature that defines it and gives its legal existence.

3. Discussion and conclusions

In the Introduction of this article, it is stated as a premise that Communication is one of the basic or elementary forms of SR, that is, every institution, organization or company, must communicate with / inform its environment, and not exclusively with an advertising or propaganda purpose, that is, to promote their products or services, but must inform those who are next to them, those around them, their environment, about who they are, what they do, how they do it and why.

It was also stated that SR, the Environment and Communication were united in their development and research field. The latter, as it is reiterated that information and communication are one of the needs that must be met and contemplated by any organization that wishes to be socially responsible and thereby achieve the desired prestige and reputation.

From the perspective of Digital Communication, it is considered that an organization is modern, if it has computers but that is not enough and it is not everything. It is necessary to train people in the use of these ICTs and at the same time inform managers about the advantages and threats that these instruments have.

There is still a lot to do or, rather, there is still a lot to report, in terms of SR and the role that corresponds to Communication in this area. When it is stated that there is still a long way to go in terms of reporting for public opinion, it is based on a concrete and verifiable fact: in Chile only seven or ten years ago, seminars, meetings and various educational-cultural activities on SR have been carried out, and information has been published regarding SR. However, at the end of the 1980s, in some Chilean universities, the Theory of Social Responsibility began to be studied, and it began in the Faculties and Majors of Economics and Business Engineering.

It cannot be said that this ignorance at a general level about SR is due to or is the responsibility of journalists, because they are not the ones who set the informative guidelines of newspapers, radios and television. Nor would it be fair to say that they are the owners of those media. The situation is more complex and here and now a response could not be delivered. However, a contribution can be made by saying that in this disinformation there are many influencing factors, the most evident being the diverse economic and socio-political powers of the country, the policies of Communication from universities and the media.

However, it is noteworthy that, at present, albeit belatedly, SR is being disseminated more widely, and it can be found both in the real world and in the virtual one, that is, on the Internet, from serious, scientific bibliography, to organizations created precisely on the basis of SR. In Chile, for example, Fundación Pro-Humano (2017), has made some contributions. Despite these advances, deficiencies, disinformation and some prejudices still persist. Additionally, in Chile and in several Latin American countries, public opinion, like civil society in general, has begun not only to expect but also to demand that organizations behave as «good corporate citizens». For companies

that operate in Chile this is no longer just an ethical condition but an imperative one for the success of their business in the long term.

On the other hand, it is pointed out that there are few contributions from specialists in the Social Sciences in general and, in particular, in the Science of Communication to the subject of SR. In addition, although there are important advances in the academic fields in this area, they have not yet been sufficiently disseminated, and it is to be hoped that research will soon be carried out.

An example of the lack of knowledge and application that exists is the fact that only some companies and institutions carry out audits in Communication, a technique that is widely applied in organizations of first world countries. Some authors even go beyond a communicational audit and call it «Global Strategic Auditing». This «Global Strategic Auditing» is presented by Costa (2001), who states that:

It is a fact that the term audit has accounting connotations: it designates a review of accounts, whose data is previously known by the company. My audit does not consist of reviewing and checking data that are well known a priori. It is the opposite: a revelation of ignored data, that exists regardless, is present and interacts in some way with the company (p. 241).

In relation to communication and information, it is added that the Law of Transparency and Access to Public Information (Chile), has as its principles the transparency of the public function, the right of access to information of the organs of the State Administration, procedures for the exercise of the right and for its protection and the exceptions to the publicity of information (Law No. 20,285, 2008). This legal body is mentioned because it is reflected, although in a tax, through the mandate of the law, one of the principles mentioned here, and it is the obligation and the need to inform the work carried out by state agencies. This same transparency is required by society in several other areas, extending to private activity.

For future research and research already underway, Communication will continue to be an object of interest, and here it is proposed to initiate research on Individual Responsibility, which would be directly related to the topic of Trust and How to Build Trust (Enderle, 2003, pp.131-132).

References

- Andrews, K.R. (1977). *Concepto de Estrategia de la Empresa*, edición en español. Pamplona: Ediciones Universitarias de Navarra S.A., EUNSA,
- Beck, U. (2006). *La sociedad del riesgo*. Edición en español. Editorial Paidós, Primera Edición, Alemania, 1986.
- Bell Mallén, J.I. (2004). *Comunicar para crear valor. La Dirección de comunicación en las organizaciones*. Universidad de Navarra, Ediciones Universidad de Navarra. EUNSA.
- Biging (2018). Transporte urbano de Barcelona. (<https://goo.gl/jtzz58>) (23-06-2018).
- Blog de Ética (2011) Definición de RSE: ya se está despejando el camino. <https://goo.gl/4H6rTM> (09-2011).
- Cordón Portillo, A. (2004). La imagen de las empresas y su cultura. En Bell Mallén, J.I. (Ed.), *Comunicar para crear valor. La Dirección de comunicación en las organizaciones* (pp. 109-124). Ediciones Universidad de Navarra. EUNSA
- Cortina, A., Sen, A., Castells, M., Conill, J., Ramonet, I., Dávila, A., Enderle, G., Cebrián, J.L.,

- Villafañe, J., Schulte-Hillen, G., & García-Marzá, D. (2003). *Construir confianza. Ética de la empresa en la sociedad de la información y las comunicaciones*. Madrid: Editorial Trotta, S.A.
- Costa, J. (2001). *Imagen corporativa en el siglo XXI*. La Crujía Ediciones. Tucumán 1999, Argentina.
- Capriotti, P.P. (2009). *Branding Corporativo. Fundamentos para la gestión estratégica de la identidad Corporativa*. Santiago, Chile: Andros Impresores.
- Enderle, G. (2003). Competencia global y responsabilidad corporativa de las pequeñas y medianas empresas. En A. Cortina et al., *Construir confianza. Ética de la empresa en la sociedad de la información y las comunicaciones*. Madrid: Editorial Trotta, S.A.
- Friedman, M. (1975). *Bases de un desarrollo económico*. Santiago de Chile: Fundación de Estudios Económicos.
- Ley N° 20.285. (2008). Ley Sobre acceso a la información pública. Diario Oficial de la República de Chile, Santiago, Chile, 31 de agosto de 2008.
- Miniwatts Marketing Group (2017). (<https://goo.gl/36i3ZF>) (23-04-2018).
- Navarro, F. (2012). *Responsabilidad social corporativa: teoría y práctica*. Madrid, España: ESIC Editorial.
- Paladino, M., Milberg, A., & Sánchez, F. (2006). *Emprendedores sociales & empresarios responsables*. Buenos Aires, Argentina: Temas Grupo Editorial.
- Porter, M., & Kramer, M. (2006). Estrategia y sociedad. El vínculo entre la ventaja competitiva y la responsabilidad social competitiva. *Harvard Business Review: América Latina*, 84(12), 45-56. (<https://goo.gl/2v6UKW>).
- Porter, M.E. (1991). *La ventaja competitiva de las Naciones*. Barcelona: Plaza & Janes Editores S.A.
- Porter, M.E. (2007). La ventaja competitiva de las Naciones. *Harvard Business Review América Latina*, 85(11), 69-95. (<https://goo.gl/1DSA3e>).
- Postigo- Gómez, I. (2009). *Módulo: Intranet como herramienta de la Comunicación Interna en la Organización*. España: Universidad de Málaga.
- Prohumana (2017). Prohumana Organización chilena sin fines de lucro. (<https://goo.gl/8pJkzK>) (30-09-2017).
- Rochlin, S. (2005). Llevar la responsabilidad corporativa al ADN de su empresa. *Harvard Business Review América Latina*, 83(8), 26-35. (<https://goo.gl/8pJkzK>).
- Rojas, V. (2007). *Comunicación organizacional, corporativa y estratégica: reflexión en torno a conceptos y diferencias*. Impreso El Mercurio de Valparaíso.
- Rueda, O.R., & Quintana, R.A. (2007). *Ellos vienen con el chip incorporado*. Editoriales Universitarias de Colombia.
- Sen, A., & Kliksberg, B. (2007). *Primero la gente. Una mirada desde la ética del desarrollo a los principales problemas del mundo globalizado*. Barcelona: Ediciones Deusto.
- Villafañe, J. (2003). *Influencia de la Comunicación en la reputación corporativa*. En A. Cortina et al., *Construir confianza. Ética de la empresa en la sociedad de la información y las comunicaciones*. Madrid: Editorial Trotta, S.A.
- Watzlawick, P., Helmick, J., & Jackson, D. (1981). *Teoría de la Comunicación Humana*. Barcelona, España: Editorial Herder.