

FIRST CONTACT PILOT PROGRAM: A CONTRIBUTION FOR THE DISSEMINATION OF THE GLOBAL COMPACT IN MEDELLIN, COLOMBIA

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ABSTRACT

Purpose – The purpose of this chapter is to describe the First Contact Pilot Program carried out in collaborative work between ISAGEN, a partly government-owned firm within the energy sector, and Universidad EAFIT, a private university in the city of Medellín.

Design/methodology/approach – The First Contact Pilot Program was developed following an existing model implemented at the Universidad Externado de Colombia, a private university located in Bogotá. Nevertheless this pilot program took methodology elements from ISAGEN and

its suppliers relationship policy. Additionally content concerning the Global Compact and its principles was provided within the subject "Senior Seminar." Students from this subject were voluntary participants in the pilot program.

Findings – The chapter provides a brief survey conducted by ISAGEN wherein some findings are visible. In this survey the First Contact Pilot Program participating entrepreneurs were asked about their motivations in order to voluntarily be part of the program and they recognized the great importance of this initiative for their businesses to change lots of practices and to become part of a global market culture.

Research limitations/implications – This first version of the program was at the same time a way to invite other big organizations in the city of Medellin to take part in such activities. Massive participation, not only from the big players but also from small and medium enterprises, is necessary to achieve the goal of spreading the Global Compact's principles. In the longer run it assures the creation of a fairer market place where all players in all sizes contribute to respect and promote a core of best practices in business.

Practical implications – One of the most remarkable implications by designing and implementing the pilot program was the fact of having interactions between International Business Students and local small and medium firm managers together talking about the Global Compact and the way it may improve many aspects within the firm and toward stakeholders.

Originality/value of the chapter – A particular feature of this chapter to be considered as original and valuable is the establishing of networks for the dissemination of the Global Compact's principles. Collaborative work among private and public sectors and with higher education institutions in fostering the transformation of business practices to achieve a fairer global market place constitutes the aim of this particular pilot program. At the same time this pilot program embodies the spirit of the UN PRME in giving the students of International Business the opportunity to develop their capabilities to become the future managers aware of the sustainability value for business.

Keywords: Global Compact; networking; dissemination; stakeholder's engagement; sustainability

INTRODUCTION

We believe that companies are made up of people who exist to meet the needs and expectations of other human groups, together they form the society. So companies have an ethical imperative to create economic value and wealth for stakeholders and society, contributing to social development and environmental protection, as well as the creation of conditions to bring about fairer markets, under equal opportunities for all participants. In this sense, ISAGEN and Universidad EAFIT have in recent years engaged in different global and regional initiatives to promote good practices that allow the generation of transformations that contribute to building a more just, transparent, and equitable society (ISAGEN – *Compromiso con la Sostenibilidad*, 2014).

We promote the Global Compact (ISAGEN – *Pacto Mundial*, 2014) initiative among our stakeholders, as it has become a constant guide for the activities, programs, and projects we develop. We have engaged in building a relationship policy for suppliers defining principles such as diversity, consistency, openness, and collaboration. Suppliers are expected to assume related sustainability commitments, which include ethical, labor, environmental, and human rights issues, on a voluntary basis. This generates a dynamic that allows suppliers to integrate with different concepts of corporate social responsibility (CSR), allowing small and medium enterprise (SME) insertion in a fairer and competitive market that not only aims to create and but also maximizes economic value (Gonzalez-Perez & Leonard, 2013). The First Contact Pilot Program between Universidad EAFIT and ISAGEN is an initiative designed to strengthen compliance with ISAGEN's minimum standards of sustainability by suppliers, in order for firms to internalize practices deployed in the 10 principles of the Global Compact. It also facilitates networking, thereby providing the integration of different sectors such as academia, local organizations, and the private sector.

The purpose of this chapter is to systematize methodological activities carried out in the first version of pilot program, to serve as a guide for the following versions to keep strengthening work in collaborative networks. This chapter describes the vision for relations with suppliers, as well as the university's efforts to train students in the International Business program of topics such as sustainable development and global initiatives, which can be implemented locally. To undertake this pilot program, it was necessary to develop certain methodologies, supported by specific theoretical foundations, which are part of this chapter. This chapter also includes a summary

of the survey performed with different companies involved, where we can see the great value placed on the issues proposed by the Global Compact, demonstrating that it is indeed possible to conduct such initiatives in complex environments.

Having the Global Compact as the core for conversation between suppliers and students, we intend to train our future business leaders, EAFIT students, through the opportunity to disseminate this knowledge to a group of ISAGEN suppliers. We recognize the commitment, seriousness, and willingness of participants who freely and spontaneously took the time and effort to participate in this initiative, allowed us to generate a series of recommendations to be implemented in future versions, with special concern for the local context.

THEORETICAL-CONCEPTUAL FRAMEWORK

The available literature on the issue of CSR points out the fact that there is no consensus on the definition of the concept, since most of what has been written on these issues appears to be descriptive rather than positivist (Campbell, 2007). Some authors consider CSR concerns as a response to the increasing disparities resulting from the globalization phenomenon (Renouard & Lado, 2012; Scott, 2007; Swift & Zadek, 2002). In this line, one of the core aspects easily identified when reviewing the literature on CSR is considering the integration of different actors (civil society, business, and government) to diminish the growing gap between developed and emerging economies and the social consequences of these differences.

As shown by Gonzalez-Perez and Leonard (2013) there is enough evidence in the literature supporting the argument to consider CSR as a global reaction integrating the public and private sectors, to reach a level of “planetary bargain” where the relation between economic actors and civil society is considered as a symbiotic one. This assumption brings together not only the achievement of economic goals but also the social implications of development (Gonzalez-Perez & Leonard, 2013).

The most real and vivid expression of this trend took place in 1999 when the UN Secretary-General launched in the World Economic Forum in Davos probably the most revolutionary initiative in the search for a global fair market. The adjective “revolutionary” is well deserved here due to the scope of this initiative across three dimensions. The first is the audacity of this proposal coming from the UN which from its very beginning

constituted the opposite shore of business defending its neutral position and its willingness to foster social development among nations. The second is a paradigm shift regarding global governance, since previous models of cooperation for development were not actually effective. And the third is the notion of joining forces to achieve a world economy where fair competition is key for development (Thérien & Pouliot, 2006).

The first aim of Global Compact, as a corporate citizenship initiative, is to gather organizations from the public and private sectors to embrace, apply, and disseminate within their sphere of influence a core group of principles covering issues such as human rights, labor standards, environment protection, and anticorruption. The second objective of the Global Compact targets the creation of a forum to facilitate cooperation of different economic and social actors in order to develop the creation of best practices based upon the 10 principles, containing values taken from other international conventions.

These two objectives are crucial to understand the framework on which this chapter is anchored. The first objective could be summarized, as stated at the UN Global Compact Web page, as follows: “The UN Global Compact works toward the vision of a sustainable and inclusive global economy which delivers lasting benefits to people, communities and markets” (United Nations Global Compact, 2014). The application and dissemination of the 10 principles by large companies throughout their supply chain contributes to this vision, ensuring that all players know and respect the same core of rules. On the one hand, the replication of best practices by smaller companies related to bigger ones contributes in the long run with the confirmation of a sustainable and inclusive market, but also in the short run it builds up a business environment where fair competition is possible.

By the same token, Principles 3, 4, 5, and 6, which shape the group of principles dealing with labor, also promote fair competition in the working environment. If all companies – big, medium, and small – engage in respecting these four principles inside their organizations, competition among companies would be fairer. This is exactly what the Global Compact and the companies engaged in this initiative are seeking to achieve. At the same time the 10th principle “Business should work against corruption in all its forms, including extortion and bribery” (United Nations Global Compact, 2014) in its objective points out the challenge faced by companies in joining government and civil society to realize a more transparent global economy, which is also a fundamental ingredient to build up a fair competition in the business environment.

The Global Compact's second objective, related to the creation of networks in order to promote and disseminate the principles containing guidelines for best practices in business, is also essential to understand the case presented in this chapter. Great emphasis has been made in the aspect of collaborative work among business, government, and civil society as a key factor to accomplish the goals proposed by the Global Compact initiative. This collaborative work is inspired by the UN voluntary work undertaken by people and organizations without any kind of reward. The Importance of Voluntarism (United Nations Global Compact, 2014) is well described by the UN as a way to understand the spirit of the Global Compact as "... a complement rather than substitute for regulatory regimes" (United Nations Global Compact, 2014). This sentence clearly describes the way collaborative work must be carried out so that many other organizations inspired by various initiatives engage themselves in applying and promoting the Global Compact's principles.

The "First Contact" Pilot Program documented in this chapter is an instance of the two previous objectives pursued by the Global Compact initiative. In the first place because the leading organizations ISAGEN and Universidad EAFIT are setting an example on best practices regarding business and educational issues, and secondly because the invitation they are offering to other organizations, ISAGEN suppliers in this particular case, is a way to disseminate the core principles of the Global Compact. By doing so, many companies in the city are changing their practices to comply with what the Global Compact suggests and recommends, and International Business students from the Universidad EAFIT are developing a greater awareness in CSR and sustainability issues to apply them in their professional lives.

PILOT PROGRAM PRESENTATION

Background

The pilot program was based on the experiences and activities of the pilot study that the Universidad Externado de Colombia (Primeros pasos en RSE – Universidad Externado de Colombia, 2014) has been conducting since 2007. It has three objectives:

1. Support the management training of students, in order for them to conduct responsible business management in the future.

2. Encourage the short- and medium-term implementation of social responsibility criteria in SMEs.
3. Learn about the performance, practices, and management styles of SMEs in order to improve strategies, methodologies, and tools that aim to consolidate the sustainable competitiveness of these enterprises.

This experience (CECODES, 2014) is used to generate a methodology and guidelines for the design of a pilot program to replicate the experience in other organizations in the region. Nevertheless this pilot program is undertaken by two very important institutions in the city of Medellin. The nature and proposals of both are briefly described in these following paragraphs.

Universidad EAFIT

It is a very important university in the city of Medellin and particularly its business school is a reference in the region regarding management education. With more than 50 years of presence through its commitment toward excellence, the university has earned the recognition of the community and the certification from the government as a high-quality educational institution. EAFIT University has been working in bringing solutions to the industry sector through the education of managers and professional awareness of today's challenges.

As for the international projection of the students the university has clearly defined itself as a university open to the world. This particular feature drives all the efforts on connecting all activities to a global context therefore to join international initiatives such as the Global Compact is part of the university's spirit. Making part of the Global Compact the EAFIT University is aware of the key elements in education for the future leaders. These elements comprise an ethical position on decision-making, awareness of the environmental challenges businesses are facing now, and sustainability as a part of every managerial action in order to assure the well-being of future generations.

ISAGEN

ISAGEN undertakes the construction of massive energy generation projects, produce and sell energy in order to meet clients' needs and create business value. It is the third largest energy generator in Colombia, with 16.45% participation in Colombia's electrical grid and one of the main participants in the electricity market.

ISAGEN is convinced that companies are made up of people who exist to meet the needs and expectations of other human groups forming together the society. So companies have an ethical imperative to create economic value and wealth for stakeholders and society, contributing to the social development and environmental protection. A development that balances economic growth with social development and environmental protection not only depends on policies of state or government programs, but it is also a commitment by citizens and businesses. ISAGEN in recent years has joined different global and regional initiatives which promote sustainability of good practices that allow the generation of transformations that contribute to building a more just, transparent, and equitable society.

PILOT'S GENERAL OBJECTIVES EAFIT–ISAGEN

Validate further actions to apply a permanent program for the dissemination and application of the Global Compact principles, so that it can be implemented in a regional context.

Pilot Methodology EAFIT–ISAGEN

We applied a simple methodology for conducting the relations process between students and suppliers within the framework of collaborative work between EAFIT and ISAGEN.

Phase 1: Process Design

Identifying stakeholders and designing activities are needed to carry out the pilot program's activities. In order to do so we were thinking how to provide spaces for the building up of relationships needed among the different actors that allow to have a common understanding of the programmed activities. The design process was conducted in conjunction between EAFIT and ISAGEN, opting for voluntary participation from both companies and students. The efforts are focused on a minimum of a three face-to-face meetings, wherein it would be possible from the students to explain the basic concepts of the Global Compact inviting people of the chosen firms to reflect on the aspects covered by the 10 principles.

It was determined that a maximum of four students will be sent to a company and that in accordance with the first results, it will subsequently be validated whether the program will continue, in order for it to be extended to other universities and companies in the region (Table 1).

Specific Pilot Program Objectives

- Provide understanding of the Global Compact and ISAGEN’s supplier relations policy to a group of companies and identify whether they can implement it on their own business.
- Generate new learning opportunities for students outside the classrooms in collaboration with ISAGEN’s SME suppliers.
- Generate recommendations for companies to take action on the implementation of elements of the Global Compact.
- Expand networking in order to carry out actions in compliance to the Global Compact.

Phase 2: Invitation to Voluntary Participation in the Pilot Program

Firms were invited to participate in the pilot program mostly because they met the requirements of being ISAGEN’s suppliers and being members of the supplier’s network supported by ISAGEN. Understanding the level of awareness on these issues among the different stakeholders is essential to defining the continuity of the pilot program, for its subsequent transformation into a full program. From the side of students, senior students taking the Senior Seminar subject were invited to participate on the pilot program, because most of the content of this subject deals with issues such as CSR, corporate governance, and corporate citizenship. Getting the basics on

Table 1. Pilot Program Stakeholders.

Stakeholders	Description
EAFIT	Faculty guide, methodological approach, and specific knowledge of the issues to be handled.
Students	Active students from the academic community. International Business Undergraduate program.
ISAGEN	Company engaged in reporting aspects of the Global Compact.
ISAGEN suppliers (SMEs, companies)	Small companies that are ISAGEN suppliers.

the Global Compact as a Corporate Citizenship International Initiative, the students can voluntarily engage in the program for them to witness the reality of SMEs regarding the main aspects covered by the Global Compact, such as human rights, labor standards, environmental protection, and anticorruption practices.

Phase 3: Discussions and Meetings

First Meeting at ISAGEN

The purpose of this meeting is the recognition of the participants, students, and firms through an exercise where each of the companies' portfolios are presented through small business meetings, where it is ensured that all students are aware of all the companies participating in the pilot program.

For this meeting, the Relationship Meeting Methodology developed by ISAGEN was applied. Firms were standing in a round table explaining business aspects such as the following: deliverables, offer, support, experience, and customers. These elements allow the participants to quickly understand how each firm understands its business commitments. Students were running around listening to the aspects presented by each firm. Once all students attend all the firm's presentations, they voluntarily decided the company they are motivated to work with.

Meeting No. 2 – Conducted by Students

We promote participation in interactive dialogue among the participants. This meeting includes a visit to supplier facilities, a brief of the 10 principles of the Global Compact, and an interactive chat with supplier managers on different issues regarding how they can use these principles to improve different business aspects.

Visit: Students agreed with the selected company to visit their facilities, with the aim of taking information on the application of the 10 principles of the Global Compact and interact with staff regarding potential practices to be implemented, improvement actions, and/or practices currently applied that should be improved, maintained, or permanently eradicated.

Meeting No. 3 – Conducted by ISAGEN's SME Suppliers

This meeting is conducted by the SME supplier, and shows students what they are already doing, of the 10 principles of the Global Compact.

It is an opportunity for companies to discover by themselves what elements are not covered or are pending and are ready for implementation. There is open interactive dialogue with students, expressing everything that could be done to comply with the 10 principles of the Global Compact.

Phase 4: Conclusions

The students have to give a final presentation regarding all processes involved in the relationship with their companies and report the level of understanding and commitment observed for future implementation of the 10 principles in each ISAGEN supplier. This also includes feedback from business owners.

PARTICIPANTS

SME Suppliers

From the supplier relationship group, ISAGEN promotes the building of supplier networks to enhance collaboration and promote adoption regarding sustainability and other commitments aimed at building a fairer, transparent, and equitable society. A group of volunteer suppliers from these networks was taken as base to conduct the pilot program with the premise “We all contribute/We all win by understanding the Global Compact.” Nine of them finally took part in the pilot program due to availability and the attractiveness of working with students.

Managers from the companies who have decision-making power participate; these are volunteers from ISAGEN’s supplier companies. These companies have different conditions, sizes, and lines of business, and are grouped by supplier networks (Table 2).

- *Engineering and Maintenance Supplier Network: (RIM)* Founded in 2013, with 18 supplier members, 6 of them accepted participation – 33.3% of the total.
- *Branding and Communication Supplier Network: (RAM)* Founded in 2012, with 30 supplier members, 3 of them accepted participation – 10% of the total.

Table 2. ISAGEN Participant Suppliers.

Supplier	Network	Quick Description of Business
Polytech S.A.S.	Engineering and Maintenance Supplier Network/Member (RIM)	Company dedicated to the production and commercialization of engineering plastics in the Colombian and Latin American markets. Serves the mining industry, cement, paper, sugar mills, and bottling industry (Polytech, 2014)
Zeiki Comunicaciones	Communications Partner Network (RAM)	Services supplier, from the perspective of a global and sustainable environment, in various economic sectors and branches of engineering, management, and environmental and social sciences (Zeiki – Consultores en Gestión Social y Ambiental, 2014)
Maquinamos	Engineering and Maintenance Supplier Network/Member (RIM)	Dedicated to the manufacture of gears, maintenance, industrial parts repair, and micropower plants (Maquinamos, 2014)
INRECA	Engineering and Maintenance Supplier Network/Member (RIM)	Specialized in manufacturing all kinds of parts and items based on rubber, both natural and synthetic (Inreca, 2014)
Metal Works	Engineering and Maintenance Supplier Network/Member (RIM)	Metalworking company, providing services in the manufacturing of molds, dies, and parts (Metal Works Manufactura Avanzada, 2014)
Asteco	Engineering and Maintenance Supplier Network/Member (RIM)	Commercialization of materials, products, and equipment for general industry, and provision of specialized technical consultancy (Asteco, 2014)
Comunicación Activa	Communications Partner Network (RAM)	Field work with rural communities, creation of service networks and coordinating communications and social management solutions (ComunicacionActiva.com Soluciones Integrales en ..., 2014)
H. R. Bobinados	Engineering and Maintenance Supplier Network/Member (RIM)	Company dedicated to the repair of electric motors for general industry
FotoEditores	Communications Partner Network (RAM)	Solutions for the production and management of photographic images, with professionals in 16 cities in Colombia, allowing it to offer photography, publishing, and event coverage services throughout Colombia (Fotoeditores, 2014)

TESTIMONIALS

We performed a direct survey among the participating firms in order to receive their comments and observations on the pilot program conducted and to find out important aspects about the process.

How Did You Hear about the Pilot Program, Conducted by ISAGEN and EAFIT?

All voluntary participants were informed through different on-site meetings conducted by ISAGEN. The firms had time and space to express their doubts about the pilot program, and make a free decision on whether to participate or not.

What Motivates You to Participate in This First Contact Pilot Program?

Similar to the processes undertaken in pursuit of meeting the Millennium Development Goals have functioned, knowledge on different initiatives prevailing the interest in our Company to build awareness and support and generating comprehensive growth for the company and our stakeholders is required. All this cannot be achieved without involvement in the initiatives that exist, and therefore it is important have knowledge of them and get the best out of them in order to contribute to the sustainable development of society. Metal Works has always been open to developing new forms of negotiation and growth for both the company and society itself, and it is greatly motivated by working hand in hand with academia. The need to find new ways to make the company more competitive and better optimized to meet the needs and demands of the environment. Understanding the basic structure of the approach, the objective and how we can provide support from the organization in order to make progress in the implementation of this program. Building relationships with different generations of professionals. (Metal Works)

In general, suppliers are excited to participate in global initiatives, in which they can contribute and interact with society, stakeholders, and different generations.

Did you know the contents of the 10 principles of the Global Compact before starting the “First Contact” Pilot Program?

Four companies responded that they knew the 10 principles; three said they had moderate knowledge of them; and two suppliers stated that they did not know them.

What was the students' contribution to improving understanding of the Global Compact?

Response options were: Very High, High, Medium, and Low. Supplier responses were distributed as follows: four suppliers responded high and four medium, and one supplier described the contribution from the students as very high. It is worth noting that none of them rated the contribution of the students in the Global Compact pilot program as low.

What do you consider as the main contribution of the "First Contact" Pilot Program to the organization?

Literally, the suppliers provided the following testimony regarding the pilot program:

- a. "Raising our awareness on the importance that all businesses have in achieving the objectives and how rewarding it is to do our bit to make this world a kinder world."
- b. "Raising the company's awareness regarding environmental commitment."
- c. "The ability to self-analyze what we actually do on a day-to-day basis."
- d. "Becoming aware of the importance of getting involved in this initiative and showing ourselves that no matter how small the company, we can contribute to making a significant difference in society. Beginning to understand the importance of the Global Compact and its impact on the company's environment, in addition to managing social responsibility that is not only local, but global."
- e. "The opportunity to review our CSR system from the academic perspective as represented by the students."

To what extent you think the implementation of the 10 principles of the Global Compact will improve your business?

The rating consisted of a scale from 1 to 10 points, by level of importance; six of the suppliers gave a rating of 10 points to the level of importance regarding the application of the principles in their companies. There was one rating of 7, one of 8, and another of 9 points. This shows that the importance of applying the Global Compact principles in their companies is clear for all participants.

Would you recommend participation in the "First Contact" Pilot Program to other ISAGEN suppliers?

All business owners (100%) that participated in the pilot program would recommend other companies to participate in a new exercise for the application of the Global Compact principles with students and ISAGEN.

Suppliers explain why they would recommend participation to other business owners, with the following arguments:

- “It’s a program that teaches you to be more responsible and provides you with guidelines to always keep the organization on step ahead in the quest to minimize the impact caused to our environment due to human activity.”
- “It is important that all companies at the national level are aware of the 10 principles of the Global Compact; it is essential that even if they don’t enter the program, they start carrying out awareness raising plans with their employees.”
- “It becomes an opportunity to build a more inclusive society and analyze the contribution from each of our companies.”
- “It isn’t a very time-intensive program and is not an imposition, it’s an opportunity to align our efforts with those of many other companies, to bring about positive change in society. Best of all, each company can manage their pace in terms of implementation.”
- “Often companies measure growth with profits, especially when you are starting up the company. These programs involve all the company’s employees and help it become associated with personal growth. As a result, employees become identified with the company and performance improves, and in this case the growth in profit is a positive consequence.”
- “If society and the environment are not sustainable, neither are businesses. The long-term for societies and companies is achieved through the fulfillment of the Millennium Development Goals.”

RESULTS

We have different result types, one for each stakeholder.

Students

- Knowledge exchange between academia and local business.
- Work was done on the application of the Global Compact’s concepts in business scenarios, where it is necessary to balance efforts aimed at creating and maximizing economic impact, with activities that do not contribute directly to the generation of economic value, which in the

long-term ensures sustainable development and promotes the creation of fair and competitive markets.

- Students were able to identify sustainable development themes to be applied in their professional development.

SME Business Manager Participants/Suppliers

- The companies had a forum to decide what level of commitment they must undertake to adopt responsible practices, aligned with that described in the 10 principles of the Global Compact.
- Awareness raising on the issues of the Global Compact.
- Promotion of the dissemination of Global Compact principles in the local environment and among other stakeholders of ISAGEN's SME suppliers.

EAFIT University

- Taking a group of students who are going to be our future leaders in international business and giving them the knowledge to take actions to comply with Global Compact commitments.
- Bringing together business leaders and students in real environments, which enhance the understanding of Global Compact.
- Be a bridge between the business and academia.
- Be a word-spreading leader on the Global Compact for Colombian SMEs.

ISAGEN

- Generate dissemination and validate the impact on how to implement the principles outlined in the Global Compact and facilitate the creation of networks on the issues of best practices in business.

PILOT PROGRAM'S CONCLUSIONS AND RECOMMENDATIONS

The dissemination of the Global Compact principles is essential to generating the conditions for the creation of fairer markets, and therefore large companies have a responsibility to provide this information to SMEs. It is necessary to assemble models for collaborative work between academia

and the private sector to impact and truly transform corporate culture, thus achieving mutually beneficial relationships. Transforming the conditions of the environment based on desire and willingness is possible. Evidence of this is the work of the various stakeholders in this pilot program, which despite facing adverse conditions within the environment in the areas of business ethics, corruption, and human, labor, and environmental rights have put all their efforts into taking steps forward, making a commitment to their own development and sustainability in the city of Medellin, which represents an action that contributes to the transformation of MSMEs, making it possible to make a difference through the adoption of practices for compliance with the Global Compact.

In addition, seen from the perspective of the university activities, this pilot program follows the guidelines and six principles of the UN Principles of Responsible Management Education (PRME) Program. In this sense students of the International Business Program get to know the reality of local firms regarding aspects of human rights, labor security, environmental aspects, and anticorruption measurements. These aspects covered by the Global Compact constitute at the same time the spirit of the UN PRME Program where business schools embrace the challenge of those aspects in the education field in order to impact the manager's way of thinking in the future.

SUGGESTIONS FOR FUTURE PROGRAMS

- Need to schedule more time with students to give a better understanding of the Global Compact implementation road map in each SME organization.
- It would be important to develop an interactive guide or road map on how to accomplish the 10 principles of Global Compact, localized specially for Colombian SME companies.
- Receive more information about how to prepare management reports that must be produced when a company joins the Global Compact.
- Send bulletins on progress made by companies, in order to motivate the rest to become more involved.
- Small workshops to clarify certain issues, in order to establish the necessary disciplines.
- Provide continuity and permanence over time.

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