

An Analysis of Marketing Practices Employed by Social Business and Performed by Foreign Multinationals in Brazil

Thiago José De Chaves¹ - Thelma Valéria Rocha² - Alanna Yara Sousa De Moura³

Abstract

Despite the ever-increasing interest over the matter of research concerning social business (SB) performed by Foreign Multinationals (FM) in Brazil, the framework investigating engagement between marketing, SB and multinationals seems to be incomplete. In pursuit of suggested goals and achievements, reflections describing a layout which illustrates a standard of marketing for SB have been sought. The equivalence in partition towards advances in “socio-cultural” remodeling in particular communities and the position of multinationals’ core business has been based upon ideas proffered by notable scholars such as Kotler, Hart, Prahalad, and Porter and Kramer. These have been used for the purpose of comparing the results found in the literature to those cast by the interviews of six executives from Coca-Cola and Danone. With a multiple case study methodology, the reader shall be presented with convergent results outsourced from the very literature hereby displayed, and its connection to multiple sources of evidence mainly reliant on in-depth interviews with executives as a form of data collection as a contribution to consensus over the aspects related to marketing practice and the elements of the marketing model devoted to SB.

Keywords: *Multinational; Subsidiaries; Marketing; Social Business*

Introduction

This paper seeks to analyze the marketing practices employed in social business (SB) performed by foreign multinationals (FM) in Brazil, as much as it is designed to deliver understanding of the elements of a marketing component to the main projects adopted by Coca-Cola and Danone over the shared value segment “Coletivo Floresta” “Kiteiras,” respectively.

According to Fischer and Comini (2012) and Comini, Barki and Aguiar (2012), there are a limited number of studies published which points to a theoretical gap that has been recently realized in Brazil. This article upgrades the concept of SB promoted by private organizations, which is endorsed by Hartigan (2002), Chu (2005), Hart (2006), Austin, *et al.* (2006), Sachs (2009), Prahalad (2010), and Barki *et al.* (2013).

As a basis for the analysis of marketing elements, Kotler’s (2010) framework was used, along with Hart’s (2006), Prahalad’s (2010), and Porter and Kramer’s (2011) contributions. Furthermore, the methodological approach of field research is used as well as the qualitative approach of a multiple case study methodology. Additionally, the findings and a discussion of the results are presented, referring to the evidence of the SI’s profile and its consequent actions as well as distinctions within multinationals. Finally, the paper gives conclusions and final remarks.

1 Escola Superior de Propaganda e Marketing – ESPM – São Paulo and Faculdade Católica de Santa Catarina - Brazil, thiagochaves@hotmail.com or contatotchaves@gmail.com (Contact Person)

2 Escola Superior de Propaganda e Marketing – ESPM – São Paulo, Brazil

3 Universidade Estadual de Santa Catarina – SC – Florianópolis, Brazil

Literature Review

Multinationals incorporated in the twenty-first century feature prior intentions only for statement or outsourced sector (PNUD, 2004). In the era of irreversible globalization, or notably, according to Thomas Friedman (2005) in a “flat world”, marketing gives rise to many questions about its true applicability in creating social impact.

Social Business by Multinationals

Current organizations have been experiencing breakthroughs that feature different philanthropic practices of holding social responsibilities, helping them to begin to understand social issues as a strategic modality, in which the competitive focus combines the use of its best resources and insights to vouch for attitudes of social impact engaged with its core business (Porter & Kramer, 2011; Austin, 2002; Austin, *et al.*, 2006). In that sense, Reficco (2010) confirms that FM requires a new social look.

To Kotler (2010, p. 125), “*philanthropy does not stimulate transformation in society, but the transformation in society drives philanthropy, which is why social issues with philanthropic activities adopted by companies have always had a short term impact.*” As for Capron (2002), as well as Prahalad and Hammond (2002), Hart (2006) and Prahalad (2010), multinationals have a significant market share, which places them as global promoters of the new way of managing social projects.

In short, the role of multinationals in developing SB is not about creating a non-governmental organization (NGO) or charitable foundation, it’s about a business that has a social purpose in policy (Kotler, 2010). In other words, SB driven by multinationals should shift the focus to creating shared value (Porter & Kramer, 2011), especially social impact through the creation of local income and the increase in self-esteem and quality of life embraced by all decisions as the main objective of the business.

Marketing Applied to Social Business

As to the application of marketing (AMA, 2013) in other layers of knowledge, not only does this cover goods and services, but it also extensively covers events, experiences, people, places, properties, organizations, universities, colleges, information, and ideas (Kotler & Keller, 2006; Keegan, 2005; Kotler & Fox, 1994).

As a consequence, three important points of marketing directed towards SB are considered: i) the marketing of “*organizations must work systematically to build a strong and positive image in the minds of its target audience*” (Kotler & Keller, 2006, p. 07); ii) universities, museums, theater groups and non-profit oriented organizations use marketing to improve their public image and compete with resources as well as the general public (Kotler & Keller, 2006); iii) the importance of strategic partnerships in the development of networks in a global aspect is to expand the value of the economic and social impact (Morgan & Hunt, 1994; Prahalad & Hammond, 2002; Keegan, 2005; Prasso, 2007; Porter & Kramer, 2011).

Figure's 1, 2 and 3. Three Stages of Addressing Social Issues in Marketing/The Commercial Infrastructure on The Social Bop/Sb Marketing Model

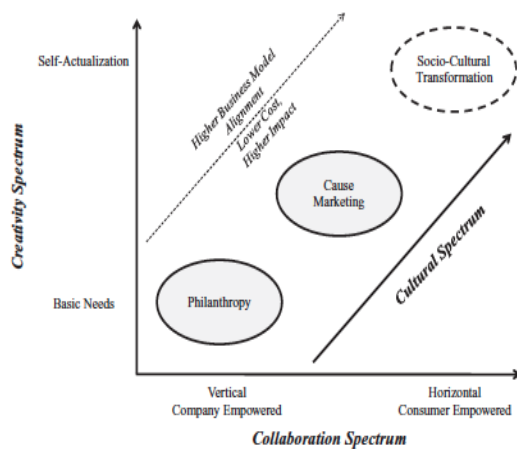


Figure 1

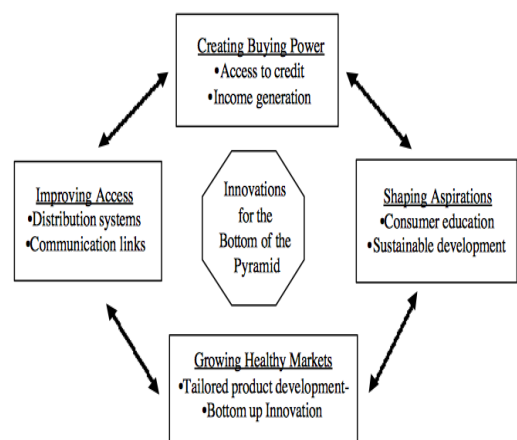


Figure 2

No	Elements of Marketing	Social Business Enterprise Business Model
1	Segmentation	Bottom of the Pyramid
2	Targeting	High Volume Communities
3	Positioning	Social Business Enterprise
4	Differentiation	Social Entrepreneurship
5	Marketing Mix	
	• Product	Products not Currently Accessible for Low-Income Customers
	• Price	Affordable
	• Promotion	Word-of-Mouth
	• Place	Community Distribution
6	Selling	Sales Force of Social Entrepreneurs
7	Brand	Iconic
8	Service	No-Frills
9	Process	Low-Cost

Figure 3

Source: Kotler (2010), Hart (2006), Prahalad (2010), Kotler (2010)

In Figure 1, it is observed that some companies can strengthen their impact by moving from philanthropic marketing campaigns to socio-cultural transformation.

Prahalad (2010), Kotler (2010) and Hart (2006) warn that organizations must recognize the opportunity of this new market of the base of pyramid (BoP), aligning it with the socio-cultural transformation that meets the empowerment of local communities. Figure 2 depicts how through inherent activities in marketing, global companies can combine low cost, good quality, sustainability and profitability. Kotler (2010), on the other hand, believes that the social goal has to be greater than the business goal, which is reflected in their decisions, as illustrated in Figure 3. To confirm the theory of the proposed model in Figure 3, Kotler

(2010) cites three steps: 1) develop local disposable income by offering goods and services at lower prices; 2) increase the disposable income with the inclusion of new goods and services for classes C, D and E 3); add the disposable income to increase the level of economic activity of the society in BoP.

Methodology

As the methodological approach, a qualitative proposal has been chosen. This type of proposal has been chosen because it is the best attempt at understanding the unique interactions of a particular situation, with a naturalistic and interpretative focus on reality (Godoy, 1995; Leedy, 1997; Denzin & Lincoln, 2000; Patton, 2002). In order to guarantee the richness in detail and variety in information sources used to reach the goal of this article, a bibliographical, a documentary and a field research (exploratory) have been undertaken, following Yin (2010) and Godoy (1995). A list of reported surveys is displayed in Appendix 1.

Marketing practices employed in SB by foreign multinationals represent the context from which the researcher intends to understand reality, consequentially leading to the method of multiple case studies, since it allows the providence of insights on a particular subject and the consistent refinement of a theory (Lakatos & Marconi, 1991; Stake, 1994; Tull & Hawkins Apud Lazzarini, 1997). The case studies listed by Yin (2010) were prioritized as this subject is still considered to be in its early stages for the academy. as the most appropriate was the convenience and judgment technique, as this is demonstrated to be useful when you need to add a small number of units in the sample (Kinnear & Taylor, 1979; Levy & Lemeshow 1980; Lwanga & Lemeshow 1991; Oliveira, 2001; Smallbone, D.; Evans, Ekanem, & Butters, 2001).

Table 1. Script

THEME	SCRIPT	THEORY
MARKETING PRACTICES APPLIED TO SB	<ul style="list-style-type: none"> Marketing tools applied. Strategies of socio-cultural transformation. Marketing elements for SB. Product, price, place and promotion adaptation applied to SB. 	Morgan & Hunt (1994), Prahalad & Hammond (2002), Zou & Cavusgil (2002), Keegan (2005), Austin, 2002; Austin, <i>et al.</i> (2006) Hart (2006), Kotler & Keller (2006), Prahalad (2010), PNUD, (2004); Porter & Kramer, (2011)

Source: Developed by the authors (2013).

The companies chosen were two subsidiaries of foreign multinational market leaders in their segments. The reasons they have been chosen are: both are global organizations; both had a consolidated internationalization process in Brazil and annual GRI (Global Reporting Initiative) publications; both published reports on sustainability; and both are recommended by market specialists as organizations that already perform SB in the country (Comini *et al.*, 2012; Barki *et al.*, 2013).

The main data collection technique was based on in-depth interviews, which guaranteed a more individual contact between the researcher and the interviewee (Roesch, 1999; Godoi & Matos, 2006). These interviews were conducted from unstructured scripts based on previously collected secondary data (Godoi & Mattos, 2006; Yin, 2010), and pre-established categories based on studies by highly regarded authors, as shown in Table 1.

Three executives were interviewed from each company who hold various strategic positions relating to the SB of the organization. The interviews were conducted in person and via Skype with each interview lasting an approximate average of one hour, and these were held between November 2013 and February 2014. Appendix 2 shows the unstructured script.

The most appropriate method build up was content analysis and the sequence of steps listed by Bardin (2007). Thus, the categories are provided by the contemplated state of the art, as they were joined by “contemporary” categories found throughout the phase of interviews: (1) used marketing practices; (2) strategies of socio-cultural transformation process (STP); (3) marketing Elements; (4) 4Ps of marketing adapted to the affected communities.

After the transcripts of the interviews were finalised, the handling of the results allowed for inferences and interpretations in order to look for similarities and differences in the categories and dimensions, scoped out of a cross-case analysis as proposed by Eisenhardt (1989) and Van Hoek (1998). Appendices 3 and 4 show the brief answers for each case.

Data Analysis & Findings

In June 2009, COCA-COLA Brazil launched a project called “Projeto Coletivo,” which aims to develop, in a socio-economic way, communities who have less opportunities, through income generation and training tools which contribute to improving life in the community. Among the “Coletivo,” the highlight on more secondary data concerning the “Coletivo Floresta” has been anticipated, once its launch in 2013 represents a better alignment between the various company departments, which produces an acai fruit drink with banana, from the innovation in the production chain and strong social transformation. The “Del Valle Reserva” (Acai + Banana) hit the market with the nutritional benefits of acai and at the same time, as an innovative project to develop the acai value chain produced by extractive communities of the Amazon (COCA-COLA BRAZIL, 2013).

DANONE Brazil started performing its activities of social impact with a provisional project called “Kiteiras”, which was supported by Ecosysteme funding. Throughout this project, the Brazilian subsidiary encourages entrepreneurship of women in poor communities, in the suburbs of Salvador-Bahia, in order to improve the quality of life of families by generating employment opportunities, education and entrepreneurial skills. The first part of the project lasted two years and is intended for women in the social BoP in Salvador. Exactly 62% of BoP women work in the informal sector and the monthly income of these women is 22% lower than the average Brazilian population (IBGE, 2014). To meet these goals, the objective is to professionalize and transform these groups of informal workers into micro entrepreneurs, giving them new access to the benefits of social inclusion and providing them with training and income stability (ECOSSYSTEM DANONE, 2014).

The “marketing elements” category features an analysis based on in-depth interviews about the “Coletivo Floresta” of Coca-Cola, and “Kiteiras” of Danone, which shows the differences and similarities between each project, as shown in Table 2. In the category “4Ps of marketing adapted to the impacted communities,” there is a tendency concerning the “Place” to seek for expansion to more remote regions, in “Product,” to set packing strategies with a lower price point (in Coca-Cola’s case), and accessibility strategies in the average ticket and average volume (in Danone’s case).

Table 2. Analysis of Marketing of “Coletivo Floresta” and “Kiteiras” Sb.

n e	Elements	SB Models	C. FLORESTA (A)	KITEIRAS (B)
1	Segmentation	Base of pyramid	✓	✓
2	Targeting	Community with many people	✓	✓
3	Positioning	SB	✓	✓
4	Differentiation	SB	Supported by NGOs and the Government	Supported by NGOs and the Government
5	Marketing Mix <ul style="list-style-type: none"> • Product • Price • Promotion • Place 	Not affordable for low income people Affordable Word of mouth Distribution within the community	✓ ✗ ✗ ✗	✓ ✗ ✓ Door-to-door
6	Selling	Sales force composed of social entrepreneurs	✗ Only in the production inclusion	✓ Kits sales
7	Branding	Icone	✓	✓
8	Service	Basic	✓	✓
9	Process	Low cost	✓	✓

Source: Developed by the authors based on the literature review (2013).

In the category “Marketing Practices,” the use of advertising marketing (open TV, internet, point of sale) is evident. In the case of the “Coletivo” platform and marketing “word of mouth” in Danone’s projects within communities, this marketing provides the means by which they identify themselves with the community and create a connection with the intended audience. Danone goes beyond this in the advertising strategies used for both cases and achieves a much greater interaction in marketing practices by collecting rich information on the following: shopping practices made by the public and affected by the projects, and expressive analysis of the adequacy of the average ticket tools and consumption baskets, research tools, and giveaways tools. In the “Strategies of STP” categories, it was found that both have as marketing strategies, first, the in-house design by the marketing department along with the sustainability or business department; second, the subsequent implementation through NGOs with local knowledge; third, an exchange of learning between the community and the company.

According to the model proposed by Kotler (2010), it can be seen that, first, neither of them still develop a distinctive and low-cost local product to the BoP; second, there is a considerable increase in disposable income with the inclusion of new goods and services for classes C, D and E on the “Coletivo Floresta” side, through the insertion of small producers into the business value chain, and on the “Kiteiras” side, with the training of, and the entrepreneurial spirit found in, many women in the suburb of Salvador; third, both cases add to disposable income by increasing the level of economic activity of the local society and visible socio-cultural transformation.

Conclusions and Recommendations

The field research verified that FMs are increasingly aware of their role in building SB models, as elucidated in the literature review. The “Coletivo Floresta” is the result of an advanced model of shared values

that has the support of the Coca-Cola Institute and the departments of Sustainability, Marketing and Social Business. As well as for “Kiteiras,” this is the consolidation of marketing “door-to-door” and a visible progression of Danone’s open sustainability format.

As for the goals in the current case study, the following remarks can be observed: i) the marketing practices directed to SB models follow the socio-cultural transformation model, in which the local community is empowered, either inclusively in the production value chain of the organization, or in the distribution and sale of products and services; ii) it is evident, with a greater measurement in regard to Danone, that marketing practices concerning the return of public purchase information are affected by the projects, such as a better review in adequacy of the average ticket tools, consumer basket, research and giveaways; iii) the marketing elements applied to SB attended by both cases were: BoP as segmentation; community with many people as a definition for the target audience; SB alignments; social entrepreneurship characteristics as distinction and support by strategic alliances with governments and NGOs; sales force composed of social entrepreneurs highlighting the “Kiteiras”; iv) both have been unable to adapt or confirm a specific format for the marketing mix of SB, which is suggested for future research.

The literature review and the analysis of the cases suggest the beginning of the emergence of some kind of consensus in an area earlier deprived of research in the marketing practices employed in SB of FM in Brazil. However, it should be said as a limitation of the study, that the research is preliminary and undiluted, which does not leave room for definitive conclusions on the matter, since there are few multinationals operating under that matter in Brazil. On the other hand, the research sought to contribute to the development of empirical knowledge about the model of marketing elements geared up to SB in the country, which is the starting point for future research, seeking to better understand this phenomenon and its importance for the development of a more inclusive and sustainable capitalism.

References

- AMA. (2013). *American Marketing Association*. 2013. Recovered on December 15th, 2013 from <<http://www.marketingpower.com/content4620.php>>
- Austin, J., Reficco, E., et al. (2006). *Creating social and economic value*. In: SEKN – Social Enterprise Knowledge Network. Effective management of social enterprises: lessons from business and civil society organizations in IberoAmerica. Cambridge, MA: Harvard University, 2006.
- Bardin, L. (2007). *Análise de conteúdo*. 4 ed. Lisboa: Edições 70.
- Barki, E., Torres, H. Da Gama, Aguiar, L., & Izzo, D. (2013). *Negócios com impacto social no Brasil*. São Paulo: Editora: Peiropolis.
- Chu, M. (2005). *Commercial Returns and Social Value: The Case of Microfinance*. Documento apresentado en la conferencia sobre pobreza mundial organizada por la Harvard Business School, Boston, MA.
- Coca-Cola Brasil. (2013). *Histórico da Empresa no Brasil*. Recovered on January 15th, 2013 from <https://cocacolabrasil.com.br/coca-cola-brasil/a-empresa-no-brasil>
- Coca-Cola, Imprensa. (2014). *Coca-cola lança bebida de açaí com banana que traz projeto inovador de transformação social*. Recovered on January 15th, 2014 from <http://cocacolabrasil.com.br/imprensa/release/coca-cola-lanca-bebida-de-acai-com-banana-que-traz-projeto-inovador-de-transformacao-social/>
- Coletivo Coca-Cola. (2013). Recovered on January 15th, 2013 from <<http://www.coletivococacola.com.br>>
- Comini, G. M., Barki, E. & Aguiar, L. T. (2012). A three-pronged approach to social business: a Brazilian multi-case analysis. *Revista de Administração*, 47, 385-397.
- Communique De Presse, Danone. 2010. *Six mois après sa création, le Fonds Danone pour l'Ecosystème étudie une trentaine de projets et finance ses deux premières initiatives*. Recovered on January, 16th, 2014 from <<http://interactivedocument.labrador-company.com/Labrador/FR/Danone/DocumentdReference2010/?Page=262>>.

- Danone Brasil, (2014). Recovered on 10 de janeiro de 2014 de www.danone.com.br
- Danone Communities, (2014). *Un incubateur de social businesses*. Recovered on January, 21st, 2014 from <http://www.danonecommunities.com/>
- Danone (2014). *Danone's 2013 Economic & Social Report*. Recovered on January, 15th, 2014 from <http://www.danone.com/en/danone13focus/>
- Danone (2014). *L'innovation sociale*. Recovered on January 15th, 2014 from <http://www.danone.com/fr/pour-tous/mission-strategie/notre-facon-de-faire/linnovation-sociale/>
- Denzin, N. K. & Lincoln, Y. S. (2000). *Handbook of qualitative research*. 2 ed. Thousand Oaks: Sage Publications.
- Ecosysteme Danone. (2014). Recovered on January 15th, 2014 from <http://ecosysteme.danone.com>
- Ecosysteme Danone. (2014). *Mandacaru Brazil*. Recovered on January 15th, 2014 from <http://ecosysteme.danone.com/project/mandacaru/>
- Eikenberry, A. M. & Kluver, J. D. (2004). The marketization of the nonprofit sector: civil society at risk. *Public Administration Review*, 64, 132–140.
- Eisenhardt, K. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550.
- Época Negócios. (2007). *O Estilo Danone*. Recovered on January 15th, 2014 from <http://epocanegocios.globo.com/Revista/Epocanegocios/0,,EDG77938-8374-5,00.html>
- Época, Revista. (2011). *Da filantropia aos Negócios Sociais*. Recovered on January 15th, 2014 from <http://revistaepoca.globo.com/Revista/Epoca/0,,EMI253313-15228,00.html>
- Fischer, R. M. & Comini, G. M. (2012). Sustainable development: from responsibility to entrepreneurship. *Revista de Administração*, 47, 363-369.
- Food and News (2014). *Coca-Cola Brasil apresenta resultados do programa de negócios sociais e lança campanha para América*. Recovered on January 15th, 2014 from <http://www.foodandnews.com/72-coca-cola-brasil-apresenta-resultados-do-programa-de-negocios-sociais-e-lanca-campanha-para-america>
- Forbes. (2013). *Co-Creation: Moving Beyond CSR*. Recovered on December 15th, 2013 from <http://www.forbes.com/sites/ashoka/2014/03/03/co-creation-moving-beyond-csr/>
- Gil, A. C. (1991). *Como elaborar projetos de pesquisa*. São Paulo: Atlas, 1991.
- Godoi, C. K.; Bandeira-De-Mello, R. & Silva, A. B. (2006). *Pesquisa qualitativa em estudos organizacionais: paradigmas, estratégias e métodos*. São Paulo: Saraiva.
- Godoy, A. S. (1995). Introdução à pesquisa qualitativa e suas possibilidades. *Revista de Administração de Empresas*, 35(2).
- Hammond, A. L., Kramer, W. J., Katz, R. S., Tran, J. T. & Walker, C. (2007). *The next 4 billion: market size and business strategy at the base of the pyramid*. Washington: World Resources Institute and International Finance Corporation.
- Hart, S. *Capitalism at the crossroads: the unlimited business opportunities in solving the world's most difficult problems*. New Jersey: Wharton School Publishing, 2006.
- Hartigan, P. (2002). *Working at the Sharp End*. In: Australia/New Zealand Social Entrepreneurs Conference, 2, Melbourne.
- Keegan, W. (2005). *Marketing global*. 7 ed. São Paulo: Prentice Hall.
- Kinncar, T. C. & Taylor, J. R. (1979). *Marketing research: an applied approach*. New York: McGraw-Hill.
- Kotler, P. (2010). *Marketing 3.0*. Rio de Janeiro: Editora Elsevier, 2010.
- Kotler, P. & Keller, K. (2006). *Administração de marketing*. 12 ed. São Paulo: Pearson Prentice Hall.
- Kotler, P. & Fox, K. F. A. (1994). *Marketing estratégico para instituições educacionais*. São Paulo: Atlas.
- L'express Emploi. (2013). *Danone explore de nouvelles frontières du business*. Recovered on December, 15th, 2013 from http://lexpansion.lexpress.fr/management/l-entree-en-scene-des-managers-durables_303423.html
- L'express Emploi. (2013). *L'entrée en scène des managers durables*. Recovered on December, 15th, 2013 from http://lexpansion.lexpress.fr/management/l-entree-en-scene-des-managers-durables_303423.html

- L'express Emploi. (2013). *Responsabilité sociale des entreprises: le modèle allemand*. Recovered on December, 15th, 2013 from http://lexpansion.lexpress.fr/carriere/responsabilite-sociale-des-entreprises-le-modele-allemand_285293.html
- Lakatos, E. M. & Marconi, M. A. (1991). *Fundamentos de metodologia científica*. 3 ed. São Paulo: Atlas.
- Lazzarini, S. G. (1997). Estudos de caso para fins de pesquisa: aplicabilidade e limitações do método. In Farina, E. (coord.). *Estudos de caso em agribusiness*. São Paulo: Pioneira.
- Leedy, P. D. (1997). *Practical research: planning and design*. 6 ed. Upper Saddle River: Prentice-Hall.
- Levy, P. S & Lemeshow, S. (1980). *Sampling for health professionals*. Belmont: LLP.
- Lwanga, S. K; Lemeshow, S. (1991). *Sample size determination in health studies: a practical manual*. Geneva: World Health Organization.
- Management. (2013). *Tendence Antipode: Comment Danone brasse business et social*. Recovered on December 15th, 2013 from <http://tendancedesantipodes.blogspot.com.br/2013/11/comment-danone-brasse-business-et-social.html>
- Meio E Mensagem. (2013). *Novo sabor de Del Valle promove projeto social*. Recovered on December, 15th, 2013 from <http://www.meioemensagem.com.br/home/marketing/noticias/2013/09/17/Novo-sabor-de-Del-Valle-promove-projeto-social.html>
- Morgan, R. M.; Hunt, S. D. (1994 &). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58, 20-38.
- Mundo Coop. (2013). *Coca-Cola desenvolve programa pioneiro no Brasil*. Recovered on December, 15th, 2013 from <http://www.mundocoop.com.br/destaque/coca-cola-desenvolve-programa-pioneiro-no-brasil.html>.
- Oliveira, T. M. V. (2001). Amostragem não probabilística: adequação de situações para uso e limitações de amostras por conveniência, julgamento e cotas. *Rev. Adm. OnLine*.
- Patton, M. (2002). *Qualitative evaluation and research methods*. 14 ed. Thousand Oaks: Sage.
- Pnud (2004). Programa das Nações Unidas para o Desenvolvimento. *Desencadeando o empreendedorismo: o poder das empresas a serviço dos pobres*.
- Porter, M. & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1, Jan/Feb2011), 62-77.
- Prabhu, G. N. (1998). *Social entrepreneurial management: leadership in management*. 1998. Recovered on July 10th, 2011 from www.mcb.co.uk/services/conferenc/sept98/lim/paper_a2.htm.
- Prahalad C. K. (2010). *A riqueza na base da pirâmide: como erradicar a pobreza com lucro*. Porto Alegre: Bookman.
- Prahalad, C. K. & Hammond. (2002). A. Serving the world's poor, profitability. *Harvard Business Review*, 48-57.
- Prasso, S. (2007). Saving the world with a cup of yogurt. *The Fortune Magazine*.
- Rocha, T. & Goldschmidt, (2010). A. *Gestão dos stakeholders: como gerenciar o relacionamento e a comunicação entre a empresa e seus públicos de interesse*. São Paulo: Saraiva.
- Sachs, J. (2009). *Common wealth: economics for a crowded planet*. London: Penguin Books.
- Smallbone, D., Evans, M., Ekanem, I. & Butters, S. (2011). *Researching social enterprise*. 2001. (Final Report to The Small Business Service). Centre for Enterprise and Economic Development Research, Middlesex University Business School.
- Stake, R. E. (1994). Case Studies. In Denzin, N. K. & Lincoln, Y. S. *Handbook of qualitative research*. Londres: Sage publications.
- Varejo Sustentável. (2013). *Coca-Cola Brasil apresenta resultados de seus negócios sociais e lança campanha "Cada garrafa tem uma história"*. Recovered on 15 de dezembro de 2013 de <http://varejosustentavel.com.br/noticia/323/cocacola-brasil-apresenta-resultados-de-seus-negocios-sociais-e-lanca-campanha-cada-garrafa-tem-uma-historia>
- Yin, R. K. (2010). *Estudo de caso: planejamento e métodos*. Porto Alegre: Bookman.

Appendices

Appendix 1. Secondary Data

DATAS	FROM:
Newspapers, Magazines and Web News that showed materials on social businesses performed by enterprises:	ÉPOCA NEGÓCIOS (2007); L'EXPRESS EMPLOI (2009); MEIO E MENSAGEM (2010); COMMUNIQUE DE PRESSE, DANONE (2010); MANAGEMENT (2011); MUNDO COOP (2011); ÉPOCA, REVISTA (2011); THE GUARDIAN (2012); L'EXPANSION (2012); FORBES(2013); COCA-COLA, IMPRENSA (2013); VAREJO SUSTENTÁVEL (2013); FOOD AND NEWS, (2014); SUSTENTABILIDADE DANONE (2014); INSEA (2014).
Sustainability reports	From 2009, 2010, 2011 and 2012 from both Organizations.
Internal documents sent by e-mail	By Social Business Department – Company “A” And Sustainability – Company “B”.
Interviews conceived	By directors, CEOs and assistants in TV channels or the Internet related to social business projects.
Presentation of social impact projects in seminars and conferences in the area	Conference with d'Emmanuel FABER, Vice-President of DANONE, on the 9th of February 2012 in Lille, France; Danone's Brazil Campus Congress, in June 2013, in São Roque/SP; Coca-Cola's Congress “Shared Value Leadership Summit,” in May 2013, in Cambridge, Massachusetts; 6. Lecture made by the director of Social Affairs of Coca-Cola: “brand-NGO relationships” in “Sustainable Brands London Conference” on 27-28 of November 2012 in London, England; Lecture on Innovation and Entrepreneurship of Coca-Cola in Sustainable Brands Conference (SBRio) on May 8th, 2013; Opening Speech made by the Director of Social Affairs of Coca-Cola on the Book Launch of “Negócios Sociais no Brasil” (BARKI <i>et al</i> , 2013) in November 2013.
Videos in Digital Media	“When social impacts business” (DANONE, 2014); “Danone: 40 ans d'une trajectoire unique” (DANONE, 2014); “Danone Ecosystem Fund” (DANONE, 2014); “Coletivo Coca Cola Ceilândia 02 – Atitude” (COCA-COLA, 2014); “Administração: A História da Coca Cola” (COCA-COLA, 2014); Projeto Coletivo Coca-Cola (COCA-COLA, 2014)

Source: Authors (2013).

APPENDIX 2. Script of Interviews with the Advisor/Manager of the Department Responsible For Social Business at the Company and/or the Responsible (Ngos) For the Project in the Community

Name of the interviewee: _____

Job title: _____

Place of Interview: _____ Date ____/____/____

Time: from ____:____ to ____:____. Years in the Company? ____ years.

In which areas? _____

What is your academic background? _____

What is your current role? _____

How long has the company been in Brazil? _____ (Source: Exame/GRI)

Company's revenue range? _____ (Source: Exame/GRI)

Numbers of workers in Brazil _____ (Source: Exame/GRI)

1. BLOCK OF SOCIAL BUSINESS

- What is the role of multinationals in a SB world?
- How is Company Social Responsibility (CSR) seen within large organizations nowadays?
- Is a more inclusive Capitalism a way out for these organizations? What authors deal with the perspective of multinationals as a protagonist in building a more inclusive capitalism?
- When has the company shown interest in the subject of social business? How did the project of SB begin?
- What is the difference between SB done today from (CSR) done last year?
- How would you characterize the development of this business to business?
- What are the barriers found in SB? How does the company verify the creation of social value?
- Among those factors- innovation, proactivity, risk management, sustainability, involved environment, and social function- which of them is noticeable in SB conducted by the company? How does the company measure the social impact on the local community?

2. BLOCK OF MARKETING

- What were the marketing tools used for the creation of SB?
- How are Global Marketing Strategies held? Which marketing strategies are applied to social cultural transformation?
- Is there a standardization mix: product, price, place, promotion?
- How does the concentration of marketing activities occur? How does the coordination of marketing activities to SB occur?
- Is there an integration of competitive moves? What is the global integration for the company? How is it done? Cite examples.
- What marketing elements are triggered in the project? How is the adaptation of the company's products for SB? Cite examples of how you used the Marketing strategy adopted.
- How does the company evaluate the 4Ps for marketing applied to businesses with social impact? How does the company measure the impact of marketing tools in SB?
- What is the exchange of knowhow between the marketing department and the community inserted in the social impact project?
- How do you evaluate the collaboration of marketing to SB?

Appendix 3. Summary of Coca-Cola's Answers

The "Del Valle Reserva" is a unique partnership between Coca-Cola Brazil and the government of the State of Amazonas. Through a cooperative agreement between the company and the state, 10 principles were signed up to be followed in favor of the relationship with extractor communities, in exchange for culture maintenance and environment preservation, as well as the contribution to their sustainable development (COCA-COLA BRAZIL, 2013). The terms were endorsed by 16 business institutions and non-governmental organizations, among them the German agency for development cooperation, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) (COCA-COLA BRAZIL, 2013).

The project is being developed in an innovative co-creation process with the community, with the particular aim of respecting culture and local tradition. A local team assists with the establishment of partnerships, provides technical assistance and value chain integration; and, in addition, the team leads and implements training on citizenship, and workshops, in the communities (COCA-COLA BRAZIL, 2013). The first stages of "Coletivo Floresta" were implemented in the municipalities of Manacapuru and Carauari, where there is local agricultural businesses accredited by Coca-Cola Brazil, grounded upon the international criteria of the company's quality. In the first year, the expectation is to impact 600 extractive families directly, and indirectly, 1,200 extractive families in about 50 communities (COCA-COLA BRAZIL, 2013).

Appendix 3. Summary of Responses by Coca-Cola's Executives

CATEGORIES	COCA-COLA'S SUMMARY OF RESPONSES
Marketing practices applied	The "Coletivo" advertising <i>marketing</i> was used (open TV, internet, selling point) within communities in order to disseminate the Project. Making a difference to many families in the acai value chain.
Strategies within the sociocultural process of transformation	When thinking of the collective as a product , the marketing strategies are adopted through research and analysis of a social demand, since "Coletivo Floresta" is a project of shared value; developing the region, including the product in the portfolio; generating income and social transformation, and delivering a high quality product to consumers.
Marketing elements	How to arrive at a correct strategy for those places that are hard to reach, how to mobilize and bring more people socially affected by the "Coletivo." Even greater mobilization answers are sought.
4Ps of marketing adapted to impacted communities	Price: the same for every consumer. Promotion: improving the company's image in general. It would be the <i>marketing</i> delivered for both Coca-Cola's brand and company. Place: there is often a lack of product due to distribution and logistics problems. Sometimes communities are in very remote locations. Product: There should be packages with a lower price point, returnable to make the products more accessible and to improve the competitive position of the company in these locations.

Source: Developed by the authors (2013).

From one of the interviewees:

"The marketing department launched the "Del Valle Reserva," which is a product that uses fruit extracted from Amazon by extractors. If it was a regular business, you would buy from a large farm in Pará."

Appendix 4. Summary of Danone's Answers

Through a catalog with kits of products or refrigerated trolleys, the participants receive the necessary training to become entrepreneurs (BRAZIL Danone, 2013). This reinforces the traditional door-to-door sales business model, and it mainly aims to promote entrepreneurship development in low-income wo-

men. Respondents confirm that Danone subsidiaries search for marketing practices that are aligned with the company's social mission and focus on creating social impact with the purpose of innovation shared value.

It was suggested in interviews that Danone's Department of Sustainability strongly supports marketing in order to measure strategies for the consumers impacted in communities, and the understanding of the profile for new customers' segments to be addressed, as summarized below:

Appendix 4. Danone's Summary of Responses

CATEGORIES	DANONE'S SUMMARY OF RESPONSES
Marketing practices applied	Shopping cart information, average ticket tools, consumer basket, search tools, giveaways.
Strategies within the socio-cultural process of transformation	Marketing strategies are designed in the Company's office, and the implementations occur through NGOs, on site. On the reverse side, there is always a marketing supervisor on the project to feed the learning established in the community.
Marketing elements	In marketing, it is important to develop the process of intelligence "door-to-door." Inversely, this is also communicated to all consumers.
4Ps of marketing adapted to impacted communities	<p>Price: one of the biggest barriers in reaching a discount of products in the case of "Kiteiras" Project.</p> <p>Promotion: There is no specific packaging for "Kiteiras"; it's being analyzed, creating products that build a relationship with the project, making it an experience.</p> <p>Product: accessibility in the average ticket; cheaper and more affordable yoghurt portion; secondly, what is the average volume, in other words, how to ensure a lower cost per pound of yoghurt?</p>

Source: Developed by the authors (2013).

From one of the interviewees:
 "We have done work with the distributors, mounting kits similar to the ones that "Kiteiras" sells, trying to get giveaways, better optimizing the kit. How can we come

in and make this project something more interesting to consumers' eyes? We must know not only these projects, but co-create other projects and understand how to take this to the final consumer from now."