

UNIVERSIDAD DEL ROSARIO



CORPORATE SOCIAL RESPONSABILITY IN EXKI

TRABAJO DE GRADO

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BOGOTA D. C, COLOMBIA

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Glossary

Corporate Social Responsibility: is a business that involves the social aspects in their companies, to help the environment and also the economy.

Exki: Is a restaurant of fast healthy food, is a international chain created in Brussels that is already in 6 countries; United States, Luxembourg, Netherlands, France, Italy and Belgium.

Already about 70 restaurant,s in the countries mentioned before.

Environment: These concept refers to the physical environment regarding to te atmposphere and the ecosystems that involved in the Earth.

Labour: Physical work.

Team: A team is a group of humans with skills, qualities, awareness to work together in order to achieve a common goal, is important when working with a team to learn and help from the others, to help develop each one skills to find a solution.

Resumen

En este documento hicimos una investigación de la empresa Exki, una empresa interesada en responsabilidad social corporativa para aplicarlo en la empresa con sus empleados, este restaurante fue creado en el año 2001 en Bruselas, Bélgica. La empresa tiene alrededor de 70 restaurantes, este modelo de negocio es un restaurante de comida saludable con ingredientes saludables, es un servicio rápido donde puedes adquirir la comida.

La empresa nos dio pregunta de investigación:

"¿Cómo podríamos unir a nuestros empleados y mejorar el atractivo de la marca de nuestro empleador en torno a nuestro programa de Responsabilidad Social Corporativa "ReThink"?"

Basándonos en esta pregunta de investigación desarrollamos un plan para identificar las necesidades de Exki y descubrir cuáles son los aspectos para mejorar el rendimiento de los empleados y también aumentar el atractivo de la marca. Identificar las fortalezas, debilidades, oportunidades y amenazas para crear un plan a implementar en la empresa como solución teniendo en cuenta el modelo de negocio de Exki.

Una vez hecha la investigación descubrimos que la fuerza laboral dentro de la empresa con empleados que creen en la empresa y están felices de estar allí, identificamos que el desarrollo. Por eso en nuestro plan de resolución involucramos a los empleados en diferentes actividades, diferentes actividades que serán mencionadas en el documento ayudarán a desarrollar el sentido de pertenencia. Por eso en nuestro plan de resolución involucramos a los empleados en diferentes actividades implementando la formación de equipos en la empresa para generar una mejor comunicación.

Palabras Claves

Responsabilidad social corporativa, Exki, medio ambiente, trabajo, equipo.

Abstract

In this document we made an investigation of the company Exki, a company interest in CSR (Corporate Social Responsibility) to be involved in the company with their employees.

These restaurant was founded in 2001 in Brussels, Belgium. It has already about 70 restaurants, this business model is a healthy food restaurant with natural ingredients, also is a fast service that you find in each restaurant.

Exki gave us this research question:

“How could we unite our employees and improve our employer branding attractiveness around our "ReThink" Corporate Social Responsibility program?”

Based on this research question we developed a plan to identify the needs of Exki and to discover which are the aspects to improve the performance of the employees and also increase the branding attractiveness. Identify strengths, weaknesses, opportunities and threats to create a plan to implement in the company as a solution taking into account the business model of Exki.

Once we made the investigation we discover that the labor force within the company with employees who believe in the company and are happy to be there, we identify that developing That's why in our resolution plan we involve the employees in different activities different activities that will be mentioned in the document will help to develop sense of belonging. That's

why in our resolution plan we involve the employees in different activities by implementing team building in the company to generate a better communication.

Keywords

Corporate Social Responsibility, Exki, Environment, Labour, team.

1. Introduction

As part of the Corporate Social Responsibility of the initiative of IESEG School of Management, I the CSR Tema, I offer the following consultancy report to EXKi in response to their proposed research question:

“How could we unite our employees and improve our employer branding attractiveness around our "ReThink" Corporate Social Responsibility program?”

2. Corporate Social Responsibility

In today's world, Corporate Social Responsibility has become essential for the sustenance of a company no matter the industry in which it operates. This is because people are starting to realize the negative effect an organization can have on the environment in which it functions by focusing on its main objective of profit making.

This means that historically, companies have abused the resources that have been bestowed upon them (natural, human, societal), without any regard to the impact of such actions. The realization of how wrong these practices and virtues are have led to the increasing importance of CSR. For EXKi, in the food industry, it has been imperative to combat such unfair practices that degrade the work and value of suppliers, employees, ingredients, and customers.

Therefore, CSR includes all the practices adopted by companies in order to respect the principles of sustainable development. It means that organizations need to be economically viable, have a positive impact on society, and preserve the environment.

CSR practices can take various forms in different institutions. EXKi upholds its CSR commitments through its value of “ReThink.”

3. About EXKi

EXKi is a new age quality fast food restaurant that focuses on fresh food and natural ingredients. It was founded in Brussels in 2001 by three friends who were very passionate about food and the environment. Since the very beginning EXKi has focused on the following values that it reveres as its company culture:

1. Fresh and natural cooked products to take away or consume on site at any time of the day
2. Fast service in a relaxed, warm and friendly atmosphere
3. A unique style of service, friendly, attentive, fast. One motto: "I serve the customer as I would like to be served"
4. Constant innovation to meet current citizenship expectations and sustainable development

3.1. Case Analysis

As seen in the research question asked by the company, it is evident that EXKi wishes to attract and retain its employees by reputing itself as a great place to work. EXKi is right in that it has utilized a CSR approach to tackle this problem as environmental awareness and social service are the key virtues that drive the company’s mission. Hence these are the most important ideologies that can persuade employees to remain as a part of this initiative. To begin, we look at the primary information we have on EXKi’s practices, and how these relate to employee satisfaction and loyalty.

3.2. ReThink

ReThink is a program that brings together all of EXKi's CSR initiatives. It is based around three pillars of development which are:

1. REduce
2. REuse
3. REcycle

It also focuses on four priority areas to innovate and sustain in, namely:

1. Health
2. Labour
3. Environment
4. Community

EXKi has used the ReThink program to implement various methods of CSR integration into its company values and core value proposition such as;

1. Sourcing fresh and local produce for innovative and healthy recipes
2. Using eco-friendly packaging for environmental sustainability
3. Launching "EXKi Academy" to inculcate EXKi values in employees
4. Funding the Project of Co-Creation to gain employee feedback on products and practices
5. Project Bolivie / Maison Velib EXKi

These virtues promote responsibility and a will to "Be The Change" amongst employees. In addition to these projects, EXKi would now like to focus on its Employer Branding strategy and

on how it can promote CSR while uplifting their employees based on the same. This will be the theme of the report and of the suggestions that later follow.

-Based on the Market research we identify that the goal is More communication between support team, the area and general managers, and the restaurant workers, also Create an authentic and transparent workplace

-Implementation

- Meetings at regular intervals throughout the year
- Expression time for all employees

-Important points

- Agenda
- Accessibility
- Transparency, trust, teamwork

4. Competitor Analysis:

An analysis of EXKi's competition, in terms of business model and CSR practices, has revealed the following suggestions that can be used as inspirations to reformulate EXKi's employer branding strategy.

4.1. Unilever

Unilever is a transnational FMCG company that devotes special attention to the environment, education, health, sports, social assistance, culture and the arts when it comes to their CSR and sustainable development objective.

As EXKi already adopts the dimensions of Environment, Health, Labour, and Community; it can inculcate the areas of Culture and Social Assistance into its existing frame to establish a wider CSR reach.

4.2. Ecosia

Ecosia is a search engine that is revolutionizing CSR by its policy of donating 80% or more of its profits to Reforestation efforts taken by other Non-profit organizations. This promotes awareness and reduction of individual carbon footprint by allowing users to be a part of its initiative of planting trees for each search that is made on the engine.

This model can be applied to EXKi such that the company can also take part in Reforestation efforts but in a way that incentivizes employees to participate i.e. reinforce ideas of Team Building and solidarity.

5. Our Proposal:

To solve the question put forth by EXKi :

“How could we unite our employees and improve our employer branding attractiveness around our "ReThink" Corporate Social Responsibility program?”

I propose the following suggestion to the Board;

5.1. Team Building as a progressive solution:

Team Building can be regarded as the performance of activities in groups that require participants to be reliant and to use interdependent suggestions to work towards effective

achievement of goals. This implies that groups usually have common objectives that forces them to pool their resources to obtain the best outcome. Hence, it is essential for the functioning of organizations which by definition are groups of people that come together to execute tasks.

Team Building can be seen as a simple yet greatly effective way of uniting employees at any company. We see Team Building as an opportunity for employees to not only build stronger bonds with each other, be it familial or work wise, but also as a way for EXKi to disseminate its company values to help employees resonate with the virtues and objectives of the company. Therefore, we believe that this solution will promote a sense of belonging for the employees, thereby increasing their loyalty to the company.

In this idea, it is important to understand the time dimension in which the suggestion operates. As we know, team building is an ongoing process that requires a progressive focus in order to be effective. Therefore instead of proposing a single occasion in which EXKi can emphasize on this value, we put forth the following package of “Timeless Team Building”:

5.2. EXKi Day:

In order to reunite employees around a recurring event, we must create an annual day bringing together all the teams and make it an unmissable event that brings together employees and executives around a common goal.

“Meetings are necessary for a well-functioning support team. Inevitably these are set up as recurring blocks of time that impact some or all members of the team” (Stoss 2018)

This annual event will be called the "EXKi Day". We want this day to be the annual trigger for EXKi's CSR initiative.

In terms of setting up this project, it is important to have good communication about the purpose of this event. It should be made clear to the whole group that this EXKi Day aims to bring teams together around the CSR project of the company and to meet all employees. It is necessary to create an unavoidable meeting and accessible to all. We must warn at least a month in advance of this event that will take place on a Saturday or a Sunday so as not to encroach on the commercial activity of the week.

The event can be held in a large hall or outside, depending on the season but it could be interesting that it is held with local producers and suppliers of EXKi products. Thus, they could be directly aware of the origin of their products and take an interest in the ecological aspects of their products. To reduce costs, the appointment will take place in a region close to the different stores. Guests will also be motivated by the proximity of the event.

Once on site, the team must be greeted by a manager and the organizer of the day who will explain the progress of the activities.

The whole group will meet on the noon time where they can get to know each other and talk. Lunch will be prepared by the local producer where the event is located. We think this is a good idea because it brings proximity between the sellers and the producers and thus accounts for the quality of the products. In addition it will reduce the costs incurred for the company and the meal will be offered to the participants.

We thought of a set of activities to put in place to raise employee awareness. We thought about intellectual activities like discoveries of the production site or quizzes with teams to create links and discuss themes dear to EXKi to sensitize as much as possible.

So after lunch, employees and managers will be able to meet and share a friendly moment by breaking down hierarchical barriers. They will have the opportunity to exchange ideas, but also to collaborate during fun activities organized in teams. These activities will be organized around a great game, which takes up the Koésio principle. Briefly, Koésio is an indoor adventure park with many fun activities involving several skills such as speed, culture, logic, endurance... All these activities will allow everyone, regardless of age, to have fun and spend a pleasant time together.

We plan to offer a wide range of activities of all kinds to ensure that everyone benefits. Each of its activities, organized in teams of 7 or 8, will earn points for the winners. These points will be accumulated as the game progresses until a final score is reached and offer the ranking with the winners. Teams will be mixed, ages will be distributed as well as positions held and cities from which participants come. Such activities could include: enigma games on general culture, such as film, music, history and geography culture, but also challenges involving physical skills, and challenges combining logic and intellectuality. The finalists will receive a reward that could be a stay in a cottage in the countryside, or a meal in a large local and responsible restaurant; but all the participants will receive a gift. A snack from the Exki kitchens will then be offered to all participants to close the day off gently. These events will be a good way to unite Exki's employees around fun games and to break down the barriers imposed by the company's organizational structure. They will thus share the same values gather around the ReThink program, forming a real Exki community.

In the short run, the Exki Day will help to initiate or maintain the good mood and the motivation of employees, while in the long run it will permit to strengthen the bond between members and their sense of belonging to the Exki community. By feeling that they share the same values as Exki and that they belong to a real community, employees will be more likely to stay at Exki to thrive.

Being close to managers will allow them to have a global view of the company and to consider career opportunities within the company, and therefore to plan to grow at Exki. Therefore the Exki Day brings a progressive solution to unite employees and improve the employer branding attractiveness around the ReThink CSR program of Exki.

Picture 1 : Schedule Exki Day



Source: Author's own work.

The Exki Day will help to initiate or maintain the good mood and the motivation of employees, while in the long term it will permits to strengthen the bond between members and their sense of belonging to the Exki community. (By feeling that they share the same values as Exki and that they belong to a real community, employees will be more likely to stay at Exki to thrive.)

5.3. Other support events:

Volunteering is a virtue that easily fits into EXKi's value system. By dedicating a part of their time and resources to the less fortunate, EXKi can give back to the society while promoting a

thoughtful work environment for its employees. This brands EXKi as a company with a passion to serve. Volunteering can really increase the bonds between employees through common actions that employees would do together as part of teams.

For EXKi, a social and solidarity company, we can imagine volunteer actions in partnership with associations. For example, we can talk about the **Restos du Cœur**, where employees could cook EXKi dishes for people who cannot afford to eat. To be more concrete, the Restos du Cœur organizes this type of event several times a year. EXKi teams could offer to join its events twice a year, for example. EXKi will bring unsold dishes during the day to distribute to the homeless. This would enhance EXKi's image with consumers and help employees connect with people from different backgrounds.

It has also been proven that social actions of this type create real social links between the company's workers, finding a link, an experience that will bring them closer together in the future. In addition, since EXKi hires many students for seasonal or part-time jobs, these actions would create more involvement on their part on behalf of the company, for the benefit of others.

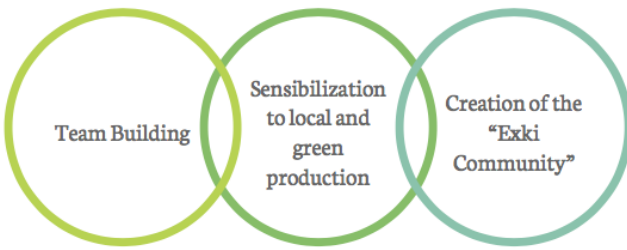
However, it is not only restaurant employees who should be responsible for this type of action. Indeed, as we have been able to explain earlier in this report, "field" employees sometimes feel a gap with headquarters employees. Seeing employees of corporate functions performing these missions as well as restaurant employees would reduce this idea of a gap. Giving a good image of the company to all employees can be a good way to retain talent who feel committed to social issues and causes, through EXKi.

To further enhance the idea of giving back to Mother Earth, EXKi can organise **Tree Plantation drives** where employees come together in groups to plant trees for a greener world. This idea would be relatively inexpensive to execute, given that the cost of saplings is very low, but the impact of such activities will be massive for humanity. The employees can be seen as working as a team, possibly in an assembly line where one employee digs the ground, one plants the seed, and one covers the hole again. This type of manual and interdependent work is good for employee morale and makes employees believe that they are part of a bigger picture.

Another voluntary action that can be carried out by EXKi for solidarity and bringing employees closer together can be a **solidarity race**. Indeed, many races are organized during the year to raise awareness and funds for different causes. Each employee would be dressed in EXKi clothing, also improving the company's image with other participants. EXKi would then form a real "team".

In addition, it also allows employees who collaborate as a "team" in the professional environment to collaborate this time in a "sports and solidarity" environment. It is also in these moments, unprofessional, that the soul of a team can emerge and be discovered. The team would then be united around a framework other than work and would have another reason to attach itself to the other members of the team and to the company, which allows its employees to escape from daily life, by adopting a responsible, social and supportive approach. Other support events will help to solve some aspects regarding to Team building, sensibilization to local and green production and Creation of the Exki community is really important regarding to Exki's problems.

Picture 2: Other support events



Source: Author's own work.

Another support event to implement **Transparent teams** To give a little more context, EXKI employees are divided into three main groups. There are teams working in the restaurants, consisting of a manager, an assistant manager and team workers. Then there are the Support teams whose mission is to help managers and their teams by taking charge of marketing, finance, etc. Finally, there are the area managers and general managers who are responsible for operations and act as a link between the restaurant workers and the support team.

For these different teams to be effective together, communication is more than necessary. That is why we believe that meetings should be held at regular intervals throughout the year. All staff meetings should be held once a month if possible or at least once every three months, be short (maximum one hour) and concise and meet a clearly defined objective or need. For this to be possible, some tangible aspects need to be treated.

Preparation of an Agenda: The agenda will help to structure the meeting, prepare each participant for the different themes that will be addressed and avoid disorganized sharing of ideas or debates. An example of an agenda would be:

- *Welcome and news sharing* (5min): The support team gives a summary of the company's situation, the successes achieved and what the different teams are really working on.
- *Update of company objectives* (5-10 min): explain more about the development of CSR initiatives in the company, share the company's environmental concerns with employees and its current priorities. Express recognition to the employees for their work.
- *Expression time for employees* (20-30 min): employees should be encouraged to share new ideas for improving restaurants, their ecological footprint, and to express themselves about potential problems encountered on a daily basis. This part should be led by the Area Manager who would ask questions to everyone to facilitate the discussion.
- *Action plan* (10 min): set different objectives for the coming months and appoint people to reflect on the issues raised at this meeting.

An important element of each meeting is that it has to be accessible to all participants. So, at least two different meetings should take place depending on the location of the employees (in Belgium or France). The meeting in Belgium could happen in the headquarters and in Paris in France as it is the place where there is the largest concentration of restaurants and it is a place connected to the rest of France. And even if not everyone is able to attend, at least one or two people from each team and restaurant should be present and represent the interests of their colleagues. The meetings PowerPoint or audio recording could also be transmitted to the absent, and the main points put in the WOC (Weekly Operational Communication) already existing.

Finally, one of the recurring complaints of the EXKI employee is the lack of transparency. We do not believe that transparency means sharing all information with everyone. But we believe that the most important decisions concerning them should be transmitted. Transparency should be

about seeing what you're getting. So, for example, when an employee is being promoted, this should be clearly announced as well as the reasons why. It could be inspiring for others.

Employees should be encouraged to speak their minds on decisions concerning them. Fear can be an obstacle, that's why this transparency culture should be officially introduced and explained by the managers, in the meetings for example.

Transparency is more and more expected by employees, and succeeding to create an authentic and transparent workplace would definitely help the company to attract and retain the best employees.

Our ideas that can be implemented in differentiating feature seems to be its effectiveness in establishing protocols that sustain the creative efforts of team members. We propose that theories of project team development and of creativity can be integrated into a new conceptual framework. The few ideas we are proposing for the team coercion and development are mentioned below :

- We wish to implement a cooking class which employees can subscribe to especially for after-work stress relief. This way, front office employees can learn how various EXKi dishes are prepared as well. Cooking is one of the few activities which is easy to implement considering EXKi is restaurant and it will help in increasing employee productivity.
- The implementation of a Cultural Diversity Day for all employees from different cultures who come together and celebrate their differences can be implemented over a few day training session in EXKi. This helps in unifying the diversified and uniquely differentiated individuals at EXKi to work together. The workshop can include sharing their cultural differences and how they would like to operate within EXKi and with what kind of autonomy.

- We wish to implement hands-on shadowing as well which focuses on doing the task on the spot or in a given situation rather than a superior explaining what is to be done which is a more effective way of learning.
- Lunch and learn sessions is where a third party or a colleague explains a few presentations or they have a few casual meetings not even over lunch but with a beer or a bagel. With attention span of most individuals come down, we wish to implement microlearning which is focused on the topic in hand which will be explained with intensity but within a time period of 3 to 5 minutes.

Finally, It is also important to transmit consciousness to the employees of the impact that EXKi creates. For this we take into account the following three pillars of EXKi namely

- Celebrate the riches of nature, positively
- Respect the environment
- Cultivate well-being in a friendly atmosphere

We can conclude mean that employees become more aware of EXKi's efforts to save the environment by knowing stats on the amount of materials EXKis recycles and the reducing frequency of use of plastics.

6. Conclusion

We believe that EXKi has a great labour force with employees who trust in the brand and the values that it stands for. EXKi represents a family, and a team; and promoting this idea of teamwork can help instill a feeling of family and responsibility in the employees. This can

therefore be EXKi's main selling point in bringing everyone together for a purpose i.e. for the company and in the bigger picture, for the environment and the world as a whole.

That's why our proposal really focus on the people working at EXKI and on their sense of belonging in the company. We believe that if the company makes efforts for their employees to communicate better in a concrete way, by implementing team building events a real added value could be brought to their work. Our main event, EXKI day, is the core of our proposal and can be seen as an effective means of communication to convey EXKI's values while employees enjoy a fun atmosphere.

For CSR principles to be effectively applied, these values should be reminded regularly in the year. Hence our other support events, which will be there to plant the seeds of a new transparent culture in the company, as well as a real sense of community through volunteering and various other activities.

A CSR Initiatives will help develop the **Social Aspect**: Establishing relationship between the support team, the working teams and the producers, **Ecological Aspect** Promote local and ethical food produced in a sustainable way and **Economical Aspect** Improve communication and efficiency between employees. Promoting these idea of teamwork , will bring everyone together working as a team improving the employer branding generating on their sense of belonging in the company. We believe that if the company makes a effort for their employees to communicate better in a concrete way, by implementing team building events to adde value and also improve the communication in the work.

Our support events help Exki to begin implementing a new transparent culture in the company, as well as a real sense of community through volunteering and various other activities.

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