

CETRA Case studies

WP1

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This is a general description of a company we chose for a case study. The company have been chosen due its cultural importance in the Portuguese market and for the innovation features concerning their internal and external organization. The information bellow was based on the literature and on an informal interview to elements of the company.

Name of the company: Delta Cafés (coffee).

Case study Delta Cafés

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Introduction

For the last 40 years, Delta have been supported public projects through its economical resources in order to improve the community surround, specially concerning the increasing of job market and social, cultural and economical development. Delta coffee label was born in Campo Maior (Portugal), a rural town, but its intervention work go around the world, through Africa, Brasil and Asia, aiming to support community target problems.

One of the most important awards in Europe concerning the products quality and public confidence – *Most Trusted Brand* - has considered Delta the favorite label in Portugal.

Company History

The roots

The history of Delta Coffee is the history of a man, Manuel Rui Azinhais Nabeiro, who decided to implement its own coffee label in 1961, in Campo Maior, a little rural town in Alentejo. He started coffee production on a small factory with few resources. It was a familiar business competing with Spanish market and a context of social, cultural, economical and political issues.

However since those days the key for a successful work is the strong personalized relationship between clients, producers, friends and communities which aim to understand and to reach their needs and high quality of life. The social intervention has been a priority since the beginning, supporting several institutions such as Special education schools, City hall, Sport Clubs, Fireman Companies and NGO's.

Orientations Values

The consumer's confidence is due Delta values and work strategies, which involve innovation and development of business according social responsibility and deontological principles. Its aim is to assure a continuous and sustain increasing in the market to reach the quality and long term competitive of the service.

Delta work on five domains:

- shareholders
- employees
- clients
- commercial partners
- community

Citizenship Issues

In 2001, Manuel Rui Azinhais Nabeiro, Lda., was considered the best company in Portugal, concerning food distribution, among 500 others. This award has proved the efficacy of the individualized strategy in the relationship marketing and selling. The Portuguese consumers has shown confidence on Delta, through European Most Trusted Brands. This confidence is related with the its social dimension. Delta has been characterized by its social responsibility as it demonstrated a special concern on social intervention through supporting community causes, house building, a supermarket with special conditions for its employees and a Multicare Health insurance for their families.

Delta's priority is to satisfy the needs of different markets in order to consolidate clients personalized relationship, through social intervention aiming a sustained community development. Day by day, the consumer's confidence on Delta products has been increasing in the market due this social intervention. Globalization, individualized consume and lack of group values has been a important point of discussion in Delta internal organization which had created the need of a new orientation on label-client relationship. In this context, company development depends on work's

excellence and employees skills, citizens with potential to change and to adapt for innovation in order to reach better quality of professional and social life. Knowing exactly its own context features, this company assume the creation of competitive communities as a important tool or future success.

The social responsibility practices by Delta is related to the sustainability of three main areas:

1. Economics
2. Environment
3. Social

This context promotes development and durability of the company's activities and aims on a long-term basis. A company built under these social values is committed with an economical supported, environmental responsible and socially fair project.

a) Employees

Delta is deeply involved in the personal and professional development of its employees. Delta supports them in the increasing of their skills, creativity and personal autonomy, therefore creating long-life learning opportunities and promoting benefits in areas such as health, entertainment and finance.

Being the first Portuguese company certified with the **SA 8000**, Delta is promotes social responsibility business and is increases the quality of life of its employees.

b) Environment

Environmental issues have been taken into account in the pursuit of the increase of productivity and competition in the free market. Delta has tried to protect Nature and to prevent pollution by balancing economical needs, environmental preservation and social development. To keep reaching this aim Delta is implementing an environmental support system (NR EN ISO 14001). This system involves three main areas: water treatment, solid waste and gas emissions. This implies strong partnerships with other companies.

c) Community

Delta is constantly associated to several social causes. One of the first social projects implemented was in Timor, which has supported the local community by building houses and schools and also in innovating the coffee production through new methodologies. It was followed by other such projects in Brasil, Angola, Moçambique and even in Portugal.

Nabeiro/ Delta Cafés Group is also deeply involved in the educational development of the community increasing the labour market and support academic and professional training in different areas. It stimulates students to learn through awards and scholarships and by offering school equipments and materials.

This company stimulates employees to continue their academic training supporting their motivation to learn and to increase their skills. This is an important tool of responsible participation in the local community.

Delta finances several health centers with new equipments and transports.

Nevertheless it is also concerned with cultural activities and supports several ones such as institutions and book selling events in Paris and Frankfurt.

A sport club and several schools benefit from Delta finances. The local football club is specially sponsored by this company.

As we referred before there different projects and institutions which received financial and human contributions. Some of this institutions deal with health problems (aids, cancer), educational special needs, homeless, children rights and needs. We would like to underline the Project "Hand to Hand", with PT Telecom as a partner, which aim to improve citizenship in the institution supported. Employees were involved in this project activity during the work time table leading with different and emergent problems. So far these activities has contributed to social development.

Supported Development

Delta intervention imply a system on three levels:

1. Company level: Innovation, self-learning and strong leadership
2. Human level: support employees for change
3. Citizenship level: Community development

Company Level: Innovation, self-learning and strong leadership

As we say before, Delta's priority is to satisfy the needs of different markets in order to consolidate consumers/clients personalized relationship, through social intervention aiming a sustained community development.

Human Level: support employees for change

Group competitive depends on the development of employees potential , on a long-life learning process, in order to improve professional competences: support changing processes, improving employees and their families development and motivating them for the rights and duties as involved citizens in the company group/community.

Citizenship level: Community development

Future success depends on the creation of competitive communities, contextualized in an integrative development with strategical partnership between the company, other companies, public institutions, NGO's, Associations, Professional schools and Universities.

This is a Process which involves ecological, economical and social issues. It aims to support local communities and countries in order to stimulate development, economical increasing and quality of life respecting the culture of local populations.

This supposed the involvement of the locals in the process of definition and implementation of their own life project and a permanent assessment of the intervention.

Fair trade is one of the best strategies of collaboration to reach supported development. Although is an opportunity to give producers fair payments for their work..

There are several orientations to take into account such as:

1. People and environment welfare as priorities;
2. Good work conditions and fair payments for producers;
3. Decision making process depends on producers, employees and volunteers in the community;
4. Protection and promotion of women, children and local communities rights;
5. Information dissemination and o equality of opportunities between men and women (gender problem);
6. Supported development depends on strong marketing relationships;
7. Promotion of information and education activities;
8. Improvement of quality in the production process.

Considering the orientations above Delta has begun a project of supported development in producers countries. Several coffee blends are related with these projects. This has resulted in a high quality of the products.