

**13° ANNUAL MEETING OF THE  
WOMEN LEADERS' NETWORK - WLN**



**CORPORATE SOCIAL RESPONSIBILITY :  
HOW TO MAKE IT AN INSTRUMENT FOR  
COMPETITIVENESS**

María Matilde Schwalb  
Arequipa, May 13th 2008



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*What is competitiveness?  
How to measure competitiveness?*

*Is there a relationship between CSR and a  
country's competitiveness?  
What are the challenges and opportunities for  
the APEC's countries?*



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**Competitiveness is the ability of a country  
to achieve high growth rates**

*It is required to have an economic, political and social climate,  
that enables to increase the productivity of the factor of  
production.*

(Global Competitiveness Report - GCR)



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*Is it possible to have economic goals not in collision with the social and environmental goals?*

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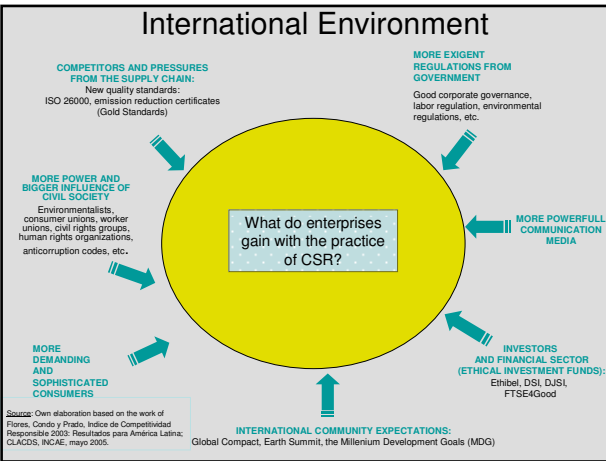
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### International Environment




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RCI (ICR)

DCI (ICC)  
Development  
Competitiveness  
Index

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NCRI (INRE)  
National  
Corporate  
Responsibility  
Index

Macroeconomic Environment  
Public Institutions  
Technology

Global Economic Forum

Internal Dimension  
-Corp Governance  
-Code of Ethics  
-Employees & workers relationships

External Dimension  
-Customer relationship  
-Suppliers relationship  
-Community relationship  
-Government relationship

Environmental Management  
-Environmental Impact Studies and PAMAS  
-Rational use of natural resources: SR's  
-Disposition of waste  
-ISO 14,001 certificates

AccountAbility and The Copenhagen Centre (2003)

Source: own elaboration; based on MacGillivray, Alex, John Sabapathy y Simon Zadek, Responsible Competitiveness Index 2003: Aligning corporate responsibility and the competitiveness of nations (AccountAbility & The Copenhagen Centre, Londres, 2003), p.24

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## CSR is a process that goes by steps



Universidad del Pacifico

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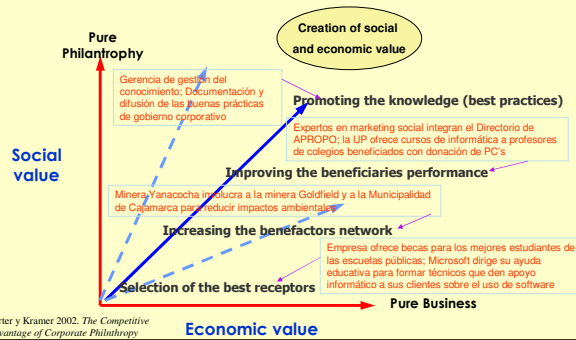
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## How philanthropy can create social and economic value?




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## Challenges for APEC members

- *Walking the talk*
- Connecting with the local culture, the needs and expectations of stakeholders (consultation mechanisms)
- Getting involved with the community development
  - Reinforce local capacities (for people and institutions)
  - Support the authorities
  - To include SME (Pymes) in CSR projects (productive chains)
- Improving the competitive environment:
  - The rivalry context (rules and incentives of the country)
  - The production factors (infrastructure, labor, natural resources, working capital, etc.)
  - Demand conditions (size and sophistication)
  - Characteristics of related industries: suppliers, supply chain, etc.
- Adopting good management practices:
  - Corporate governance
  - Workers relationships
  - Environmental conservation
  - Suppliers relationships
  - Customer relationships
  - Community and Government relationships

Source: Self elaboration. Some recommendations are based on Vincular, Chile

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**... Challenges for APEC members**

- To document and disseminate good practices
- To build a good business case that articulates the CSR advantages.
- To develop tools to operationalise CSR
- To develop indicators to measure CSR impacts
- To build alliances to multiply impact
- To educate executives in CSR management
- To participate in the elaboration of public policies

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**ALL OF US HAVE A ROLE**

- ✓ Government
- ✓ Enterprises
  - ✓ Big global enterprises
  - ✓ Big local enterprises
  - ✓ Enterprise unions
  - ✓ Small and medium enterprises
- ✓ Civil Society

All positions should be aligned in order for the PNC to work

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***Thank you for your attention***



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