

## 1. Company ID

Company Name:	<b>Fábricas Estrela da Beira - Indústria do Café, SA (FEB)</b>
Activity Sector:	Alimentary
Core Business / Main Activities:	Coffee roasting; Restaurant and coffee shops
City/Country:	Coimbra /Portugal
Year of Foundation:	1944
Number of Company Sites (2004):	6
Website (if available):	www.cafesfeb.com
Number of Employees (2004):	Full Time: 36; Part Time: 0; Women: 26 ; Men: 10
Annual Turnover in 2004 ((€):	1.030.000

## 2. Responsible Business Practices – Main Topics

Broad Area(s) of CSR Good Practices:	<input type="checkbox"/> Business Ethics <input checked="" type="checkbox"/> Workplace <input type="checkbox"/> Environment <input type="checkbox"/> Marketplace <input checked="" type="checkbox"/> Community
CSR Issue(s):	<input checked="" type="checkbox"/> Family friendly company <input checked="" type="checkbox"/> Social inclusion <input checked="" type="checkbox"/> Community engagement
Main Drivers to be Responsible:	<ul style="list-style-type: none"> <li>▪ Management values</li> <li>▪ Workforce motivation</li> <li>▪ Commercial advantages of having a strong connection with the local community</li> </ul>
Some Examples of CSR Initiatives in the Broad Area(s) Identified:	<ul style="list-style-type: none"> <li>▪ Continuous professional training program and initiatives</li> <li>▪ Medical services for staff and relatives</li> <li>▪ Non discrimination of foreign workers</li> <li>▪ Protocols with local University and CECOIA training centre</li> <li>▪ Partnership with local employment authorities: providing regular internship opportunities to ex drug addicted</li> <li>▪ Cause related marketing campaign to support building of a house for the poor people of Coimbra</li> <li>▪ Buying coffee at extra price from a sustainable production project at Ecuador</li> <li>▪ Agreements with recycling companies</li> <li>▪ Mobilization of the traditional commerce association towards caring for cultural issues</li> <li>▪ Sponsoring various social causes and institutions</li> </ul>
Are the Good Practices integrated into a broader Business Strategy? Yes/No? How?	<p>Yes.</p> <p>Top management believes that team dedication is the base for company's success and can only be achieved by treating the employees in a friendly manner.</p> <p>Community engagement initiatives have given FEB a competitive advantage at local and regional level.</p>
Business Benefits:	<ul style="list-style-type: none"> <li>▪ Staff motivation</li> <li>▪ Low turnover of personnel</li> <li>▪ Company reputation</li> <li>▪ Strong image in the local market</li> <li>▪ High visibility in the regional newspapers</li> <li>▪ Increased loyalty of social and environmentally driven customers</li> </ul>

Stakeholders/Beneficiary Groups addressed by the CSR Good Practices:	<ul style="list-style-type: none"> <li>▪ Personnel and their relatives</li> <li>▪ Foreign workers</li> <li>▪ Local community</li> <li>▪ Small coffee producers at Ecuador</li> </ul>
Benefits for Society/Stakeholders:	<ul style="list-style-type: none"> <li>▪ Successful reintegration of ex drug addicted in the working world</li> <li>▪ Employment for young people</li> </ul>
To Whom and How did the Company Communicate their Actions:	<ul style="list-style-type: none"> <li>▪ To the local / regional community, mainly through carrying out / sponsoring numerous social, sportive and cultural activities</li> <li>▪ To the distribution chain (coffee shops and restaurants, grocery shops and supermarkets), directly through the sales team</li> <li>▪ To the local employment authorities and training centres, announcing internship opportunities</li> <li>▪ To the public in general, through the company website</li> <li>▪ Through packaging and merchandising in cause related marketing campaigns</li> <li>▪ Word of mouth of company personnel</li> </ul>
Awards / Certifications / Marks of Honour:	<ul style="list-style-type: none"> <li>▪ PME Prestigio (1996)</li> <li>▪ Family friendly company (1998)</li> </ul>
Difficulties Found in the Good Practices Implementation:	<ul style="list-style-type: none"> <li>▪ Reintegration process of ex addicted very demanding and not always successful</li> </ul>
Sources of Further Information:	-

### 3. Responsible Business Practices – Description

FEB has a friendly working atmosphere. As a result, people are helpful, staff turnover is very low and motivation is high. Management is very open to help the workers in the case of need, but knows that can count on them when an extra effort is needed.

The company has a long term relationship with the local employment authorities and with CECO training centre, through which lots of young people have their first working experience. Some of them have become excellent professionals and play an important role in the success of the company.

Since 1999, FEB has received an average of one ex drug addicted per year, providing them working opportunities and helping them to reintegrate into the society. Most of the cases have been successful.

Recently, FEB also helped six foreign workers to legalize their situation.

FEB is a regional company that works in a competitive market dominated by world's giants like Nestlé, which have huge marketing budgets. In order to be able to stay in business, FEB has to be creative. The company culture of engagement with the local community started decades ago, as a reflex of management beliefs. But this culture is proving to be an important business asset. Thanks to its business culture, FEB has been able to gain the preference of some local and regional clients that apparently reject better offers from bigger companies. As a result of it, FEB's local market share has been increasing steadily and is now 5%.

### 4. Training Exploitation

#### A) Additional Relevant Information concerning the Exploitation of this Study Case in Training Situations (relevance criteria: broad area(s) of CSR good practices)

This case can be used as an example of CSR good practices either in Workplace or Community.

#### B) Pedagogical Suggestions concerning the Exploitation of this Study Case in Training Situations (relevance criteria: broad area(s) of CSR good practices)

FEB is a family owned business where ethical values of the owners have contributed decisively to the company's sustainability for more than six decades.

##### WORKPLACE

###### Topics for discussion:

- Role of continuous training in a SME
- Importance of treating personnel in a friendly and familiar manner
- Life-working balance
- Advantage of low personnel turnover ratio
- Discrimination / exploitation of foreign workers and ethnical minorities

##### COMMUNITY

###### Topics for discussion:

- Job opportunities for the young
- Importance of reintegration of ex addicted people in the working world
- Carry out of cultural and social initiatives
- Building strong ties with local authorities / institutions