

**Fair Trade as a value strategy, an export integrator state of Guanajuato****El comercio justo como una estrategia de valor, un estado integrador de exportaciones de Guanajuato**

ARREDONDO-HIDALGO, Maria Guadalupe\*† &amp; YD-REYES, Cisneros

*Universidad de Guanajuato. Fraccionamiento El Estable*ID 1<sup>st</sup> Author: *Maria Guadalupe, Arredondo-Hidalgo*ID 1<sup>st</sup> Coauthor: *Cisneros, Yd-Reyes*

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**Abstract**

Fair trade has been applied in the commercial Those Sectors Where development has been complex, especially in the agricultural sector. This research will approach to the concept of corporate social responsibility, to later analyze the strategy of fair trade applied to a small company of the agro-industrial sector. This is a qualitative research With non-experimental and cross-design, applied to a case study. The criteria used to document That Were the qualitative research Were the following domains: 1. Welfare, 2. Household security, 3. and 4. Community Microenterprise; The tool was a structured interview of the general manager of the company. It is Concluded That case Analyzed for the Intebaj the Company fulfills the Characteristics of being a social responsible exporter Applying the principles Fairtrade, taking as a basis the cellular or networking model.

**Corporate Social Responsibility, SMEs, Fair Trade, Exporter****Resumen**

El comercio justo se ha aplicado en aquellos sectores donde el desarrollo comercial ha sido complejo, especialmente en el campo. Esta investigación abordará el concepto de responsabilidad social corporativa, luego analizará la estrategia de comercio justo aplicada en una pequeña empresa de la agroindustria. Esta es una investigación cualitativa con diseño no experimental e investigación transversal, aplicada a un estudio de caso. Los criterios utilizados para documentar la investigación cualitativa fueron los dominios: 1. Bienestar, 2. Seguridad en el hogar, 3. y 4. Microempresa comunitaria; La herramienta utilizada fue una entrevista estructurada, aplicada al gerente general de la empresa. Para el caso analizado, se concluye que la empresa Intebaj cumple con las características de ser un exportador socialmente responsable que aplica Comercio Justo, basado en el modelo celular o en la red.

**Responsabilidad Social Corporativa, MSEs, comercio justo, empresa exportadora**

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\* Correspondence to Author (email: mg.arredondohidalgo@ugto.mx)

† Researcher contributing first author.

## Introduction

Micro and small enterprises (MSEs) face increasingly complex to transcend challenges in business. Generation work through networks or economic cooperation has been a strategy for success, these companies do not operate in isolation, but develop links in collaboration with strong chains help lead them to position themselves in markets where to direct their products.

This research will address the concept of corporate social responsibility, then analyze fair trade strategy applied in a small company of the agro industry. This is a qualitative research with non-experimental design and cross-sectional research, applied to a case study.

It is assumed that fair trade is a competitive advantage for the company that exports its products to the United States and that it will benefit for their workers and for it to be its strategic business value.

## Corporate social responsibility as a strategic business value, the implementation of Fair Trade

Corporate Social Responsibility (CSR) is commonly found in the literature as a synonym for Corporate Social Responsibility (CSR). From the definition that handles ISO 26000, in its version 26000: 2010 indicates that congruence should be involved from the company accepts the commitment to operate responsibly. This process makes aware that the company has a duty to the community in which it develops, and as a direct result of its operations, the environment will necessarily be affected. Both concepts then refer to the responsibility of companies to identify impacts of their actions on society and directly connecting them with the community and the environment.

Fair Trade is itself concerned with agriculture, which defines its strategic value intrinsically, since this alternative trade, is applied to the organic farming that seeks the integral health of both the environment and the responsible consumers, since they are looking for a holistic development of their health.

For Aguilera and Puerto (2012) Social Responsibility is classified into four dimensions, which are related to personal and group values companies:

To. Economic responsibility related to both customer satisfaction and profits of shareholders, b. Legal liability linked to compliance with the regulatory framework, c. Represented by business ethics statutes and d. By voluntary individual or collective initiatives that are weighted necessary.

The fundamental basis of the concept is the approach theoretical principles prevailing in the management of organizations. It is also considered CSR as a strategy long and legitimacy of organizations that can be considered in the medium and long term. (Abello, Marin and Arango, 2013).

Values, transparency and anti-corruption policies implementing are transversal actions in the strategic management of organizations, indicate Prado, Ogliastri, Flores and Pratt (2005) and necessarily related to the concept of competitiveness. In fact, commitment and leadership are fundamental, since CSR can improve business productivity, stimulate innovation, help strengthen the positioning of trademarks, increase the motivation of its employees, attract quality investors and reduce the risks. In turn, these competitive benefits derived in solving problems of the countries hosting them since it has been proven positive relationship between social performance and financial performance of companies that practice.

Añez and Bonomie (2010) point out that one of the consequences of globalization is that awareness has triggered endless social movements, who have worked for the defense of the interests of society and the environment. These can be regarded as interest groups or stakeholders (for the concept in English), which have served as auditors of internal and external operations, business and current business execution.

Cajiga (2009) proposed that the company not only to occupy that their operations are sustainable economically, but also encompass social and environmental, recognizing the interests of stakeholders with whom it relates, seeking the preservation of the environment and sustainability of future generations.

This earlier work, emanates the Fair-Trade movement and emerges as a way to apply CSR. This concept is understood as an alternative form of trade promoted by several non-governmental organizations, by the United Nations Organization and social and political movements (such as pacifism, environmentalism, etc.) that promote fair trade relationship between producers and consumers (Fairtrade, 2018). Oxfam (2018) indicates that the Fair-Trade model allows for a job that benefits those who orchestrate it from three lines: to. a distribution chain more equal value; b. an economic activity that promotes the development of less developed communities and particularly the small-scale farming families; and c. ecological agricultural production that focuses on sustainability and health of people, both engaged in the production, as they buy the products they offer.

The principles under which the Fairtrade moves are:

- Producers are part of cooperatives or organizations and work democratically.
- They are repeated against child exploitation.
- There is equality between men and women.
- Work is made with dignity, honoring the human rights.
- The price paid to producers allows decent living conditions.
- Buyers usually pay in advance to prevent producers seek other forms of financing.
- Quality and ecological production are valued.
- It is environmentally sensitive.
- It is looking for ways to avoid intermediaries between producers and consumers.

- It informs consumers about the origin of the product.

Parallel, IICA (2017) has identified the following as areas of opportunity for agribusiness MSEs applying Fair Trade:

- Financing difficult to access, as well as the impossibility of being subject to short-term loans to renovate production facilities and technological and infrastructural improvement.
- Inability to add value to products processed.
- weak access to technological packages, resulting in low yields.
- Lack of training in areas of marketing, management, accounting, quality control and production or export processes (formation of the export price or export plans decisions.
- Steering and control weak, with little or no participation of women and youth.
- Inability to run a fiscal architecture, aimed at developing strategic growth plans.

Regarding the possibility that MSEs can be socially responsible companies, Mosqueda, Contreras and Venegas (2016) suggest that they can reach me be adopting and complying with regulations and certifications that guarantee the quality and safety to society and environment, services or products they offer their consumers with competitive prices always driving continuous improvement.

As Navarrete, Malacara and Zúñiga (2014) mention the administrative concepts suggest a greater involvement in the community for both companies and regions more sustainable, competitive and durable, which is not forceful in his own study of MSMEs, but It suggests that business strategies incorporate social practices, and that longevity does not depend entirely on this aspect, but probably if the combination.

In the same vein but specifically in León corresponding to the area Bajío where the company subject of this study, Sotelo and Duran (2017) is located conclude that medium and large companies apply a systematic model of good practice in community and environmental CSR philosophy and clear values; and that the micro can do it in their own way and level.

### **The guanajuatense agroindustrial export sector**

The agribusiness sector is very important for Mexico, since 7% of the total exports of the country are in this market. The balance of agroindustrial goods for the first quarter of 2017, recorded a surplus of 697 MDD, the positive performance of the balance is due to exports to April were 14.9% higher than imports, as a result of growth in exports 15.7% over the same period of 2016, higher (4.9%) to the external market purchases increase. The country reached a record surplus recorded a surplus of more than 5,400 MDD 2017. (SAGARPA, 2017).

For the state of Guanajuato, also the agribusiness sector is strategic. Among the others who share this importance are the automotive, chemicals, leather-footwear and clothing-textile-fashion. While, in the future it is expected to be: research, tourism, medical equipment, and pharmaceuticals and cosmetics (Ministry of Economy, 2017). These data are supplemented with figures for the Coordination of Foreign Trade Promotion of the State of Guanajuato (COFOCE, 2018), 2015 when exports increased 5.7% state compared to 2014. The main economic sectors were export amount: auto-auto, agri-food, metallurgy, chemicals, among others. This means that the state accounts for about 50% of agri-food exports from Mexico to the world, as it is within the 10 states that sell more abroad. 110 are agri-food companies exporting to 50 countries worth \$ 337.7 million. Guanajuato has 1.1 million hectares suitable for agriculture. In the central region they are mainly produced vegetables in approximately 59% of the surface, 26% North West region and the remaining 15%. The categories include: Fresh, processed, frozen, alcoholic drinks and animal origin. Leading agro-industrial products exports are: lettuce, broccoli, tomatoes, tomato, asparagus, carrots and garlic, plus some fruit crops such as raspberries. About 50% of US buys broccoli, harvested in Guanajuato.

The main destinations of the state food products are primarily United States, second Netherlands and until 2014 was located third Guatemala, followed by Costa Rica, Colombia, Japan, Canada, Honduras, Britain and Brazil. However, today Japan is the third export destination agri-food sector, worth 4.48 million dollars. Among the products you purchase are sesame, asparagus, broccoli and cauliflower. Guanajuato occupies, according to the state government, the first national production of lettuce, broccoli, and carrots; second in garlic, cauliflower, asparagus, alfalfa and sorghum, and third nationally in barley, wheat and strawberry. Table 1 shows the market share of exports by state. Second Netherlands and until 2014 was located third Guatemala, followed by Costa Rica, Colombia, Japan, Canada, Honduras, Britain and Brazil. However, today Japan is the third export destination agri-food sector, worth 4.48 million dollars. Among the products you purchase are sesame, asparagus, broccoli and cauliflower. Guanajuato occupies, according to the state government, the first national production of lettuce, broccoli, and carrots; second in garlic, cauliflower, asparagus, alfalfa and sorghum, and third nationally in barley, wheat and strawberry.

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State	Export figures (thousands of dollars)	National participation rates
Veracruz	905,895	12.8
New Lion	864.595	12.2
Mexico	817.136	11.5
Guanajuato	523.668	7.4
Jalisco	487.208	6.9
chihuahua	448.374	49.3
Sonora	328.310	
Querétaro	265.340	
Michoacán	251.355	
Sinaloa	231.054	

**Table 1** Exports of agro-industrial sector by state  
Source: INEGI (2015)

### The company as a practicing fair trade, INTEBAJ case

INTEBAJ, is a model of teamwork established as a small agricultural sector integrator, whose basic principles and transparency transfer of knowledge and information. Legal changes in 2013 listed as SA Investment Promotion (SAPI). Evolving in the Bajío region in the model to market, from community capacity to meet the partner, providing to shareholders and third parties involved in the cooperative principles of fairness, transparency, accountability and corporate social responsibility.

The growth of the organization has been given since 2011 in which the packages are designed to ensure that partners are committed to delivering quality products at the set time.

The company is governed by a dynamic cross-communication, ie, where information flows at all levels, creating security and confidence for members, who also make profits, with inputs quality and low price. From the accompanying production and certification of suppliers greenhouses, mostly partners, to packaging that is governed by strict quality standards, Intebaj has made the producer to increase its revenue, reducing costs and producing quality vegetables, as a result of this, in 2011 he packed up around 71, 000 boxes of different vegetables and in 2016 850,000 packing boxes, representing an increase of 835% over 5 years was achieved. The short-term projection is the packaging and export of 1,500,000 boxes.

Integrated business model in this business are the farms that have built greenhouses where vegetables are grown certified. This infrastructure belongs mostly to partners that supply INTEBAJ, same as exports all of its products: pimento, Persian cucumber, eggplant, tomato and saladet ball, among others. The production area comprising the supplying agricultural enterprises started in 2009 with 11 members totaling 16 hectares (has.) Production. In 2010 from FIRA-FIRCO packaging area is constructed and 2018 and the number of members is 17 adding, 41 have. for a total of 77 have.greenhouses, which are produced quality vegetables. Agricultural units are located throughout Guanajuato state, providing the packing plant, located in the city of Salamanca.

Modification SA de CV, SAPI de CV, answer this figure favors the legal organization of partners and improving the operation of it, because corporations promoting investment are a specialized type of society that takes as based on the principles of the common SA and develops properly, making them more versatile and dynamic: the best corporate governance practices are promoted, protected groups considered as minorities, the information is disclosed within society, between others.

All this leads to information and decisions are taken together: both by management, as agricultural producers. Intebaj also reached the highest certification of organic production for the export market: USDA Organic, Primus GFS, Mexico Supreme Quality, Senasica, Fair Trade Certified and Organic CCOF. Its main trading partners are Mucci, Mr. Lucky, Terrabella and Whole Foods Market, Safeway, and directs the total production with sales to the US market and Canada.

**Methodology to develop and Results**

The case study analyzed is related from the variables that CSR provides a model for enterprise application for Fair Trade. The table below lists the criteria used to document the qualitative research.

The tool was a structured interview, applied to Ing. Diego Armando Sierra Robles, Operations Manager Intebaj.

<b>Beginning</b>	
<b>Domain: Welfare - Size: Single</b>	
Personal income and control over resources	Microproducers whose percentage of personal income have increased over a period of time. Percentage of micro whose personal savings have increased.
Self esteem	Percentage of women participating in economic household decisions. Percentage of women participating in community meetings in their localities.
<b>Domain: Home Security - Dimension: Family</b>	
family income	Percentage of families whose income has increased.
Education	Percentage of school-age children attending school today. Percentage of families sending girls of school age to school.
Health	Number of times the family has attended the health center over a period of time. <sup>[1]</sup> Percentages of families who say they are stressed or depressed about having to meet commitments. <sup>[1]</sup>
Food and food safety	Percentage of families that make one, two or three meals a day. Number of times the family has eaten meat, fish or eggs for a period of time.
Bienes del hogar	Porcentaje de familias que han adquirido bienes nuevos para el hogar en un período de tiempo. <sup>[1]</sup> Porcentaje de familias que han adquirido bienes para el hogar como resultado de participar en la red de Comercio Justo.

Mejoras del hogar	Porcentaje de familias que han realizado reparaciones, mejoras o ampliaciones en un período de tiempo Porcentaje de familias que han ampliado su vivienda
Impacto no negativo en la infancia	Número de niños que han trabajado en la empresa. Número de niños que han faltado a la escuela al menos una vez en cierto período de tiempo por trabajar en la empresa. <sup>[1]</sup>
<b>Dominio. Microempresarial – Dimensión. Desarrollo</b>	
Aumento de ingresos y beneficio del negocio; reducción de costos	Porcentaje de empresas que han aumentado sus ventas. Porcentaje de empresas que han obtenido beneficios.
Inversión en activos	Percentage of companies that have acquired new machinery or equipment Percentage of companies that have acquired a separate room of your home
Employment generation	Number of permanent and temporary employees hired. Percentage of companies that have hired new workers in "t" period
<b>Domain: Community - Dimension: Development</b>	
Community provisions	Number of schools built over a period of time. Health centers open for a period of time.
Social capital	Meetings held in the town for a period of time. Percentage of clients participating in meetings in your area.

**Table 2** Interview Guide: Domains, Principles and Impact Indicators  
*Source: Adapted from Sanhueza and Rodriguez (2011) and based on FTO (2018)*

The results, adapted from the interview and criteria indicating Fairtrade (2018), listed above in Table 2, below.

**Social development. Transparency of income and resources**

Intebaj organizational structure permits bring to market agricultural products for which there is demand. All members have access to information and decision-making and, as far as possible, participate in the activities of the organization. Intebaj is directed and managed transparently to its members and does not discriminate against any of its elements.

Development projects benefiting the community is achieved with the contribution of partners, these resources are devoted to educational - cultural activities through a civil association called Generating Growth Team (2015), composed of employees of agricultural entities mainly. These resources have enabled us to build a computer center that provides basic computer courses for the neighboring community of the company. It has also campaigned visual health of workers with the name "pimps Eyes" as a primary action of detecting vision problems.

Transparent monitoring is done by Fairtrade, who conducts annual audits to verify the proper application of money corroborating everything transparent, through interviews with workers.

### **Economic development**

the market-determined price is offered from policies Fair Trade which allows the producer to cover the costs of sustainable production. The money generated is reinvested in Intebaj for the operational infrastructure as well as for farmers or plantation workers invest in improving their living conditions: health, education, environment, economy, etc. Producers or workers themselves decide which are the main priorities for them and manage them according to the profits generated by them Fair Trade. Intebaj promotes entrepreneurship and can help the economic development of entire rural communities.

The company develops on the axis of the cell work, ie the work of the integrator, merges the essence of his work to detonate the economic development of its members. This is established with a board of directors which favors raising the bargaining (joint purchasing), reduce financial risk, have greater access to inputs and especially to increase competitiveness and profitability of farmers union members. In addition to creating access to financing, credit and economies of scale.

### **Environmental development**

All facilities have standards and requirements for ecological care in the area. friendly farming practices environment: reduced use of water, protected crops, responsible use plaguidas under the policy minus = less chemical pest. Projects include rainwater harvesting, organic and sustainable agriculture, and renewable energy digesters. appropriate and safe waste management, maintaining soil fertility and water resources, and non-use of genetically modified organisms. Criteria for Fairtrade, organic certification is not required, however, Intebaj fully complies with these certifications as participating in the US market and Canada. While costs for organic production are high, they are taken into account within the Fairtrade Minimum Price for organic farming products,

### **Child labor and fair operating practices.**

No children or minors working in Intebaj.

The Baler has 80 employees of which 27 (34%) are women and the remaining 53 (66%) are men. On the premises of the plant, it has a box where workers can make comments or suggestions to make the organizational climate is the most equitable and friendly to all employees. All employees are occupationally registered under Federal Labor Law. Agricultural units have about 770 workers. Since 2014, the company joined the families of their partners in the "Challenge Challenges Warriors", an annual sporting and social event to generate collaborative work identity and character. It is an integral coexistence of families and individuals who make up the productive and business community,

### **Conclusions**

CSR has emerged as a voluntary initiative of the company, to raise awareness of the impacts that their activity has on society also practice fair trade was born as a proposal to differences in the profits generated by globalization and trade international. It is a form of organization that counteracts the widespread exploitation of large enterprises to MSEs who face complex business challenges. Fair Trade has traditionally been applied in sectors where commercial development has been complex, especially in the field such as in coffee cultivation.

Instrumentation then Fair Trade is "An alternative to conventional commercial channels poses a route with less numbers of links between the producer and consumer" (Oxfam, 2018, p. 3). Fridell (2006) identifies 1980 as the fastest growing Fair Trade as a network, from the strategy see it as a work of wills aimed at helping the MSEs.

Also, the international competitiveness is fully integrated applying this form of CSR since the consumption of these products is intensified from identifying consumers to collaborate with companies that detonate an exportable offer. Socías and indicate Doblaz (2005), that economic criteria should be combined with social and solidarity and clarifies that the export of products through Fair Trade must ensure food security in the area.

Collaboration is essential for MSEs achieve success in global markets. Gonzalez (2008) states that when companies intend to share crar value, a link is generated favors connections, even when in diferences spaces, as linked from a corporate culture in common. The cooperative then it is essential for CSR and Fair Trade are in a growth strategy and business stay.

IICA (2017) Fair Trade says that for the international market, is an opportunity for growth that has not reached maturity, that is, it has a very attractive potential for MSEs.

Intebaj then meets the characteristics of being an exporting company socially responsible, based on the cellular model or networking<sup>1</sup> in which the essential element is always the transparent work and trust between partners which strengthens the human side of the company. The company has shared the term of rurality, which is described from values: Responsibility, Wealth, respect and profitability, which complies with the application of Fair Trade as an alternative form of trade, from the basis that no it is a gift, but a way to transcend both the community and caring for the environment.

<sup>1</sup>University of Salamanca, offers the concept of business networking as "the weaving process, then leverage effectively, networks of influence and contacts. They are meetings organized with the aim of exchanging information and contacts to promote the participating companies, improve management, make recommendations, consider collaboration, etc. It is a tool that is

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