

**UNIVERSITAT
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CORPORATE SOCIAL RESPONSIBILITY OF SEUR

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1. INTRODUCTION

The objective of this essay is to do a detailed study of the Corporate Social Responsibility actions done nowadays from SEUR enterprise. We will investigate how the CSR affect its activity and how the competitors do their action plan for their CSRs, so, being able to reach conclusions and make some improvements into their actions.

The essay will be done for SEUR, a Spanish organization dedicated to the transport and courier that operates in national and international markets, being the leader of the Spanish market. The company is owned by the DPDgroup, whose main business is international courier. The group integrates the brands DPD, SEUR and CHRONOPOST.

Illustration 1: Company logo



Source: www.seur.com

The Corporate Social Responsibility, from now on CSR, is based into the awareness and the actions to be done by the companies about the economics, social and environmental impacts that they generate into their environment, always having into account and according to the laws, developing actions in internal and external levels. In order to the companies to develop a good CSR, a good internal method has to be developed and integrated in the strategic plan according to its business plan in all levels of the company, helping its economic growth and overall to guarantee the sustainability of the company.

The CSR is becoming a must in the company, due to the fact that society is more and more aware of the environment issues, climate change, etc. The big companies are the ones who want to contribute voluntary to the social and environmental improvement, so their actual and potential clients want to buy their products or services. They are convinced that it will contribute to the image of the company in the long term, growing its social reputations and its economical profits.

The CSR is continuously changing and improving during the years changing its meaning. Therefore, the company's goals have been changing, being replaced for a socioeconomical model linked to the CSR.

It is for this reason that nowadays, we cannot recognize and accept any company that has not implemented a CSR in its day to day business. There are a series of indexes that we can apply to measure the implementation of the CSR in an enterprise.

2. CORPORATE SOCIAL RESPONSIBILITY

2.1. History of Corporate Social Responsibility (CSR)

We are going to study the evolution of corporate social responsibility, it began to take its first steps in 1945, it was at the United Nations where the first cases of aid to company workers were registered. It was in the 1950s that the Universal Declaration of Human Resources was written.

In 1970, Greenpeace created a movement to stop environmental abuse worldwide, the concept of "globalization" was born, it was at this time when society began to assimilate the problems that companies generate towards the environment, as a result of that time, Corporate Social Responsibility began to gain strength.

In the late 80s and early 90s is when the concept of Corporate Social Responsibility (CSR) begins to gain importance in the business world. It all begins when public opinion begins to gain importance in the business world, at the same time that the public organization begins to lose prestige and private companies gain importance, they become the center of economic activity.

But on the other hand, in private companies, there began to be protests for ecological reasons or civil rights, which caused a development of business ethics with regulations applied to clients, workers, suppliers and competitors.

It was in this period when the environmental commission was born, in which a report was published in Brundtland, which first describes the concept of sustainable development towards companies and society. At this time, the Intergovernmental Panel on Climate Change was established, which facilitates the evaluation of scientific information on climate risks caused by society.

It was in 1992 when the Business Council for Sustainable Development (WBCSD), this consists of the coordination of 200 companies to work to close sustainable development in the business sector.

At the end of this decade, the Kyoto protocol was approved, which consists of an international agreement with the purpose of reducing the emissions of polluting gases that cause global warming. Together with the creation of the norm called AA1000, whose objective is to guarantee the quality of the social and ethical evaluations and propagacines of the organizations.

At the beginning of the 21st century, 2007, a new European alliance for corporate social responsibility is proposed, consisting of using public procurement to promote CSR.

2.2. Evolution of the definition of CSR

Regarding the definitions of Corporate Social Responsibility, they have evolved as society has also progressed. Therefore, we know several definitions of the concept of CSR.

The first definitions refer to the obligations of businessmen to pursue those policies, make decisions or follow the lines of action aligned with the objectives and values that are desirable in our society (Bowen, 1953).

Later Frederick (1960) defined social responsibility as a final analysis that implies making a position towards the economy and human resources of society, in order to observe the resources that are used for social purposes and not only for the interests of the private persons and companies.

Little by little it evolves towards the behavior of the company, as does Sethi (1975), who defines the concept of Social Responsibility as an equity between corporate behavior and prevailing social norms and values, in addition to performance expectations. In the same decade, Carroll (1979) wrote "the social responsibility of businesses that encompasses the economic, legal, ethical and discretionary expectations that society has of organizations in a certain period of time".

Wood (1991) was the first to relate Corporate Social Responsibility directly with society, so that the two had to be united in the same concept instead of being different entities.

In this last century in which we find ourselves, MCWilliams and Siegel (2001), began it with the definition "Corporate social responsibility is situations where the company goes

beyond the interests of compliance with the laws and participates in actions that promote, apparently, a social good”.

Two years later, Hopkins (2003) was the first to relate the concept of Corporate Social Responsibility with stakeholders, such that “Responsibility is the interest in mediating with the company's stakeholders, these exist inside and outside the organization in an ethical or responsible manner, with the aim of creating increasingly high standards of living, while preserving the profitability of the company. Ethical or responsible means dealing with them in a manner considered fair in a civilized society.

Finally, Kotler and Lee (2005) define it as "Commitment to improve the welfare of the community through discretionary business practices and contributions of corporate resources" this is the last definition that we have in history regarding the concept that we are studying.

2.3. Certifications CSR

There are more and more companies aware of being socially responsible, efficient and committed to the environment. For this reason, the demand for tools that allow aligning management with the values of the organization is growing.

Currently there are several rules that certify the main models of management systems of social responsibility in business.

First of all, we find the **SGE21**, the first standard at European level that consists of the certification of the Ethically and Socially responsible management of companies, which it allows them to voluntarily implement, audit and certify.

Forética, the leading association of companies and professionals in corporate social responsibility in Spain and Latin America, was the one who launched this voluntary certification. Which is voluntary, and consists of a tool for the integration of social and environmental concepts and the management of good governance in organizations of any type.

Standard composed of six chapters, five of which are related to general aspects. While in the last of all, nine management areas are specified to which this rule applies:

1. High direction: promoter of organizational change oriented to management policies and csr, guaranteeing compliance with the actions and measures that have previously been marked.
2. Employees: The standard establishes guaranteeing the rights and opportunities for all employees that make up the entire organization.
3. Customers: The standard establishes that users and / or clients of the organization have clear information about the products and services offered and the environmentally and socially responsible actions carried out by the company in marketing.
4. Suppliers: They will have to have defined criteria for responsible purchasing.
5. Social environment: Organizations will have to have identified the positive and negative social impacts that they make on their social environment and favor the participation of their workers in social and solidarity actions.
6. Environmental environment: within the requirements that we find in the standard, we have to identify and evaluate the environmental impacts made by each and every one of the organizations, with the aim of identifying and reducing them, by defining a strategy in the preparation of an environmental risk plan.
7. Shareholders: In order to have a code of good governance, organizations must make their annual accounts public together with information on their management.
8. Competition: Establishes a code of respect for them and promotes the development of joint actions and exchanges of experiences between companies in the same sector.
9. Public administrations: The regulations try to encourage good communication between organizations and public administrations in compliance with current legislation.

Secondly, we find **SA8000**, it is a Universal Standard on Social Responsibility applicable to any type of company.

It has its beginnings in 1997, with the aim of improving working conditions worldwide, it is a standard that certifies organizations in Ethics and Social Responsibility. To do this, they must comply with welfare standards in the work processes of their employees with respect to: Human rights, association livery, fair wages and not present any discrimination.

The implementation of this standard in any company means the review of the policies and procedures carried out through the identification and evaluation of the risks that the actions of the organizations may entail.

Regarding the benefits that can affect the interested parties (workers, clients, etc.) we can highlight:

- Increased satisfaction and profitability in workers.
- Increase in brand reputation.
- Compliance with the rules relating to Social Responsibility.

Finally, we find **IQNet SR10**, it consists of a certifiable standard for companies socially committed to the recommendations of Social Responsibility, based mainly on the principles of the ISO26000 Standard:

- Accountability
- Transparency
- Ethical behavior
- Respect for stakeholders
- Legality
- International regulations
- Human rights

At the same time, this standard defines some explicit principles, such as:

- Focus on interest groups: identifying needs and expectations.
- Continuous improvement.
- Transversality: apply the standard in all departments of the company.
- Willfulness.

Applying this rule, we can find the benefits:

- Increased trust in society, through the demonstration of commitment through the recognition of an independent auditor.
- Differentiation, recognition and continuous improvement through the IQNet network.
- Facilitates the preparation of Sustainability and Social Responsibility Reports.

Illustration 2: Evolution of Corporate Social Responsibility in Spain



2.4. Evolution of Corporate Social Responsibility in Spain

It was in 2001, when they began to speak more seriously in Spain about corporate social responsibility, this happened after the publication of the so-called Green Book. This was published after the Lisbon Summit was held, where the objective of converting Europe into a competent economy, capable of achieving sustainable economic growth with the environment and society, is established.

After this, in 2002 the government that was in charge at that time presented a Proposal of Law in the Congress of Deputies to establish a national legislation of Corporate Social Responsibility (CSR). A year later, a commission of experts by the Ministry of Labor.

Source: Own elaboration

The international initiative of GLocal Compact is created, but it arrived in Spain in 2004, thus creating the Spanish Network of the World Pact. In 2018, this Network added more than 2,500 companies that have joined it and its actions through CSR.

A year later, the Forum of Experts on CSR was created in our country, constituted by experts from various business groups, with the aim of helping the Government to draft the Law on Corporate Social Responsibility in 2007.

In Spain, the CERSE (State Council for Corporate Social Responsibility) was created, an advisory body of the Ministry of Employment that seeks as a purpose to promote CSR

initiatives and sought homogeneity in the reports and sustainability, which organizations do voluntarily public. But the Council did not know how to manage it well and its last meeting was in 2015.

In 2011, the Sustainable Economy Law was approved, with the goal of reorienting economic activity towards sectors that can grow in the long term and create jobs, while being sustainable with the environment, the economy and society.

In 2012, the government promised to create a National Plan for Corporate Social Responsibility, but it was not until 2014 that it became effective.

In 2014, it came out of the economic crisis in which it had fallen in 2008. This year the Spanish CSR Strategy is approved, a document that aims to promote the implementation of Corporate Social Responsibility in both the public and private spheres of organizations.

2015, a year marked by the creation of the Sustainable Development Goals, these form the so-called "Agenda2030" objectives formed by an international agreement, which has as its goal the dignified life of all the inhabitants of the planet. At the end of this same year, the so-called "Paris Agreement" also takes place, which aims to face the impacts of climate change and contribute towards a low carbon economy.

In 2018, the Climate Change and Energy Transition Law began to be drafted, but it is still in Ferbero of 2020 where it enters the final stretch of administrative processing. This law that they want to establish consists of Spanish towns with more than 50,000 inhabitants, they will have to have low emission zones before the year 2023.

Currently, the values that organizations consider most important within Corporate Social Responsibility are those that are related to business management, followed by environmental management and, finally, social action.

The above graph shows that business and environmental action are around the same score within an organization (between 9 and 8 points), for example, the concept that stands out the most is respect for the privacy of workers and suppliers , but with almost the same score is being respectful with the environment.

On the other hand, the social sphere is scored with much lower values between 7 and 3, among them are "taking into account the most disadvantaged groups" as will be seen in the next point of this work, in 2020 this concept has taken strength and companies are becoming more aware of it.

Illustration 3: Score according to the importance to consider a socially responsible company:



Source: Report "FORÉTICA" - evolution of corporate social responsibility of companies in Spain.

2.5. The future of CSR after Covid-19

At the end of 2019 and 2020, the world in general has suffered a pandemic never imagined, called Covid-19. It is an infectious disease caused by the SARS-coV-2 coronavirus, with a total of 38 million infections worldwide, of which one million people have died from it.

The economic consequences of the current crisis could be very protracted around the world, although some countries will be more affected than others. In the coming years, organizations will have to prioritize resilience, this means the ability they have to overcome traumatic circumstances, in order to be better prepared for the next crisis.

When it comes to financial resilience, organizations may need financial help, which will cause an increase in cash reserves in them or, if they cannot have it, they expect the government to provide financial help to keep their business afloat.

In the stock market, the distribution of profits among its shareholders will be reduced by the crisis and there will be less or no distribution due to the pandemic (in some countries they have prohibited the distribution of dividends in listed companies as a result of the crisis global health).

COVID-19 in Spain has brought to light the weaknesses of the economy, showing cuts in the financing of public services generated by the government along with the search by some private companies for efficiency and the maximization of short-term profits, leaving in addition to seeking to incentivize and motivate its workers. As a result, they offer working conditions to their employees below the European average.

In contrast, many sectors have seen a change in the activities carried out by some companies prior to Covid-19, and during the pandemic. Since, they have adapted their production to the need for material in hospitals to fight the pandemic.

This will cause a change in the companies that had implemented Corporate Social Responsibility as known until now, since it has caused a boost in alliances between the public and private sectors. This may lead, in the future, to help the development of new policies in favor of company employees.

Several experts assure that the current health crisis will lead to an improvement in the sustainability of companies and responsible leadership to achieve the 17 objectives that were set in their day for the "2030 Agenda." This consists of the development in the United Nations of sustainable objectives set for the year 2030.

In which you can find:

- | | |
|--|--|
| 1. End of poverty | 10. Reduction of inequalities |
| 2. Open zero | 11. Sustainable cities and communities |
| 3. Health and wellness | 12. Responsible production and consumption |
| 4. Quality education | 13. Climate action |
| 5. Gender equality | 14. Underwater life |
| 6. Clean water and sanitation | 15. Life of terrestrial ecosystems |
| 7. Affordable and clean energy | 16. Peace, justice and strong institutions |
| 8. Decent work and economic growth | 17. Partnerships to achieve goals |
| 9. Industry, innovation and infrastructure | |

3. COMPANY ORIENTATION

3.1. Analysis of the evolution and current situation of the company

Seur was founded in the 40's, its main and only purpose was to send urgent packages between Barcelona and Madrid in 24 hours. They realized that it was working perfectly so in the 60's they decided to grow their activity to the main capitals of Spain, and in the 80's they were giving service to Europe.

In the 2000's, the company started some important changes in their core, as at the beginning of the decade new investors and shareholders joined the company, and in 2012 DPD group, the main courier company in France, became the principal stakeholder of SEUR.

From this moment, SEUR will be only focused into the package delivery between Portugal and Spain, as the international shipment will be hold by the French company.

Nowadays, SEUR is the reference courier company in Spain. It has more than 8.000 employees, owns 4.500 vehicles for deliveries and in the current estimations there are more than 1.2 million clients that uses their services in everyday basis.

Among their services we can highlight the followings:

- Seur 24: Pick up and delivery of the package in a maximum of 24 hours between Spain and Portugal and a maximum of 72 hours for the Balearic Islands.
- Seur Classic: Pick up and delivery in Europe, home to home, between 2 and 4 days.
- Seur Canarias: Pick and delivery in the Canarias Islands between 48 and 72 hours.

3.2. Mission, vision and company values

The mission of a company defines the core values and the main goals. The company we are studying in this assay defines its mission as "Garantizar la adecuación, flexibilidad, coordinación y capacidad de la red, y ofrecer un apoyo especializado y continuo a sus componentes para ser la solución líder integral de las necesidades de transporte urgente nacional e internacional garantizado para todo tipo de clientes".

On the other hand, the vision of a organization is the goal where you want to go as a company in the near future. SEUR defines its as: “responsible delivery in a sustainable world. Connecting business and people everyday”.

Illustration 4: SEUR values



Source: SEUR press kit 2019.pdf

Values: alienated, responsible, honest, fast, proud, committed.

The values that define a company have to be owned, believed by all the members from the organization and be coherent. SEUR says: first of all, have to be alienated and honest with our clients, secondly, responsible with everyday work and last, being fast and committed with our clients.

3.3. Strategic goals

Strategic goals are known as the target developed in a strategic level that the organization has to achieve in a period of time.

- Increase their target market
- Have a better competitiveness against their principal competitors
- Increase their employees training
- Increase their customers loyalty
- Invest in new Research and Development
- Improve their customer service

3.4. Stakeholders

Stakeholders are known as all the interested groups of a company that are affected by its own actions. These can be: suppliers, creditors, clients, shareholders, employees, etc.

We are ready to study the groups of interest that are or could affect the everyday business of SEUR .

3.4.1. Employees

It is one of the most important interest group into the company, as they are the key for intangible value creation. They must be motivated to developed their work

in the best possible way. Therefore, we could achieve it improving their work conditions, trying to improve their wages and informing them in every moment about the actions that will take place in the future of the company.

This group is considered the best information transmitter towards the other stakeholders as they have a great position in the company and they can share the knowledge with the rest of the groups and get their approval. As an example, to the clients with whom they have a direct relationship.

SEUR does it by training all their employees in the different departments of the company. In 2019 they started their first School of Operations together with the ICIL Foundation (company dedicated to the training of logistics employees). All employees from this area (coordinators, management, operators, warehouse workers, etc) have access to a face-to-face and online updated formation so they can perform in the best possible way.

Another example that we find is the training for the delivery crew through an online application. They are taught about the company procedures in order to understand the chain from the beginning to the end of the delivery process. In this training, the employee faces a real situation in a delivery process.

3.4.2. Clients

As previously said, workers are the main intangible value for a company, now we can say that this group, clients, is the one who gives financial value to the company, in profits and losses.

For the clients to increase the company value, we have to satisfy their needs (quality, price, customer service, etc). For that, we need to:

1. Approach clients and understand their needs
2. Have a quality commitment.
3. Offer a great service value.
4. React fast against our competitors.
5. Innovation.

The analyzed company divides customers in two typologies: private customers and companies, all of them equally important. It is for that reason that SEUR has different actions for them, as:

- Shipment tracking: tool developed to build clients' loyalty. They have access to the company website with a tracking number for their shipment and thanks to the GPS, they can track the package in real time and its status (into the warehouse, out for delivery, delivered, etc).
- Customize alerts: the client has the possibility to activate an alert system that notifies through a text message in their mobile phone or by email the status and changes of the shipment.
- Clients section: here the customer can customize the delivery and time schedule of it, as well as make any changes during the delivery process. We live constantly in movement so SEUR can adapt to them.
- Customer service: live communication of client's needs and concerns.

This data is obtained through the surveys that are been sent to the clients, as well as the final destination of the package. In the survey, they are asked for any improvement that can be done and to give a feedback for future improvements.

In 2018, 185.000 surveys were done. From those, SEUR obtained an average of 7 from the clients and a 10 from the receptors.

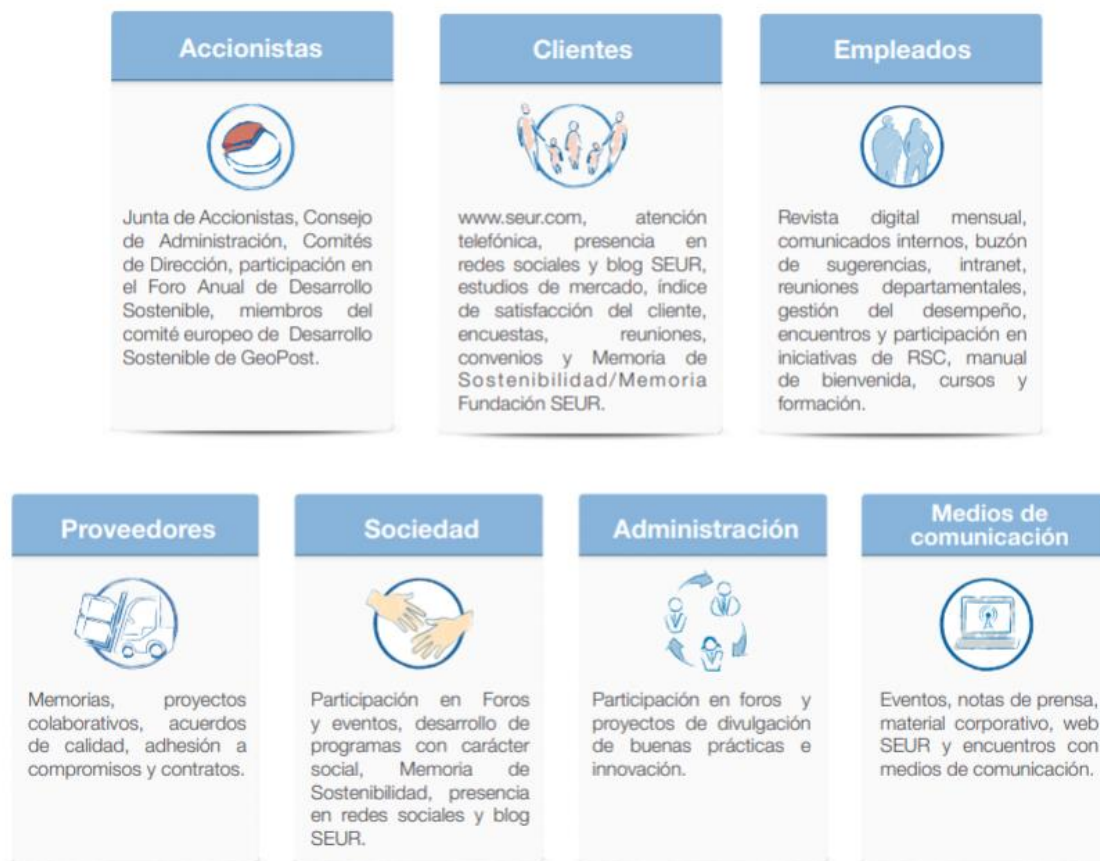
There is also a free direct line for customer service and a section of the website specially for it.

3.4.3. Stakeholders

It is the third interest group inside the companies, and they are the result of the separation between the ownership and the management of the company. This separation can create some problems as the shareholders don't have a direct control of the management and their objectives and decisions for the company could be different.

SEUR has diverse shareholders looking for the maximization of the dividends of the company. One of them is Geopost / DPD Group. This is the main shareholder, owns the 60% of the total share. It is a company offering an international delivery service for less than 30 kg package. They delivery around 5.3 million packages by day around the world.

Illustration 5: Stakeholders relationships.



Source: SEUR sustainability report 2012

3.4.4. Suppliers

This is the last group of interest that belongs to the internal part of the company. They are in charge of supplying a good quality material with on time deliveries and at reasonable prices. The company has to negotiate with them to get the best possible prices but also making sure that suppliers are happy with the relationship and the quality of the supplied products will remain excellent.

For SEUR, suppliers can be vehicles renting companies, airlines or airfreight companies.

3.5. Corporate management

We understand corporate management as the group of norms, principals and procedures that rules the functioning, design and structure of the governing buddies of the company.

It settles the relationship between the shareholders, management and board of directors and agrees the rules for the decision makers in the organization and its way to generate value.

Nevertheless, the last aim of the Corporate management it is not to create wealth or benefits to the shareholders. During the last years, it has been demonstrated that decisions made according to the interests of the stakeholders, not only financial results grow but it also generates value for the entire society; it is therefore related to the RSC.

In order to have into consideration all the interests of every stakeholders group, objectives for each of them have to be formalized and linked between them, so it will help to obtain the expected results.

SEUR corporate government focuses its attention to the actions orientated to the relationship, and it is focused in obtaining value for the major number of stakeholders. This model is based in the relationship between groups of interest of the company and society, having mechanisms of internal control.

The company owns the called Ethic Chanel, a tool created to communicate through a confidential form any irregular activity that is contrarious to the ethics, legitimacy and corporate rules of SEUR.

3.6. Sustainability

The corporate sustainability is defined as a number of actions that the company do thought its human resources, financial and operational to guarantee the success in the long term. The factory aims to contribute in the economical and social development and protect the environment.

In order to protect the environment, SEUR has different projects inside their program called "DrivingChange". We can highlight a few of their actions:

- Intelligent Urban Delivery: Focus in the big cities, where they are increasing the number of eco-friendly vehicles and investing in the latest technology in order to improve the efficiency of each delivery.

- Neutral Carbon Commitment: The company has committed to measure its environmental footprint, in order to achieve it they perform an exhaustive measurement of the carbon dioxide emitted to the atmosphere so they can reduce to the minimum the pollution in its delivery.

Illustration 6: Intelligent urban delivery



Source: www.seur.com

To make a social development SEUR is focus on its employees, offering them constantly opportunities to grow, develop, learn and progress inside the organization. In order to do so, they integrate disadvantage groups (in the last years they hired 25% of their employees), diversity between their employees and also equality in all the company (more than 37% are women).

SEUR is also help local communities and solidarity causes with important projects through their nonprofitable foundation, organizing their own action and collaborating with other NGOs and other nonprofit organizations helping them in couriers and logistics. They have developed several campaigns with the aims to improve the quality of lives of kids and teenager, one of their most famous campaigns was called “Taponos para una nueva vida” (“caps for a new life”) was born in 2011 and consisted in bring plastic caps to a recycling facility and with the income they help children with serious illness. Therefore, they are doing two action at one, helping the environment and helping children.

The last point is economics, SEUR has a communication policy to facilitate the a clear communication between all the groups of interest and external public (customers). In order to do that, SEUR tries to promote that the participation of all employees who are involved in reaching the company goals and they are aware of its results. Making them participant of all the achievements.

4. INTERNAL ANALYSIS

The internal analysis consists in identify and evaluate the resources that the company have. In this point we will do an analysis of the capacities and resources that the company uses to take advantage of the opportunities available in their surroundings.

4.1. Capabilities

We can define the capabilities as the activities that the organization does better than its competitors and depend on its own resources.

In the case of SEUR, the main advantage they have against their competition is the E-commerce tool. It is a tool that the costumers could use online to hire the services and at the same time, decide and choose when and how the receiver gets the package.

Regarding the **diversity and social inclusion**, employees with disabilities have grown a 11,9 %, being more than 9,000.

Salary **equalization and gender equality**, SEUR confirms that during the last year, women are 29% of the staff, being a total of 77,000. SEUR is behind some of their competitors in this matter, such as DHL.

Transparency to their stakeholders. The ownership of the group that SEUR belong shares their financial result every year. Their clients, employees, etc feel informed about the actions done and their results.

SEUR uses the latest **technology** to have a optimized distribution network, so they can achieve their deliveries in the more efficient and fastest way.

Regarding their **packaging**, SEUR offers a very limited offer on packages versus their main competitors, therefore, we can say that SEUR has a disadvantage in this point.

4.2. Resources

Resources are the assets or factors that a company owns in order to carry out the strategy. We have two types of resources:

- Intangible resources are the ones that are difficult to identify and evaluate. We can differentiate between brand recognition, technology, human resources.
 - Brand recognition: Worldwide known company
 - Technology:
 - i. Product logistic: SEUR has the control in all the supply chain.
 - ii. E-commerce: Tool available to all the clients consisting in service hiring online.

- iii. Promotional logistics: They carry out huge marketing campaigns.
 - iv. Sales points logistics: Website designed to follow up the latest news on the company, campaigns, photographic reports etc.
- Tangible Resources are the ones that has a material part and they are measurable. They are easy to identify in the accounting balances. We can divided the following resources:
 - Financial;
 - i. Market Share in 2019: more than 20%
 - ii. 2019 Turnover: more than 450 million euros
 - Material:
 - i. Vehicle fleet: more than 4,600
 - ii. Lockers and pick up locations: more than 2,300 spots distributed around Spain
 - iii. Headquarters: Madrid

After analyzing the tangible and intangible resources that SEUR has and evaluated the competition, we reach to the conclusion that SEUR is the most remarkable brand ahead of its competitors, especially in brand recognition in Spain and also around the globe.

- Optimized distribution network: For the ground transportation, SUR uses the latest technology for the planification and distribution of routes, so they can save in fuel and reduce the emissions to the atmosphere.
- Sustainable international deliveries: To achieve it they use low consumption planes, all of them matches the criteria from the International Civil Aviation Organization
- Facilities: SEUR's installation are certified from different organization as a eco-friendly buildings by the way they are designed and built, as well as the materials used. The certification are Leadership in Energy & Environmental Design - LEED- and also Energy Star.
- Eco-friendly packaging program: The companies that uses the services from SEUR can choose to participate in a program sponsored by UPS in their packaging process, so they can get a certification "Ecological Stamp approbation" characterized by:
 - Damage prevention: the items are delivered without any damage.
 - Perfect size: all the package has the proper dimensions accordant to the content.

- Package materials: All the raw material used for the packing are chosen carefully in order to reduce their impact in the environment.

The clients obtain a logo in their shipments as “Eco-friendly packaging program”, stamp that is accredited by a leader company around the world in inspections, verification and environmental certifications Société Générale de Surveillance -SGS-), an advantage against their competitors.

4.3. Analysis VRIO

This type of analysis helps us to evaluate which internal resources are more valuable, limited, unique and peerless, so they can help the company to have a competitive advantage versus their competitors. This helps a company to differentiate and apply a successful strategy (Barney, 1995).

Therefore, it is very important for a company to acknowledge if they have a competitive advantage against their main competitors. They have to ask themselves: Does it has value? Is it different and unique? Is it hard to imitate? Does it have the proper structure?

We can see in the chart below an analysis for SEUR:

Table 1: Analysis VRIO

	Valuable	Rare	Inimitable	Organizational
Brand recognition	✓	✓	✓	✓
Product's logistics	✓	✗	✗	✗
E-commerce	✓	✓	✗	✓
Promotional logistics	✓	✗	✗	✗
Sales points logistics	✓	✓	✗	✓
Market share	✓	✓	✓	✓
Turnover	✓	✗	✗	✗
Vehicle fleet	✓	✗	✗	✗
Lockers and pick up locations	✓	✓	✗	✓
Headquarters	✓	✗	✗	✓

Source: Own elaboration

We can highlight as advantages of Seur, the brand image and the market share that it currently has in the sector compared to its main competitors, since in these two concepts the company has the four characteristics (valuable, rare, inimitable and organizational) of the analysis that we are carrying out.

Two other strong points of the organization are E-commerce and collection points, on the other hand, we cannot label them as a competitive advantage since they have the values of valuable, rare and organizational, but not the inimitable, therefore, competitors can take these two services as a reference and establish their own points of sale and carry out an E-commerce similar to Seur.

Promotional logistics, billing, vehicle fleet and headquarters are characteristics of the services of the company but we cannot consider them advantages of the same, since they are not rare or inimitable for companies that operate in the same sector.

5. EXTERNAL ANALYSIS

An external analysis is a process of identification and evaluation of those factors, events and changes happening around an organization, who doesn't have any control over

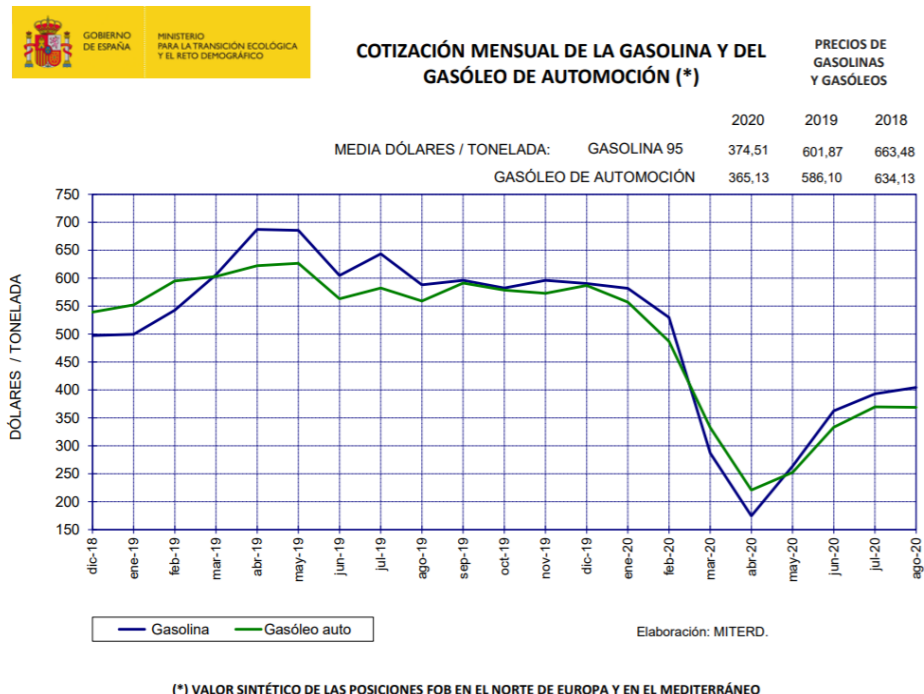
them. Doing this analysis allows to find opportunities and threats and, from them, create an strategy to reduce the effects of the environment threats.

To realize an external analysis, it is necessary to do an analysis “Pestel”, which will inform us about the factors of the macro environment that could affect our company stud: political, economic, sociocultural, technological, ecologic or legal.

Factors influencing SEUR are:

- Politics:
 - Environmental care policies, due to an increase of environmental consciousness and an increase of the restrictions for the environment.
 - International politics: the commercial battle between USA and China.
- Economics:
 - Fuel prices: due to the world pandemic Covid-19, prices have been considerably reduced due to the lockdown of most of the countries in the world.

Illustration 7: Monthly price of fuel in Spain



Source: Ministry for ecological processing and the demographic challenge of Spain

- Infrastructure expenses: governments realize every year investments in roads, highways, trains, etc

- Business cycle: nowadays, Spain is in a recession phase. Due to the Covid-19, unemployment rate has been increased not only by the temporary close down of many business, but also for the complete close down. Hereby, the evolution of the rate from December 2019 to August 2020.

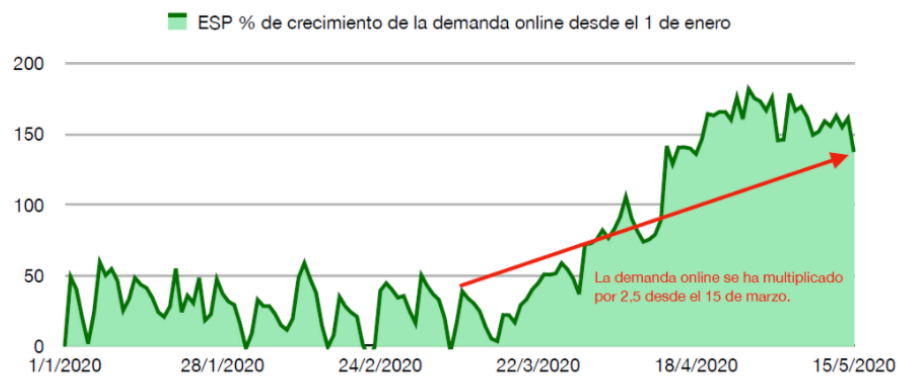
Illustration 8: Spanish unemployment rate 2020

España: Tasa de desempleo 2020				
	Tasa de desempleo		Desempleo hombres	Desempleo mujeres
Agosto 2020	16,2%	<div style="width: 16.2%; height: 10px; background-color: red;"></div>	15,3%	17,2%
Julio 2020	15,8%	<div style="width: 15.8%; height: 10px; background-color: red;"></div>	14,8%	16,9%
Junio 2020	15,6%	<div style="width: 15.6%; height: 10px; background-color: red;"></div>	14,4%	17,1%
Mayo 2020	14,5%	<div style="width: 14.5%; height: 10px; background-color: red;"></div>	12,7%	16,5%
Abril 2020	14,8%	<div style="width: 14.8%; height: 10px; background-color: red;"></div>	13,3%	16,5%
Marzo 2020	14,2%	<div style="width: 14.2%; height: 10px; background-color: red;"></div>	12,8%	16,0%
Febrero 2020	13,6%	<div style="width: 13.6%; height: 10px; background-color: red;"></div>	12,0%	15,5%
Enero 2020	13,9%	<div style="width: 13.9%; height: 10px; background-color: red;"></div>	12,4%	15,7%
Diciembre 2019	13,7%	<div style="width: 13.7%; height: 10px; background-color: red;"></div>	12,2%	15,5%
Noviembre 2019	13,8%	<div style="width: 13.8%; height: 10px; background-color: red;"></div>	12,3%	15,6%
Octubre 2019	14,0%	<div style="width: 14.0%; height: 10px; background-color: red;"></div>	12,3%	15,8%
Septiembre 2019	14,1%	<div style="width: 14.1%; height: 10px; background-color: red;"></div>	12,3%	16,1%

Source: www.datosmacro.expansion.co

- Socials:
 - Lifestyle changes: societies are changing their lifestyle models, and Internet has too much to do. Today, online purchases have been increased 2,5% from the beginning of the pandemic.

Illustration 9: Spanish online demand 2020

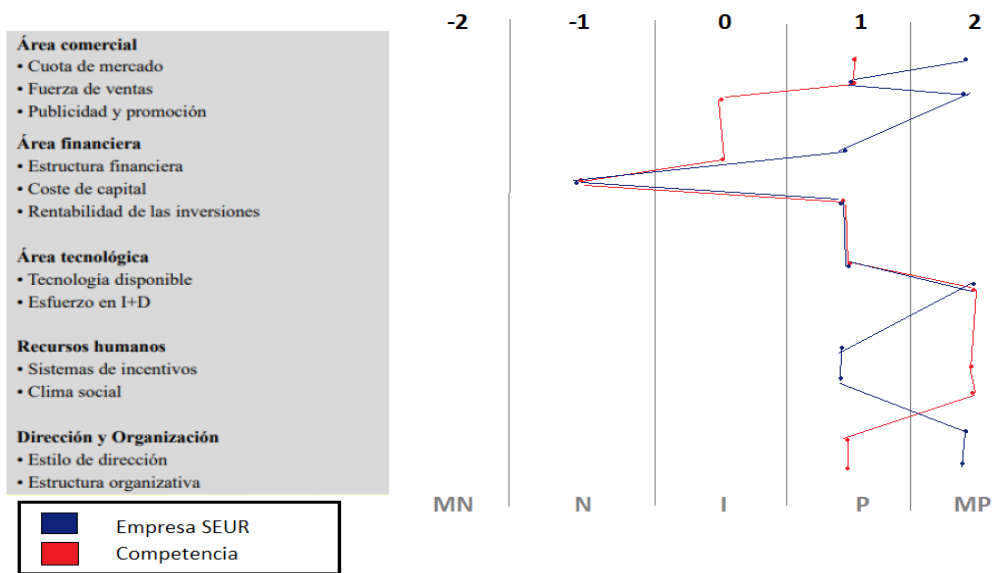


Source: www.marketing4ecommerce.net

- Immigration: a large number of immigrants live in Spain coming from many different countries.
- Students: There are more and more students from Spain finishing their studies and abroad or starting to work in a foreign country because they cannot find a specialized job in our country.
- Technological:
 - Programmed obsolescence: nowadays, there are many objects that use technology for their functioning. This means that once the programmed use expires, they start to work worse. Updates are a true example of that.
 - Technological progress: we live in a constant technological change. What today is a novelty, tomorrow is already old.
- Ecologic:
 - Ecologic containers: everyday people is more environmental consciousness and are aware of the environment impact. For this reason, they are demanding recycled packages or those not affecting the environment negatively.
 - Ecological vehicles: there is a large offer in vehicles with low CO2 emissions and electric cars.
- Legal:
 - Health and work safety: the law is mandatory for all the companies. It includes all the measures for the employees' health protection into the organization and how to prevent injuries and illness during their work.
 - Minimum wage: The Government sets a minimum wage that all the employees must reach.

Here below we can see a comparative chart with the strengths of SEUR vs its competitors.

Illustration 10: Company-market comparison



Source: Own elaboration

In this comparative, we see that SEUR stands out in the commercial area as a consequence of the big market share that they have in Spain ahead of all the competitors. Advertising is also a key factor.

In the financial area, there is not a big difference between all the companies, all of them have a similar financial structure.

The same happens in the technological area, nobody has an advantage versus its competitors as all the companies have access to the same technology in the market. Their R&D investment is similar for all the cases.

Instead, for the human resources area, the main competitors of SEUR have a great incentive program for their employees, which helps to create a good working environment in the organization.

By last, in the management area, we can see that SEUR has a flat organization chart. It helps to have a good control and communication within the departments and to take fast decisions.

In order to analyze the microenvironment, we will study the Porter's five forces. This tool is used for the companies to analyze and measure the available resources so they can manage them in difficult situations and improve them.

- Buyer power: in this force you analyze how the buyers or customers can affect the quality and price of your product.

Into the courier market exist a lot of companies offering similar services to SEUR. The cost for the client to change suppliers is relatively low, therefore, customers can change quick the companies to make a shipment. Meaning that the customer has a big negotiation power as there is a lot of offer in the market for the same service.

- Supplier power: this second force helps us to evaluate how easy it is for your suppliers to increase their prices.

Studying the case of SEUR we see that one of the main suppliers are vehicle dealers. There are a lot of different brands into the market that offer similar types of vehicles, such as for an electric vehicle: Volkswagen e-Crafter, Renault Master ZE, Mercedes eVito, Nissan e-NV200, etc.

Another supplier could be airlines or airfreight companies that offer international deliveries.

As a result, we can conclude that the supplier's power is low. SEUR could easily change suppliers so they cannot raise their prices.

- Threat of new competitors: in this section we will review how easy or difficult it is for a new competitor to enter into the market.

In order to enter into this market, companies have to make a big investment in logistics, as it is required a large vehicle fleet to do home deliveries. It is also required a truck fleet to do heavy deliveries and planes in the case you want to do international service. We can conclude that there is a big barrier to enter into this market. At the same time, most of the companies have a good brand image as well as experience, so these are other barriers to take into account.

- Product threats: we will check if there are alternative services that can be a replacement for the product or services offered.

Nowadays, there are few substitutive services to the ones offered by SEUR. For example, in online purchases, we only have two options to get the product, either you go to a store to pick it up or you received at home with a delivery by currier. So, there are no that many threats to the services provided by SEUR.

- Competitor rivalry: This is the last force and the result of all previously explained, as with our previous analysis we can decide with strategy choose for a market positioning. After our analysis, we can conclude that exists a huge rivalry inside the business as we can find a big number of competitors, well positioned and it is hard to differentiate with your competitors, as all the companies offers a similar

service. In addition, there are big fix costs, such as all the maintenance of the vehicles fleet, so it exists a big exit barrier of the business for a carrier company.

Having in consideration all the analysis made in the macro and microenvironment, SEUR operates in a difficult market to differentiate themselves from its competitors. The main advantage is the brand recognition of SEUR after many years in the market.

5.1. Competitors analysis

In this section will review the main competitors of SEUR in national and international shipments.

5.1.1. DHL

International shipping company founded in 1969. They started as an urgent post company for all the custom documents needed to ship containers around the world. It was in the 80s when they expanded their business into the package deliveries, but only via maritime containers.

Illustration 11: DHL logo



In 2003, DHL continued its expansion to all the services as we know nowadays that DHL offers. The company is divided in independent departments but all connected between them to achieve a great service.

Source: www.DHL.com

The Spanish division of DHL has different business units:

- DHL Express: National and International deliveries for companies for urgent inquires.
- Service Point: DHL has the largest pick up network in Europe, it helps to a faster return/delivery in the industry.
- DHL Freight: Ground transportation by truck around Europe.
- DHL Parcel: National and international courier for particulars and companies.
- DHL Global Forwarding: Airfreight and maritime freight transports.

In addition, DHL has a custom clearance service department that makes easier all the paperwork for international shipments.

5.1.2. UPS

Illustration 12: UPS logo



Company from United States founded in 1906. They started as a local business for transport between companies, but it grew very fast and consolidated a few years after their foundation.

In 1919 expanded inside of the USA at the same time that they were extending all their service to private costumers and companies at low rates. In 1970 UPS was serving all the USA country.

Source: www.UPS.com

In the decade of 1990, UPS adapted a international network for all their shipments as the same time that they created the website. It became a key factor for their expansion, making easier the package tracking.

In 2000s started to offer new services such as:

- UPS freight: More services added to it ground transportation by truck and vans.
- UPS My Choice: This tool allows the receiver of to schedule the delivery, so it can be accommodated to their timetables.

In 2019, UPS was the first company making deliveries by drone inside the USA.

5.2. Competitors good practices of CSR

5.2.1. DHL

DHL is an international company, therefore they have developed during the years a competitors good practices such as:

- Sustainable development and climate change: The company is reviewing the option to acquire a new fleet of electric vehicles to reduce their atmosphere emissions. Also they have updated their airplanes fleet for freight, replacing the old planes that they were contaminating more by new models more efficient.
- Diversity and social inclusion: In this section the company is working in including into their staff different vulnerable groups such as Syrian refuges. The company offers them a 10-month course so they can integrate in their work and in the society. At the same time, they offer the possibility to grow inside the company for disable groups. As an example, in Spain, they have a program called

"Operacion de co-embalaje" that consists in that all the package is done by disable people.

- Salary and conditions equity: DHL has approx. 550.000 employees around the world. In 2019 only 34% were women and only 22% are in managing positions inside the organization.
- Fiscal responsibility: DHL is a public company (meaning that it is in the stock exchange), therefore they must follow all the standard international fiscal rules and ethical practices. Always trying to maximize the local industries in each country.
- Reporting transparency: Every year the company makes public in their website their financial statements. In addition, they do an internal auditory in all the subsidiary companies around the world.
- Working with responsible suppliers: the company studies every time they wire new services or companies. In fact, they have created a internal code for their suppliers, consisting in:
 - Guide in International human rights and UN world treat.
 - Follow all the rules and rights from the world labor organization.

5.2.2. UPS

- Optimized network: They use technology in order to plan and schedule the routes. It helps to save fuel and reduce the CO2 emissions to the atmosphere.
- Sustainable international shipments: UPS uses the latest technology planes so they are eco-friendly and less noisy.
- Facilities: they have acquired several certifications for their more than 2.700 facilities around the world, such as Leadership in Energy & Environmental Design – LEED- and Energy Star from EE. Environmental protection agency.
- Eco-friendly package program: companies hiring UPS services can chose to participate in the program that UPS is doing with their packaging process and reach the “Ecological Approved Stamp”. With that, the company is certifying their clients who meet certain criteria:
 - Damage prevention: packages arrive to their destination without any damage.
 - Right size: shipments have the right dimension according to their content.
 - Package content: raw materials used for packages are chosen carefully and verified for the environmental impact.

By following these procedures, clients get a certified logo in their shipments: “Eco responsible Packaging Program”, certification given by the SGS (Société Générale de Surveillance) so the company uses as a competitive advantage ahead its competitors.

6. SWOT Analysis of SEUR’s actual CSR

SWOT analysis can be defined as an instrument for studying the actual situation of the company, through which we can have a vision from two perspectives; internal and external. By means of the opportunities and threats, we can study the external variables that can affect the company and from which the company doesn’t have any influence. However, by strengths and weaknesses we analyze the internal variables from the organization.

In this section we will look over these variables from the actual vision of the CSR that the company is carrying out.

This is the SWOT analysis for SEUR:

Table 2: SWOT analysis

<p>Weaknesses</p> <ul style="list-style-type: none"> - Ecologic containers and packages 	<p>Threats</p> <ul style="list-style-type: none"> - Environmental laws - Commercial international battles - Covid-19
<p>Strengths</p> <ul style="list-style-type: none"> - Instrument “Ethic Channel” - Employee’s training in all sections - Great customer service in the e-commerce - Fast service 	<p>Opportunities</p> <ul style="list-style-type: none"> - Fuel prices (Covid-19) - Changes in lifestyle - Covid-19

Source: Own elaboration

WEAKNESSES are the weakest points from the organization, those that could reduce or limit the company development.

- Ecologic containers: SEUR does not have a large offer compared to other companies in the market. If we are looking for an ecologic solution within the offer of SEUR, the only option they propose are paperboard containers.

STRENGTHS are those capacities and resources considered key points for the company.

- Instrument "Ethic Channel": by means of this tool, SEUR practices communication within all departments of the organization.
- Employee's training in all sections: as we have seen in the internal analysis, the company has a training program applied to all employees.
- Great customer service in the E-commerce: SEUR offers to the client different ways to contact the company and solve any possible incidence occurred.
- Fast service: fast courier service to guarantee the client that can send and deliver in a very short period of time

THREATS are those negative factors obtained from external variables from the organization and they prevent the company to implement company's strategy.

- Environmental laws: in the last years they have been modified and are more restrictive. Being a courier company, this change has affected SEUR significantly as an investment had to be done to reduce pollution.
- Commercial international battles: the battle between USA and China could affect SEUR's business as they operate internationally.
- COVID-19: it can be a threat to workers as online purchases and consequently deliveries have exploded during this period and they can feel fear or anxiety while working and having contact with a lot of people.

OPPORTUNITIES are those external factors that affect positively the company and exert its influence in its favor:

- Fuel prices: as a consequence of COVID-19 and general lockdown, prices for fuel have decreased considerably, what has resulted in an opportunity for SEUR to save the expenses in fuel for their vehicle fleet.
- Changes in lifestyle: most of purchases are now online, that means needs of shipment and delivery so SEUR can take profit of it.
- COVID-19: linked to the last point, as online purchases have increased, companies of this market are demanding more employees and they feel a future inside the company.

7. STRATEGIC OBJECTIVES OF THE CSR

The company wants to point out the objectives in the early future and determine the actions to do to reach it.

After the SWOT analysis, in this section we will study the specific objectives of the CSR of SEUR. Those are:

- Motivate workers
- Increase the number of women in management
- Improve the offer of ecologic containers and packages
- Faster deliveries
- Obtaining of new clients
- Improve clients' loyalty
- Increase cost effectiveness

8. ACTION PROGRAMS

In order to develop the objectives described in the previous section, we have to plan some action programs so the strategies can be done in the scheduled time. To do so, we will present a strategic map, balanced scorecard and an individual analysis of the indicators studied.

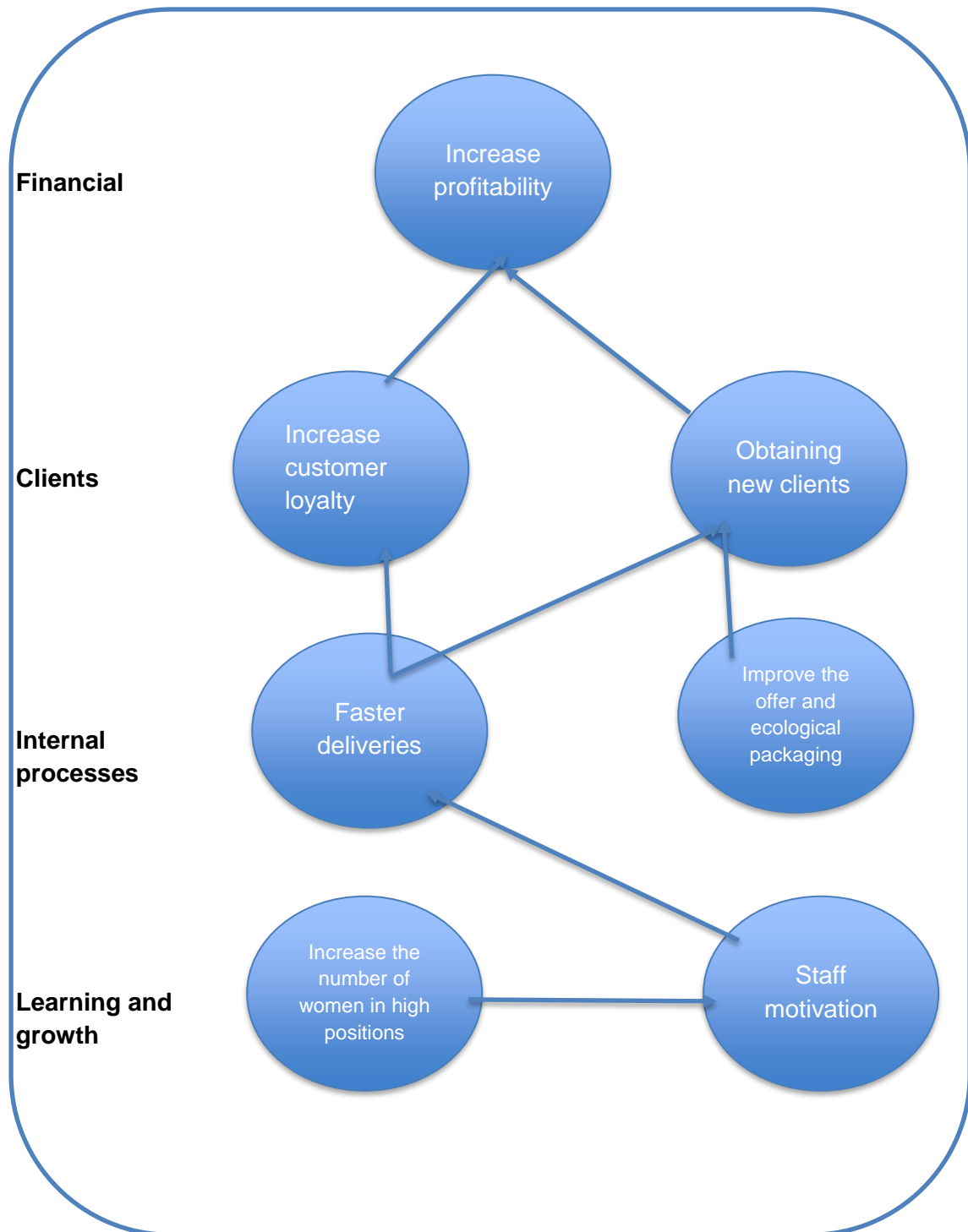
8.1. Strategic map

Once the strategic objectives have been defined, the strategic map that will link the formulation of the strategy and its implementation has to be designed. Thanks to this, you will have a global vision of the business plan through the relationship between the strategic objectives of cause and effect, so that once we manage to communicate and delegate responsibilities, it will be done effectively.

Four perspectives can be found: learning and growth, internal processes, customers and financial.

- Financial: Focused on the growth and profitability of the company, mainly in the added economic heat.
- Clients: Its objective is to add value to the client in specific markets.
- Internal processes: Excellence in business operations that create value and satisfaction for customers and shareholders.
- Learning and growth: Aims at core competencies, innovation and business growth.

Illustration 13: Strategic map



Source: Own elaboration

8.2. Balanced scorecard

The balanced scorecard is defined as a control management through which we will implement and control the strategy. To do this, we will make a table where we will use some indicators that will be related to the action plans linked to the strategic objectives.

The indicators can be distinguished in several columns, in the first one is the objective that the company wants to achieve in order to grow either internally or economically. Second, the department responsible for developing the activity that the company has to carry out to achieve it will be determined. Third, there is the indicator that the organization will have to set itself in order to obtain the results and, finally, the goal that the company will set for itself in order to improve the current state in which it is.

Table 3: Balanced scorecard

Objective	Responsible	Activity	Indicator	Goal
Increase the number of women in management	Human resources and management	Training and internal women internal career in the company	Number of training courses completed by women	20% of high management positions are held by women
Motivate employees	Human resources	Honour employees' the good job	Employees happiness	75% of the employees want to work more to get new rewards
Improve the offer and ecologic packages	Design department	Design new packages with ecological raw materials	Number of purchases of packages and ecological raw materials	60% of the packages used are ecofriendly
Faster deliveries	Logistics department	Redesign all the routs	Time between the packages leave until they are delivered	Less than 1 day delivery frame around Spain
Increase client fidelity	Costumer department	Follow the number of clients that reorder a delivery	Client account satisfaction survey	Increase in a 20%
New costumers acquire	Marketing and commercial department	Market researches and new marketing campaigns	New clients created during the last year	Increase in 5%
Increase the profitability	Financial department	Increase the cost effectiveness	Percentage of income for new clients	15% income increase

Source: Own elaboration

8.3. Indicators

In this section will be studied the indicator described in the previous chart through an individual table for each one.

It will be indicate firstly, the definition of the indicator studied in the table. Second, the goal that the company will establish, that is, where it wants to go by marking the selected indicator. Next, the source from which the results to be studied later will be obtained will be established. Following the facilitator, this will be the department of the organization responsible for carrying out the indicator, where it will have established a temporary frequency in advance where, taking into account that established period of time, it will have to interpret the results obtained. These indicators have a person in charge of the organization marked, that is, a person within the department in charge of making sure that everything is carried out, as it has been marked without having any deviation and, if there is one, redirecting to the right direction. Finally, there will be the strategic objective with which it is related that the organization has previously marked.

These data will help us to implant and to do a proper follow up on each of the objectives.

At the same time, in each of the indicators described we will have a series of inconveniences that the company could have when carrying out the actions, this could cause a deviation from the fulfillment of the objective initially established by the organization. In case of having it, the company must review the results obtained and redirect the actions of the company in the direction of meeting the objective set.

8.3.1. INDICATOR CHART: Number of training courses done by women in the company

Table 4: Number of training courses done by women in the company

Definition	Number of training courses done by women in the company
Goal	20% of management position are hold by women in one year
Source	Invoices of the courses
Facilitator	Human resources
Frequency	Trimestral
Indicator evolution	Bar chart
Responsible	Head of human resources
Related object	Increase the number of women in management positions

Source: Own elaboration

This indicator helps us keep track of all the training courses that we want women workers in the organization to take. On the other hand, we can have the disadvantage that not all the women who work in the company want to be part of the top management. Therefore, before carrying out this indicator, the company will have to carry out a survey of each and every one of the women in the organization who have the skills to tackle the difficult task involved in belonging to senior management.

8.3.2. INDICATOR CHART: Employees' happiness

Table 5: Employees' happiness

Definition	Employees' happiness
Goal	75% of the employees want to work more time to get new rewards in six months
Source	Employees internal survey
Facilitator	Human resources
Frequency	Every two weeks
Indicator evolution	Circle chart
Responsible	Head of human resources
Related object	Employees motivation

Source: Own elaboration

The second indicator that the organization will have to take into account gives us a lot of information about which worker is willing to work more hours and be more efficient in their performance. But both for the worker and the company it has a drawback, since there is currently a law that prohibits and penalizes if a worker works more than 80 overtime hours throughout the year. Therefore, the company will have to assess that it compensates more, if the employee works more hours or compensate him for the effort and efficiency in his work that he performs.

8.3.3. INDICATOR CHART: Number of purchases of ecologic containers and materials

Table 6: Number of purchases of ecologic containers and materials

Definition	Number of purchases of ecologic containers and materials
Goal	60% of the containers used by the customers will be ecologic in six months' time
Source	Ecologic material purchases
Facilitator	Purchads in department
Frequency	Monthly
Indicator evolution	Bar chart
Responsible	Purchasing manager
Related object	Increase the ecofriendly containers and packages

Source: Own elaboration

The indicator of "number of purchases of ecological containers and materials" has the disadvantage that said materials and containers will have a much higher price than the rest that were being used previously, which will directly affect the sale price to the consumer and user.

8.3.4. INDICATOR CHART: Delivery time frame from warehouse to final destination

Table 7: Delivery time frame from warehouse to final destination

Definition	Delivery time frame from warehouse to final destination
Goal	Deliveries in less than 1 day around Spain, in one year
Source	Deliveries records
Facilitator	Department of logistic
Frequency	Weekly
Indicator evolution	Bar chart
Responsible	Head of logistics department
Related object	Faster deliveries

Source: Own elaboration

After conducting a study of this indicator, we can take into account that reducing the delivery time of packages throughout the country, can lead as a direct consequence of stressing the workers who are dedicated to making the deliveries of these.

So we are contradicting the indicator of motivating workers, the company will have to take into account in this section, once this indicator is implemented, it is to carry out a study of the work that takes them to be able to meet this objective and the motivation they have to be able to do it. Once this is done, you would have to analyze the behavior of employees (stress, anxiety, overwhelm, etc.), and consider hiring more staff to meet this indicator.

8.3.5. INDICATOR CHART: Client account satisfaction survey

Table 8: Client account satisfaction survey

Definition	Client account satisfaction survey
Goal	Increase in 20% clients using the service again in six months
Source	Customer satisfaction survey
Facilitator	Customer service department
Frequency	Weekly
Indicator evolution	Circle chart
Responsible	Head of customer service department
Related object	Increase customer loyalty

Source: Own elaboration

In this case, when a consumer or user of the service offered by the Seur company places an order or a purchase, a satisfaction survey of the order procedure is sent by email, the attention provided by the company (in the case of telephone service), intuition of the company's website or application (if it was done online), etc.

The drawback of this indicator is that the organization may have low customer feedback. Therefore, the organization would have to motivate clients to carry it out in order to meet the objective of this indicator. To do this, it could make discounts on future purchases of the service, discounts on another type of service to promote those that are not in great demand or agree with an external company to make discounts in a coordinated manner. That is, Seur send a discount to the user for company A, and at the same time, company A makes a discount to its customers or users for Seur, and in this way to be able to reach the potential customers that the organizations have.

8.3.6. INDICATOR CHART: Number of new clients created in the platform during the last year

Table 9: Number of new clients created in the platform during the last year

Definition	Number of clients created in the platform during the last year
Goal	Increase by 5% in one year
Source	New account creation in the platform
Facilitator	Administration department
Frequency	Monthly
Indicator evolution	Bar chart
Responsible	Head of administration department
Related object	Obtain new clients

Source: Own elaboration

As we have done in the previous indicators, the company has to take into account a series of inconveniences and anticipate the circumstances that may cause it to not be able to meet the objective set in the established time. Therefore, this indicator of "new user accounts on the platform" can indicate the new potential clients that the company has, since a user can register on the platform that Seur has enabled on the web and not realize an order, in this case, the data that the company would obtain would not correspond to reality.

To avoid this situation, the company could promote a service for new users, in this way, the customers who signed up would have a motivation to place an order. At the same time, if Seur carries out this promotion, it must take into account that the same customer

may have several registered accounts to be able to benefit from this promotion or discount.

8.3.7. INDICATOR CHART: Income percentage for new clients

Table 10: Income percentage for new clients

Definition	Income percentage for new clients
Goal	Increase the income by 15% in one year
Source	Accounting report
Facilitator	Accounting and financial department
Frequency	Monthly
Indicator evolution	Circle chart
Responsible	Head of accounting and financial department
Related object	Increase cost effectiveness

Source: Own elaboration

This last table shows the indicator of the strategic objective "Increase profitability", aimed at seeking the goal of the organization's aciconistas. It can be said that the only drawback that the organization can find in order to reach it is not meeting any of the objectives described above in the corresponding indicators.

9. CONCLUSION

In this last section, we will gather some findings about the study of SEUR together with its Corporate Social Responsibility CSR. Organizations explain how important it is their development in economic, social and environmental fields. As we have progressed into the study, we have been able to identify the different actions that the organization is carrying out.

First of all, we have analyzed the stakeholders and how they are affected by the activities of the company. For each one of them, SEUR has implemented different actions to incentive the relationship between employees, clients, suppliers and shareholders.

Regarding corporate government, we have observed how the company is guided to the relations and communication, and it is for this reason that the company has put tools in place for every of their employees so they can communicate easily to the management.

In terms of sustainability, companies look for contributing to the economic, social and environmental development. SEUR is aware of it and do very good practices orientated to improve these three key points through several actions. Some of them are the project

“DrivingChange”, “Tapones para una nueva vida” and its communication policy to all the groups of interest.

After having analyzed the company’s capacities, we see that they lack offer of ecologic packages and containers. Their direct competitors are more aware of this subject and propose a larger offer to their clients so they can choose among different options for their shipments.

Talking about business resources, SEUR has a very good one; its brand image, that has been built with the work realized in the market during many years.

Thanks to the VRIO analysis, we have seen that the brand image and market share are the most valuable internal resources for the company as they are the most difficult to be copied and imitated by the competitors.

We have done an external analysis to see which actions, situations and events could affect the functioning of the company without any control possibility from them. For the macroenvironment, we have used a PESTEL analysis to study the variables affecting the actions taken by the company; and for the microenvironment we have used the Porter’s five force. Thanks to it, we can conclude that the company has a big negotiation power with their suppliers but also a big rivalry with the competitors and a low influence with the clients.

Their main competitors undertake great actions in their Corporate Social Responsibility (CSR), what forces SEUR to maximize their strengths and improve its weakness.

To finish, and taking into account all conclusions from this study, we have presented some action programs oriented to the CSR of the company that have been studied by a strategic map, a balanced scorecard and the study of the indicators of the strategic objectives. In this section, we have defined which department should implement the required actions to reach the expected objective and which tool should be used.

Once all the points have been studied, we can conclude that the SEUR Company performs a good management of Corporate Social Responsibility, since it has implemented many actions in favor of the environment, its workers and society in general. This can cause an increase in your customers and, therefore, the market share.

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