



CORPORATE SOCIAL RESPONSIBILITY: A CASE STUDY OF ALPARGATAS HAVAIANAS & INSTITUTE OF ECOLOGICAL RESEARCH IPÊ, BRAZIL

Responsabilidade Social Corporativa: um estudo de caso Alpargatas-Havaianas e Instituto de Pesquisa Ecológica – IPÊ, Brasil

Renata Martins Correa¹ Antonio Carlos de Alcântara Thimóteo², Ph. D. Carmen Augusta Varela³
Alex Paubel Junger⁴, Sidinei de Andrade⁵, Cristiane Gomes de Carvalho Fontana⁴

¹Pontifical Catholic University of São Paulo, Brazil

²Mackenzie Presbyterian University of São Paulo, Brazil

³Mangaba Study Center - São Paulo, Brazil

⁴Cruzeiro do Sul University of São Paulo, Brazil

⁵CEUNSP - Centro Universitário Nossa Senhora do Patrocínio University of São Paulo, Brazil

E-mail:renatacorreaprof@gmail.com;antonio.thimoteo@mackenzie.br;cvarela3@gmail.com;
alex.junger@cruzeirosul.edu.br; sidinei.andrade@ceunsp.edu.br;crisfontana@gmail.com

ABSTRACT

The present paper approaches Corporate Social Responsibility through a case study concerning Cause Related Marketing, whose concept is defined by strategic partnerships between companies and social organizations. The enterprises invest on the social cause, promoting the corporate social responsibility, whereas the social organizations receive financial resources for their causes, and both gain visibility. Nowadays, it is quite common to find enterprises worldwide which include private social investment in their market strategies to add value and credibility to their brands. However, in Brazil few enterprises are aware of the possibility to use this tool of Cause Related Marketing (CRM). The scope of this study is to understand and clarify the kind of partnership between Alpargatas-Havaianas and Institute of Ecological Research-IPÊ, in Brazil, as well as identify the main challenges of the partnership developed by both. To reach this aim, bibliographic research was performed, followed by document analysis, partially structured in-depth interviews, besides direct observation in some stores. The partnership started in 2004 and showed to have well structured principles of CRM, concerning the alignment between the parties, formal partnership, social cause, donation mode and duration. It was observed that the sales people in the exclusive stores for Havaianas and IPÊ sandals can be more well trained, and communication on the partnership for the consumer can be strengthened. Cause Related Marketing showed to be an important tool for Corporate Social Responsibility.

Keywords: Corporate Social Responsibility, Cause Related Marketing, IPÊ, Brazil.

ACEITO EM: 15//02/2023

PUBLICADO: 31/03/2023



RESPONSABILIDADE SOCIAL CORPORATIVA: UM ESTUDO DE CASO ALPARGATAS-HAVAIANAS E INSTITUTO DE PESQUISA ECOLÓGICA IPÊ, BRASIL

*Corporate Social Responsibility: a case study of Alpargatas Havaianas & Institute of Ecological Research- IPÊ,
Brazil*

Renata Martins Correa¹ Antonio Carlos de Alcântara Thimóteo², Ph. D. Carmen Augusta Varela³
Alex Paubel Junger⁴, Sidinei de Andrade⁵, Cristiane Gomes de Carvalho Fontana⁴

¹Pontifical Catholic University of São Paulo, Brazil

²Mackenzie Presbyterian University of São Paulo, Brazil

³Mangaba Study Center - São Paulo, Brazil

⁴Cruzeiro do Sul University of São Paulo, Brazil

⁵CEUNSP - Centro Universitário Nossa Senhora do Patrocínio University of São Paulo, Brazil

E-mail:renatacorreaprof@gmail.com;antonio.thimoteo@mackenzie.br;cvarela3@gmail.com;
alex.junger@cruzeirosul.edu.br; sidinei.andrade@ceunsp.edu.br;crisgfontana@gmail.com

RESUMO

O presente estudo aborda a Responsabilidade Social Corporativa relativo a um estudo de caso sobre Marketing Relacionado a Causas, cujo conceito é definido por parcerias estratégicas entre empresas e organizações sociais. As empresas investem na causa social, promovendo a responsabilidade social corporativa, enquanto as organizações sociais recebem recursos financeiros para suas causas, e ambas ganham visibilidade. Atualmente, é bastante comum encontrar empresas em todo o mundo que incluem o investimento social privado em suas estratégias de mercado para agregar valor e credibilidade às suas marcas. No entanto, no Brasil poucas empresas estão cientes da possibilidade de utilizar esta ferramenta de Marketing Relacionado a Causas (MRC). O escopo deste estudo é compreender e esclarecer o tipo de parceria entre a Alpargatas-Havaianas e o Instituto de Pesquisa Ecológica-IPÊ, no Brasil, bem como identificar os principais desafios da parceria desenvolvida por ambos. Para atingir esse objetivo, foi realizada pesquisa bibliográfica, seguida de análise documental, entrevistas em profundidade parcialmente estruturadas, além de observação direta em algumas lojas. A parceria iniciou em 2004 e mostrou ter princípios de MRC bem estruturados, no que diz respeito ao alinhamento entre as partes, parceria formal, causa social, modalidade de doação e duração. Observou-se que os vendedores das lojas exclusivas das sandálias Havaianas e IPÊ podem ser melhores preparados e a comunicação da parceria com o consumidor pode ser fortalecida. O Marketing Relacionado a Causas mostrou-se importante ferramenta de Responsabilidade Social Corporativa.

Palavras-chave: Responsabilidade Social Corporativa, Marketing Relacionado a Causas, IPÊ, Brasil.

INTRODUCTION

Our complex and paradoxical society invites us to reflect on new ways of doing business. We live in an age where the activism of people presses large corporations seeking attitudes which are consistent with ethical principles converged to lasting relationships. The focus should not only be the business transaction, but also intangibles which are integrated with the strategic positioning of the company.

In the 21st century, the enterprises have been orienting their strategies towards the triple bottom line, a concept by Elkington (1998) to help enterprises become aware of the importance of including the social, economic and environmental aspects in their strategic planning, in an integrated way. Thus, besides the economic and environmental aspects, the social aspect has a strong dimension of transversality in business, topic to be discussed in this Paper

Cause Related Marketing – CRM is a strategic partnership between enterprises and social organizations which use the power of their brands for mutual benefit. The social organization receives part or the whole amount of the sales of a particular product which is commercialized by the enterprise. Both gain visibility, and the enterprise which sells the products gains a more consistent position in the market concerning corporate social responsibility, according to (Idis, 2007; Heikkurinen and Bonnedahl, 2013).

In this context, Adkins (2004) leading exponent from the United Kingdom, in the subject Cause Related Marketing – CRM says that the focus of debates in political and public arenas is changing. In the UK, in Europe and the US, over the past few years, governments and associated organizations have discussed the way companies do business and the impact of their production in society.

A comparative study of social policies in the Public Management and Citizenship program at Getúlio Vargas Foundation in São Paulo, Brazil shows that the common denominator of social policies that point out to great efficiency in different regions of Brazil is the partnership, involving the public sector, businesses and civil society organizations. When this happens, they become more sustainable and permanent. Today, the consumer is more aware and appreciates brands linked to socially relevant causes (Dowbor, 2010).

In Brazil, according to the site by Carbon Institute Brazil, 2010, 80% of consumers tend to recommend brands that support good causes at the expense of those which do not; 74% would switch to another brand of similar quality if it would support a good cause; 94% of consumers believe that the performance on purpose must balance social and business interests; 76% believe it is not enough that corporations simply transfer money to causes, they must integrate the purposes of their business strategies and routines; 72% would like to work for a company if it actively supported a cause; 60% would invest in a socially active company (Carbon Institute Brazil, 2010; Ritter et al., 2015).

The data presented show the relevance of companies using their social investment resources and contributing to the society in which they operate. According to Senge (2007), no single social organization, no single government, no single enterprise will be able to face the social demands of today; there must be partnerships.

We may keep behaving as usual and be part of an economy which keeps destroying its system until it itself is destroyed, or we can adopt a B Plan and become a generation in charge of changing the destination of the world, towards a social environmental progress. The choice will be made by our generation, but will affect life on Earth for all the future generations. (Brown, 2009).

For Guevara (2009), some organizations still follow the model of the Industrial Age, through hierarchies organized for command and control. Thus, They consider people resources to achieve their goals, that is, profit, and managers merely exercise control over processes and people.

It is important for companies to be committed with social inclusion. CRM is a tool for Corporate Social Responsibility (Mititelu et.al, 2014). In this context, Hartmann, Klink, Simons (2015) claim that when enterprises invest in social causes, they find a way to give an impulse to Cause Related Marketing.

Organizations have positioned their marketing strategies in programs that seek to encourage, awaken consumer awareness and participation in social and environmental causes. (Lee, Johnson, 2019). In this context, organizations are increasingly focusing on new consumers, the so-called generation Y, that is, buyers who will possibly represent the largest share of the global market by 2030 (Jamie et al., 2021). Young people attach greater value to organizations focused on social causes (Hensley et al., 2019) because they reveal profiles committed to supporting these humanitarian causes. In addition, they have civic awareness that is in line with these brands (Lerro et al., 2019 ; Urwin, João, 2020). Thus, they are more engaged and trust organizations that are legitimately positioning themselves with social causes. (Lerro et al., 2019).

1 CORPORATE SOCIAL RESPONSIBILITY

Hazel Henderson (1996), having devised the ethical market, argues that the mission of companies in the XXI century is to raise the standards of capitalism. This goal will be achieved, giving visibility to the companies that operate ethically, industries that work social responsibility and development opportunities for conscious capitalism.

Thus, social responsibility begins to emerge on the agenda of major corporations which were recognizing that their obligations go beyond profitability and compliance. Increasingly, there is a more responsible corporate social behavior in which companies seek for a more balanced approach towards economically viable, socially just and environmentally sustainable enterprises (Correa, 2012; Maniatis, 2015).

According to Ethos Institute (2021, p 45), Corporate Social Responsibility can be defined as below:

"Corporate social responsibility is the form of management that is defined by ethical and transparent relationship of the company with all the audiences with which it relates, be they the employees, customers, suppliers, shareholders, media, community, government and by the establishment of goals enterprise that foster the sustainable development of society, preserving environmental and cultural resources for future generations, respecting diversity and promoting the reduction of social inequalities".

In this perspective of social responsibility arises Cause Related Marketing - CRM, whose concept can be defined by the strategic partnership between companies and civil society organizations which use the power of their brands for mutual benefit, in which the company comes with large assets such as its sales and marketing structure, and the social organization with its knowledge about the cause. (Biglione, 2007).

A program of CRM for Biglione (2007) can be guided to mobilization resources for a cause or the dissemination of messages. In the first case, the company offers a percentage of sales of a particular product to the cause chosen, or the company does not need to invest money directly in the cause, but its challenge is to raise consumer's awareness of any act of this cause.

Adkins (2004) claims that the CRM works best when it is integrated into the strategic planning and so achieves maximum benefits. It improves reputation and corporate image, increases consumer confidence, improves relationships and loyalty, it causes emotional engagement with the brand, increases the volume of sales and employee loyalty. According to this author, in the US, nine out of ten employees whose company performs a CRM program report that they feel proud to work at the company, owing to that program. Business and society are fully connected.

The expression CRM is attributed to the American Express Company in preparing the campaign in 1983 for the restoration of the Statue of Liberty. Each time a customer used the company credit card, it donated one cent. Each new card issued resulted in a donation of a dollar. In a period of four months, \$ 1.7 million was raised

for the campaign. The concept that doing good was good for business was born, according to Varadarajan and Menon (1988), confirmed by (Mititelu et al., 2014).

In Brazil, CRM is still incipient. One of the first structured programs of CRM took place in 1997, with the pioneering partnership between Tilibra Company and Rodrigo Mendes Institute. The company, the leading brand and largest manufacturer of notebooks in the country, and the Institute which promotes the inclusion of people with disability, by offering artistic development opportunities. Tilibra notebooks carry the prints drawn by persons with disabilities from the Institute. Tilibra has the right to use the image, offering 7% of the net sales to the Institute (Idis, 2007).

Another prominent case is that of McHappy campaign, which is the main community event of McDonald's Brazilian system and the largest campaign in the country in the fight against childhood cancers. The event takes place once a year, always on a Saturday, the busiest they at McDonald's. All the money from the sales of Big Mac sandwiches, except taxes, together with promotional products such as t-shirts and caps is for the cause. The sales of Big Mac is the main source of funding of the McHappy resources. In addition, institutions which benefit mobilize to maximize fundraising (Idis, 2007). In Brazil, this is the oldest example of a marketing program related to causes, held since 1988, involving a foreign organization.

Also in Brazil the "crusade against breast cancer" by AVON – a cosmetic company is another excellent example of a CRM campaign. The campaign has two acting focuses: to raise funds for financial support to projects that promote early diagnosis of cancer and the spread of information about the disease (Idis, 2007).

Adkins (2004) says the CRM comes down to a question of values. If formerly the social responsibility was made by donations, it is currently associated to values. Consumers want companies to share values with the community authentically. In the current context, brands are constantly competing for loyalty of their consumers and those demanding that the company stops only aiming at profit, but also takes actions that benefits society. Thus, to Adkins (2004), CRM strategies benefit companies, as much as society.

The luxury products, especially cosmetics are not usually associated with social and / or environmental causes. However, cosmetics Acqua for Life the Italian brand Armani, held a CRM experience. The campaign lasted from March 1 to May 31, 2011 and had partnership of non-governmental organization Green Cross International. For every perfume bottle purchased during the campaign, the company offered a value to purchase 100 liters of drinking water for children in Ghana to the social organization. The results exceeded expectations, gathering a total of 40 million liters of drinking water for the country.

In addition, the campaign was also positive in terms of perception for both, product vendors and consumers, who were motivated to collaborate with the cause (Mititelu et al., 2014).

A relevant case is the "Computers for Schools Program" of Tesco, the largest chain of British supermarkets. In this program, the company encourages consumers to buy in Tesco stores, rather than buying from the competitor. For every 10 pounds spent, consumers receive coupons. These are collected and offered to schools that consumer themselves choose. Schools collect the coupons and use them to trade for computers and other computer equipment. By this program, at the same time, Tesco has improved its reputation and image in the community, built a relationship with different stakeholders, added value to the business and increased the number of consumers in stores, which increased the amount spent on their supermarket chain (Idis, 2007).

It is shown that communication is essential to deploy a CRM tool in new projects with other partnerships, to expand the knowledge to other companies and civil society organizations. However, it is necessary that the program is developed to genuinely enhance the organization image (Correa, 2012).

Cause Related Marketing should be direct and objective, that is, if consumers have to think hard to understand the relationship between the company and the cause, communication is not successful. The product position in the market and the target consumer can influence marketing results related to causes. If the society segment for which the product or service is being sold is identified with the cause for which they are going to donate resources, it becomes easier for the campaign to be successful (Kuo, Rice, 2015).

According to Robinson, Irmak, Jayachandran (2012), there has to be an identity between the cause chosen to carry out the advertising campaign services and / or products and the company image. Furthermore, the study demonstrated that when the company gives the consumer the freedom to choose which causes will receive financial support, the marketing campaign is more successful, because consumers feel participating in the process.

The result of the CRM depends on consumer credibility in relation to the marketing campaign. Making it clear what percentage will be donated for the cause and having the results audited by a credible company makes the results better (Hartmann, Klink, Simons, 2015). One of the other factors that increases the credibility of advocacy is to have a partnership between the company and a social organization (Rundio, Heere. Newland, 2014; Erdogan, Torun, Gonulluoglu, 2014). According to Erdogan, Torun, Gonulluoglu (2014), satisfaction to be collaborating with a social cause can reach not only consumers of products, but also employees that are selling.

In this context, Voltolini (2006) says the Cause Related Marketing in Brazil can be seen from the perspective of a new partnership model that can be very useful for revenue generation in social organizations, and contribute to adding value to social brands, making feasible social actions to transform society. They are not altruistic practice, much less philanthropic, because companies have the return as image gain and sales of products and services.

Zenone (2006) states that when properly used, CRM is a powerful strategic position tool, as, through the use of some techniques of commercial marketing, it can associate the brand of a company to a social cause.

In this sense, Dowbor, (2009, p.48) states that:

"In the era of knowledge, institutions will face unprecedented change, without being possible to foresee all of them in the organization. There is a growing consensus of the need for a more systemic view linked to the continuous creation of knowledge and learning as key to competitive advantage, and that only by building culture oriented to learning will organizations be able to attract and retain people who really are competent and committed".

In Brazil, despite being recent, CRM has found some supporters, to the extent that the organizations involved are now recognized by their intangible values that provide visibility for the companies. It also helps fundraising and strategic alliances for organizations of civil society, with positive results for the partners and prospects to generate social value for society as a whole (Correa, 2012).

2 METHODOLOGY

The scope of this study is to understand and clarify the kind of partnership between Alpargatas-Havaianas and Instituto of Ecological Research-IPÊ, in Brazil, as well as identify the main challenges of the partnership developed by both. The organic epistemological constructivist approach, with interpretative criticism will be used.

Owing to the fact that CRM is a new topic in Brazil, it was decided to use the qualitative exploratory research which, according to Malhotra (2005), aims to provide clarification and understanding, and is used when the necessary information is vaguely defined. In order to interpret the phenomenon to be studied and their relationship, it was decided to use the case study of the partnership between Alpargatas - Havaianas and IPÊ.

The case study method was chosen in accordance with Yin (2005) protocol characterized by the constructivist approach. For Yin (2005), when the research interest is to study phenomenon in organizations in depth and contextualized, instead of using measurement techniques and measurement of variables, case studies are recommended, using a qualitative approach. The choice to work with Alpargatas - Havaianas in Brazil and

IPÊ was due to the solid experience with the marketing program related to causes that last for over eleven consecutive years.

Thus, the phenomenon studied had a better understanding in loco, where it was possible to be analyzed in an integrated approach, through triangulation techniques of data collected in the following order: interview with an expert in the area, partially structured interviews, and direct observation, besides analysis of secondary data, through the literature review and documents.

The triangulation of data construction technique was chosen because, according to Mazzotti (1998), research in social sciences is characterized by a multiplicity of approaches, with assumptions, methodologies and different narrative styles to study the phenomenon. In the same perspective, Yin (2005) says that the different evidence sources enable the development of convergent lines of inquiry to check the validity and reliability of information through comparisons. For this case study, 21 persons were interviewed, 01 of which is expert in the field of CRM, 02 are managers – a marketing manager from Alpargatas-Havaianas and a sustainability manager from IPÊ, 13 collaborators and 05 customers, to bring greater understanding to the analysis and data building. The expert was interviewed through partially structured questions to enable better understanding of the phenomenon studied. According to Flick (2004) the interpretation of interviews with experts aims to analyse and compare the content of knowledge. Following, there were the interviews of the managers by Havaianas and IPÊ, plus the collaborators and customers.

The number of interviews to be applied was based on the principle of saturation related to data repetition (Flick, 2004). Data treatment was concentrated on in-depth analysis of the data obtained in order to scientifically contribute to the theoretical gap found in the literature review. Below is the detailed case study of the company Alpargatas- Havaianas and IPÊ to achieve the objectives proposed in this study.

3. CASE STUDY

For the case study performed, the company and the Institute involved will be described below.

3.1 The Partnership

Alpargatas-Havaianas, Brazil. The company is 100% national and has been operating in footwear, sporting goods and garments since 1907. It managed to expand its brand in over 80 countries and is the holder of Havaianas brand. Its mission is to develop and market innovative products of high perceived value, quality, and profitability, as well as create value for shareholders, employees, suppliers, and customers, acting with social and environmental responsibility (Correa, 2012).

Institute for Ecological Research – IPÊ. Founded in 1992, the Institute for Ecological Research – IPÊ has as its institutional mission the development and dissemination of innovative models of biodiversity conservation to promote socioeconomic benefits through science, education, and sustainable business. It develops about 40 conservation and environmental development projects in different parts of Brazil. In every region, IPÊ operates with research on endangered species and environmental education, seeking to harmonize the relations between human beings and nature, habitat restoration, community-based ecotourism, and income generation through sustainable practices. Significant results have been achieved, with more than five million trees planted in the past five years, and over 11,000 children and adults benefited from environmental education programs. Every year, over 400 families are involved and benefited by the community income generation programs in different regions of Brazil, where scientific works for the conservation of 15 species of animals from Brazilian endangered fauna are developed.

The Partnership. The partnership between Havaianas and IPÊ started in 2004 with the CRM program, where 7% of the net profit from the sales of sandals with the prints of Brazilian endangered animals is passed to IPÊ. From

June 2004, the partnership with the marketing of Alpargatas-Havaianas and IPÊ collection managed to sell over 10 million pairs of Havaianas IPÊ sandals, reverting to IPÊ over R\$ 5 million reais, about 1 million dollars. This amount helps keep the financial sustainability of the projects developed by the organization, as well as disseminate information to the public that buys the product about some species of Brazilian animals which are endangered. In addition, the partnership also seeks to benefit the Havaianas brand, adding value to their products.

3.2 Analysis of the Interviews

According to the marketing manager of Havaianas, the reasons that moved them into a partnership with IPÊ were enthusiasm for the environmental cause, as well as affinity with the topic on Brazilianness, in addition to empathy on the part of the directors of both companies. It has been a long-term relationship, bringing satisfaction for the results achieved.

The manager by Havaianas stated:

"There are still few customers who know about the partnership between Havaianas and IPÊ and that associate the brand with social responsibility. However, those who know the partnership, tend to value the brand and to refer it to friends. In this sense, the partnership has gradually contributed to strengthen the brand image. We have a challenge ahead, as consumers have little knowledge of this social product".

The interviewer asked what the gains from the partnership were, if the company passed 7% of sales with this social product to IPE. "In addition to brand image gains, there are reputation and the perception of a responsible company," says the manager.

As for the motivation of the manageress by IPÊ, she stated:

"A strong motivator that made the institute seek for a partner company to work for the cause related marketing, was the possibility of dissemination of the Brazilian biodiversity through the product and visibility of the brand Havaianas, besides receiving financial resources for the Institute. The clarity and firmness of purpose by IPÊ for institutional visibility and dissemination of Brazilian biodiversity, was in tune with the brand Havaianas, an extremely democratic product, synonymous of Brazilianness". And the manageress add: "The sandals were the perfect vehicle for the dissemination of the cause of biodiversity conservation in Brazil. Alignment of the cause with the business with the image of Brazilianness".

There was a plan of joint actions, which could generate return for both parties, promoting the brands and the environmental cause, aligned to an agreement. The partnership was shown by stamping drawings of endangered animals on Havaianas sandals. Everything was planned together, from design of the product to the marketing campaign.

At the main store, located in one of the noblest districts of São Paulo-Brazil, on Oscar Freire Street, and three franchised stores located in the central and prime districts of Brazil, some collaborators were interviewed. In the main store, it was noticed that the collaborators knew about the cause, but they were not encouraged to sell Havaianas IPÊ sandals. They receive commission for total sales. One of the collaborators reports that sometimes he offered the product because he believed that he would help society, but it is not a normal practice of sales. The other collaborator informed that if the customer asked about the environmental cause, he would explain.

Through direct observation, the interviewer noticed that 90% of the customers in the store prefer foreign models of sandals that remind them of Brazilianness with the fauna and flora prints and the symbol of Brazil. Strategically placed, are Havaianas IPÊ sandals – with the prints of endangered species.

One of the collaborators told us that when another product made of recycled material was in the media, some customers tried the product. However, Havaianas IPÊ partnership is not advertised in the media so, hardly ever customers look for the product. The interviewer noticed that the sale is made like any other product. All sales people are in uniform, wearing sandals, but not with Havaianas IPÊ product.

The interviewer noticed that in an hour, two customers bought two pairs of this product, without knowing about the partnership, but attracted by the beautiful prints. The sales people did not inform the costumers about the environmental cause represented by this partnership, so few costumers asked about the product. Anyway, foreigners prefer typical Brazilian prints, whereas Brazilians look for foreign prints on the sandals. Therefore, it is clear that the product is remembered for the print and not the environmental cause.

In the other three franchise stores, the scenario was a bit different from the main store, because, when the interviewer asked the sales people about the Havaianas IPÊ sandals, they were unaware of the product.

The interviewer said that it was a product that had an environmental cause. Some sales people remembered, others asked the manager who knew a little about that. After the question to the manager, the sales people started offering the product, but did not know that part of the amount of the product would be targeted to the cause of IPÊ – they had to read the communication attached to the sandal to explain the action to the interviewer. The conclusions on the interviews will be given bellow.

4 RESULTS

The results of this paper were based on a study by Mititelu et al., (2014) for CRM, with focus on the following indicators, as identified in the case study.

4.1 Alignment between the parties

It was observed that the synergy between the work teams Alpargatas-Havaianas and IPÊ has been expanding year by year along the partnership. The partners defined the relationship as 'win-win-win': Havaianas wins with an attractive product that expresses its social and environmental values; IPÊ wins with the dissemination and financial resource mobilization for the cause; the consumer wins with a new membership channel for social and environmental causes, and nature wins with new followers to protect it. Besides Mititelu et al., (2014), Rundio, Heere, Newland (2014) and Erdogan, Torun, Gonulluoglu (2014) agree that partnership between a business and a social organization, as in the program developed by Alpargatas-Havaianas and IPÊ, increases credibility in marketing agreements related to causes.

4.2 Formal partnership

There has been a contract related to the partnership between Alpargatas-Havaianas and IPÊ for eleven years now, giving credibility to the agreement, with a good chance to be extended.

4.3 Common goals / communication

For the company Alpargatas-Havaianas, Cause Related Marketing has been helping increase sales and brand awareness by consumers. And for the Institute for Ecological Research - IPÊ, besides the financial resources, visibility was increased for new partnerships. In the reports, it is observed that the decisions to sign the partnership were backed on mutual trust. There is transparency in accountability. A social audit report shows the company the amounts donated to IPÊ. However, a more effective communication of the partnership to the consumer is required, as well as a more consistent training related to sales professionals of Havaianas IPÊ sandals, so that the partnership gets more visibility.

4.4 Social cause

There was a strong connection between the product sold and the social cause defended. The clarity and firmness of purpose by IPÊ concerning the institutional visibility and dissemination of Brazilian biodiversity found harmony with the brand Alpargatas- Havaianas, a very democratic product and synonymous of Brazilianness. "The sandals were the perfect vehicle for the dissemination of the cause of biodiversity conservation in Brazil. There is an alignment of the cause to the business - image of Brazilianness", said the sustainability manager by IPÊ. The importance of such connections is also emphasized by (Robson, Irmak, Jayachandran, 2012) and (Zenone, 2006).

4.5 Donation mode

In the partnership studied, royalties paid by the brand Alpargatas-Havaianas to IPÊ were agreed on 7% of net sales of sandals stamped with the endangered Brazilian animals. By 2014, after 10 years of partnership, the sales of Havaianas-IPÊ sandals amounted to 10 million pairs, with US\$ 2 million to IPÊ.

CONCLUSION

Through literature, it was understood that Cause Related Marketing is a strategic partnership between companies and social organizations that use the power of their brands for mutual benefit. The company transfers funds to the social organization through the sales of a specific product, and the organization receives these funds. Both gain visibility and the company is positioned with corporate social responsibility.

The analysis of the partnership between Alpargatas- Havaianas and IPÊ shows that the partnership is legitimate, because there is a 'win-win-win' relationship. Havaianas wins, with an attractive product that expresses its social and environmental values; IPÊ wins, with the dissemination and financial resource mobilization for the cause; the consumer wins, with a new membership channel to environmental causes; and nature wins, with new followers to protect it. Everyone benefits.

According to the indicators proposed in the study by Mititelu et al., (2014) and what was noticed in the existing partnership between the organizations, there is still a way to go ahead, so that CRM is fully inserted in the company strategic planning. The partnership meets all indicators except the one concerning common goals and communication. The common goals do exist, however, it was noticed that the communication of the CRM program is still fragile, for the final consumer to choose to purchase the specific product of the partnership at the store, where 7% of the net profit from sales are reinvested in IPÊ.

It was understood that if the CRM program is inserted in a transversal and integrated way with the policy and mission of the company, it may have more visibility and achieve greater benefits for both partners. What was found at the store strengthens the speech by the marketing manager at Havaianas: "We have a challenge ahead, as consumers have little knowledge of this social product." Another point to improve in this partnership is the involvement of the collaborators at Alpargatas-Havaianas company with the cause that hinders awareness of the product offered at the stores. Internal communication can be considered one of the key factors of strengthening the relationship between the partners, since good communication leads to the involvement of an increasingly solid group who end up taking over the entire process, thus creating greater opportunities for the perpetuation of the partnership.

Thus, it was understood that the CRM program will have greater impact, as more consistent social responsibility practices permeate the company business, with direct reflection on all public relating directly or indirectly. As verified by Adkins (2004), CRM works best when it is integrated into the strategic planning, reaching the maximum benefits. However, a sustainable partnership was identified along eleven years, where sales of Havaianas IPÊ sandals were over 14 million pairs, which reversed more of R\$ 7 million to IPÊ.

It was understood that companies adopting legitimate and long term CRM practices, besides contributing to a social cause, gain visibility and competitive advantage, while social organizations receive consistent investments that will enable them to act for the cause for a long time, in addition to shared management and know-how between them.

In this perspective of partnership, which is closely linked to the core business strategy, Brazilian companies gradually leave behind the vision of social welfare activities and begin to exercise their social investment more strategically, contributing to a sustainable development project in the long run; while social organizations also act strategically and contribute to a more developed society.

Finally, companies are strongly influenced by the global trend of corporate social responsibility linked to their businesses which, in an ethical and transparent manner, reach all parts involved. Thus, the brand is valued, it gains solid reputation in the market and its values are coherently aligned with all spheres of society and the planet in which we inhabit. It is worth mentioning that the purpose of the partnership is not only benefit the partners, but mainly create value for society.

REFERENCES

- Adkins, Sue. Cause Related Marketing: Who Cares Wins. London: Butterworth-Heinemann, 2ª edição, 2004.
- Biglione, Ana. Como as empresas podem usar seus recursos, expertise e conhecimento gerencial para apoiar organizações sociais e as vantagens do Marketing Relacionado a Causas, 2007. Available at: <http://www.idis.org.br>. Accessed on 20.05.2022.
- Brown, Lester R. Plano B: Mobilização para salvar a civilização. New contente, 2009.
- Correa, Renata Martins. Os níveis de Consciência Organizacional, sob a Perspectiva da Responsabilidade Social. Dissertação Mestrado. Pontificia Universidade Católica – SP Brasil, 2012.
- Dowbor, Ladislau. Democracia Econômica: Alternativas de Gestão Social, 2010. Available at: <http://dowbor.org/artigos>. Accessed on 20.03.2022.
- Dowbor, Ladislau. Inovação Social e Sustentabilidade, 2009. Available at: <http://dowbor.org/artigos>. Accessed on 20.03.2022.
- Elkington, J. Cannibals with Forks: The Triple Bottom Line of the 21st Century, New Society Publishers, Stoney Creek, CT, 1998.
- Erdogan, B.Z.; Torun, T.; Gonulluoglu, S. Effects of materialism and religious values on attitudes towards cause-related marketing. Social Business, 2014, vol. 4, no. 2, p. 153-168.
- Ethos. Instituto Ethos de Empresas e Responsabilidade Social. Responsabilidade Social Empresarial para Micro e Pequenas Empresas, 2021. Available at: <http://www.ethos.com.br>. Accessed on: 05.06. 2022.
- Flick, U. Uma Introdução à Pesquisa Qualitativa. 2 ed. Porto Alegre: Bookman, 2004 p. 143-163.
- Guevara, Arnoldo José de Hoyos et al. (org). Consciência e Desenvolvimento Sustentável nas Organizações. Ed. Campus. São Paulo, 2009.
- Hartmann, M.; Klink, J., Simons, J. Cause related marketing in the German retail sector: exploring the role of consumers. Food Policy, 2015, 52, p. 108-114.
- Heikkurinen, P., Bonnedahl, K. Corporate responsibility for sustainable development: a review and conceptual comparison of market- and stakeholder-oriented strategies. Journal of Cleaner Production 43, 191-198, 2013.
- Henderson, Hazel. Construindo um mundo onde todos ganhem, São Paulo, Ed. Culturix, 1996
- Hensley et al. Millennial consumers' responses to cause-related marketing in support of LGBTQ homeless Youth. Soc. Sci., 8 (8) (2019).
- Idis – Instituto para o Desenvolvimento do Investimento Social. Guia Prático de Marketing Relacionado a Causas: diretrizes e casos. São Paulo, 2007.
- Idis – Instituto para o Desenvolvimento do Investimento Social. Relatório “Growing Opportunity: Entrepreneurial Solutions to Insoluble Problems”, 2007. Available at: <http://www.idis.org.br>. Accessed on

20.02.2022.

Instituto Carbono Brasil. Consumidor ligado a causas sociais, 2010. Available at:

<http://www.institutocarbonobrasil.org.br>. Accessed on 05.05.2022.

Ipê- Instituto de Pesquisas Ecológicas, 2015. Available at:< <http://www.ipe.org.br>. Accessed on 15.07.2022.

Jamie et al. Engaging gen Y customers in online brand communities: a cross-national assessment. *Int. J. Inform. Manag.* Elsevier Ltd, 56 (2021), p. 102252.

Kuo, A.; Rice, D.H. The impact of percentual congruence on the effectiveness of cause-related marketing campaigns. *Journal of Consumer Psychology*, 2015, 25 (1), p. 78-88.

Lee, J.Y; Johnson, K.K.P. Cause-related marketing strategy types: assessing their relative effectiveness *J. Fash. Mark. Manag.*, 23 (2) (2019), pp. 239-256.

Lerro et al. Cause related marketing among Millennial consumers: the role of trust and loyalty in the food industry. *Sustainability (Switzerland)*, 11 (2) (2019).

Malhotra, N. K. *Pesquisa de marketing. Uma orientação aplicada*, 2005. 4 ed. São Paulo: Bookman.

Maniatis, P. Investigating factors influencing consumer decision-making while choosing green products. *Journal of Cleaner Production* 1-14, 2015

Mazzotti-Alves, A J. *O método nas Ciências Naturais e Sociais – pesquisa quantitativa e qualitativa*, São Paulo: Pioneira, 1998.

Mititelu, C. Fiorani, G.; Mariani, S. Cause related marketing: Armani initiative ‘Acqua for Life’.

International Review Public Nonprofit Marketing, 2014, 11, p. 285-305.

Ritter, A., Borchardt, M., Vaccaro, G., Pereira, G. Motivations for promoting the consumption of green products in an emerging country: exploring attitudes of Brazilian consumers. *Journal of Cleaner Production* 106, 507-520, 2015.

Robinson, S.R.; Irmak, C.; Jayachandran, S.. Choice of cause in cause-related marketing. *Journal of Marketing*, 2012, vol. 76, p. 126-139.

Rundio, A.; Heere, B.; Newland B. Cause-related versus non-cause-related sport events: differentiating endurance events through a comparison of athletes’ motives. *Sport Marketing Quaterly*, 2014, 23, p. 17-26.

Senge, Peter. *Presença: Propósito Humano e o Campo do Futuro*. São Paulo, 2007.

Urwin; Joao. Generation Y’s perceived preference for green hotel. *Afric. J. Hospital. Tour. Leisure*, 9 (2) (2020), pp. 1-20.

Varadorajan, P. Rajan; Menon, Anil. “Cause related marketing: a coaliment of marketing strategy and corporate philanthropy”. *Journal of Marketing*, 1988.

Voltolini, Ricardo. *Marketing Relacionado a Causas*, 2006. Available at:
<http://www.marketingsocial.kit.net/artigos>. Accessed on 08 .02. 2022.

Yin, R. K. *Estudo de caso: planejamento e métodos*, 2005. 2. ed. Porto Alegre: Bookman.

Zenone, C.L. *Marketing Social*, Editora Thonson, 2006.