

case 1-429-402
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Going Bananas for Change: An Industry Ripe for Corporate Social Responsibility

Introduction

Carlos Diaz-Granados graduated from a top-ranked university in Colombia. Due to his exceptional performance while obtaining his undergraduate degree, he was awarded a scholarship to study for an MBA at a renowned university in the United States. After graduation, Diaz-Granados worked as a volunteer in Ecuador for a nongovernmental organization (NGO)ⁱ committed to environmental issues in agribusiness.ⁱⁱ A major banana company then recruited him to be its coordinator for Rainforest and ISO 14001—a set of environment-related norms—certifications in Costa Rica.

Diaz-Granados worked in this role for two years before being promoted to corporate social responsibility (CSR) manager for the company in Côte d'Ivoire. Diaz-Granados decided to relocate near his family in Santa Marta, Colombia, in 2002. It was there that he invested his life savings to establish Banacolumbia, a joint venture company with a multinational corporation (MNC).ⁱⁱⁱ Diaz-Granados was responsible for coordinating the complete value chain of the banana operations for Banacolumbia in Colombia (see **Exhibit 1**).

Exhibit 1

Banana Value Chain before the Exporting Process

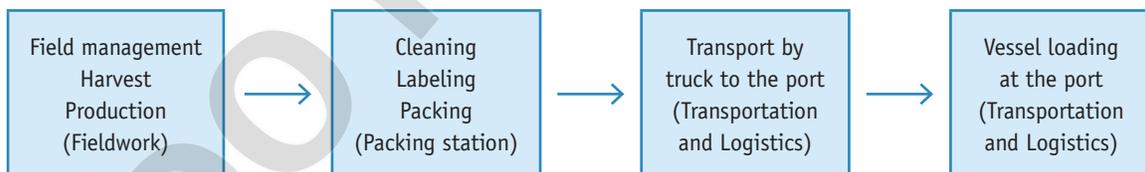


Exhibit created by the authors using the source "Banana Supply Chain Traceability: EAN.UCC Standards Application Guide." GS1, 2004. Web. 2014.

ⁱ A nongovernmental organization (NGO) is a not-for-profit group of people organized to pursue an objective for the benefit of humanity and society.

ⁱⁱ Agribusiness refers to the production and commercialization of agricultural products.

ⁱⁱⁱ The term "multinational corporation" (MNC) refers to a company that established its own operations in multiple countries.



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