In today's constantly changing and complex environment, with an economic, industrial and financial crisis affecting the credit system, companies have begun to overhaul their corporate social responsibility models.

Until now corporate social responsibility models have, with very few exceptions, been uncoordinated with the company strategy, isolated and aimed at specific initiatives. The majority of these initiatives involved philanthropy and sponsorships or had to do with isolated environmentally friendly practices such as cutting down on energy consumption and recycling. Furthermore, these initiatives were evaluated in monetary terms, in relation to costs or in terms of beneficiaries without a way if measuring their social impact or their repercussions on people’s wellbeing.

However, in the face of the current downturn, companies are cutting back on investment in social responsibility and rethinking their social responsibility models focusing on obtaining a greater and more effective return on social investment and leaving aside existing models based on sponsorships and philanthropy in search of innovative models that are articulated in the company strategy in order to make the best use of resources.

The Corporate Sustainability Impact Centre intends to develop and do research on implementation models and on the impact of social responsibilities, which are articulated into the company strategy and which set down clear ways of measuring return on social investment.
The Corporate Sustainability Impact Centre is part of EADA’s commitment to developing and promoting social responsibility and sustainability.

**THE CENTRE’S OBJECTIVES**

The Centre’s mission is to promote innovation and excellence in research and to spread social responsibility implementation and impact models via collaboration networks, becoming a frontline international institution in this area.

The Centre intends to be a specific and unique centre, which provides companies with real global solutions within the framework of multi-stakeholder initiatives such as the United Nations GLOBAL COMPACT, the GRI and the WSDC.

The Centre’s modus operandi will be innovative and original: a network model. The network and organisation entails a social process which develops stable relationships, in our case with both companies and academic institutions as well as other institutions of civil society, NGOs, trade unions and international organisations. This model offers big advantages and benefits as regards flexibility, adaptation and the speedy production and dissemination of knowledge if we compare it with other types of organisational structures. Also, it allows for greater geographical scope without the need for travelling as well as greater flexibility in time schedules which means an easier and faster exchange of knowledge in a globalised world.

For the network model the Centre provides a unique and original technology platform which enables the speedy, flexible and user-friendly exchange and transmission of knowledge thus increasing the effectiveness of participation in the network.

One of the main conclusions stated in the annual review of the Global Compact (United Nations) for 2008 is quoted below: (Annual Review 2008, p.26). “It remains serious implementation gaps. It is time to move from pilot programs in certain departments to an integrated approach to implement all Global Compact principles.”
THE CENTRE’S OBJECTIVES

GENERATING KNOWLEDGE
This fundamental activity is the driving force that generates the other activities. It aims to be rigorous and innovative in its fundamental concepts, to be practical in its conclusions (procedures, systems and policies) and to make relevant contributions to academic knowledge and corporate management.

SHARING KNOWLEDGE
EADA’s excellence in training, applied to social responsibility, entails developing specific courses for its programmes and for companies (in-company) as well as organising various specialist forums and seminars throughout the academic year, and more specifically the Forum.

SPREADING KNOWLEDGE
Given that the Centre will operate online, knowledge will be transmitted and spread via constellations of academic and professional networks and international organisations (UNDP, Global Compact, CEPAL, World Bank).
The Centre has an interdisciplinary team (strategy, finance, control, human resources, marketing) because the centre’s chosen objective, i.e., implementation and measuring the impact of CSR, affects all company areas. The Centre has a professor from each department, who participates and leads the CSR model in their area.

**MARTIN RAHE**
Doctor in Economics from Bochum University, Germany. He is Dean of research in EADA, with over 15 years experience in teaching and consultancy. He has worked on joint German-Russian industrial projects (Ruhrgas and Gazprom), and also has an entrepreneurial background. In 2006 he was a founding member of the Society of Global Business and Economic Development. Research work: the impact of globalisation on markets, consumer behaviour and the retail sector.

**ELISABETH GARRIGA**
Doctor (2007) in General Management from IESE. Her thesis presents a new approach to corporate social responsibility based on social capital and the development of a stakeholder theory and has been tested in Inditex and Gas Natural, two leading Spanish multinationals. She possesses experience as a consultant in retailing (Inditex, Oh Ma) and as an external consultant for the United Nations Development Project and the Global Compact (Argentina).

**LUIS TORRAS**
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**JOAN RAMON TARRADELLAS**
Doctor in Business Administration (Real Option Valuation), Universitat Politècnica de Catalunya. Master in Business Administration (MBA), IESE/Wharton School, University of Pennsylvania. Graduate degree and Master in Industrial Engineering, Universitat Politècnica de Catalunya. He has 17 years of professional experience in International Merger and Acquisition projects for large multinational corporations in the United States and Europe. He is currently a full time professor in the EADA Finance Department.
ONGOING PROJECTS

PROJECT WITH UNITED NATIONS

This project is being carried out by PNUD Argentina and Global Compact. Its objective is to develop a strategic capabilities model, using an appraisal system and diagnostic tools.

The model is currently being applied inside leading Argentinean companies.

The project also has the backing of CEPAL, CEADS and Fundación Compromiso as its advisory board.

CODESPA PROJECT

Financing for development projects is a key task of stakeholder institutions. One of the policies which Fundacion Codespa has introduced is that of financing projects through micro-donations.

In more and more companies, employees are organising themselves and jointly donating a small amount of their payroll to a social project.

This research study looks into the impact that these micro-donations have on employee performance and wellbeing.

AIR LINES PROJECT

The project develops a CSR measurement model in the aeronautics industry using real options. More specifically, the model outlines the key factors that should be taken into account plus the necessary steps so that the real options reach the value of carbon emission purchasing rights.

These carbon emission rights are negotiated and traded on the market and are the outcome of new European legislation in the aeronautics industry.

The model has been studied in 3,500 companies in the airlines industry.