

The impact of Corporate Social Responsibility CSR on the promotion of the Hodna Milk' sustainability

L'impact de la responsabilité sociale des entreprises sur la promotion de la durabilité de Hodna Milk

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Abstract: The aim of this paper is to highlight the role of Corporate Social Responsibility CSR in the promotion of the enterprises' sustainability and this after the increase of the need of the corporation' social aspects regarding the current shifts in societal expectations given the growing reality that business needs the approval of society to survival and to prospect. So these corporations must be involved in this shift by integrating Corporate Social Responsibility in their activities in order to ensure the survival of these enterprises, and thus to guarantee the sustainability of these enterprises.

The result of the study revealed that there is a need to apply corporate social responsibility in the activities of enterprises in order to ensure their survival as we have seen through the case study that it has a significant impact on the promotion of the enterprise' sustainability.

Keywords: Entreprise, corporate social responsibility, sustainability, enterprise' sustainability.

(JEL) Classification : G34, Q 56.

Résumé : L'objectif de cet article est de mettre en évidence le rôle de la RSE dans la promotion de la durabilité des entreprises et ce, après la nécessité accrue de prendre en compte les aspects sociaux de l'entreprise au regard des évolutions actuelles des attentes de la société, compte tenu de la réalité grandissante a besoin de l'approbation de la société pour survivre et prospecter. Ces entreprises doivent donc participer à ce changement en intégrant la responsabilité sociale des entreprises dans leurs activités afin de garantir la survie de ces entreprises et, partant, de garantir la pérennité de ces entreprises.

Le résultat de l'étude a révélé la nécessité d'appliquer la responsabilité sociale des entreprises dans les activités des entreprises afin de garantir leur survie, comme nous l'avons vu à travers l'étude de cas, qui a un impact significatif sur la promotion de la durabilité de l'entreprise.

Mots-clés : entreprise, responsabilité sociale des entreprises, durabilité, durabilité de l'entreprise.

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1. INTRODUCTION:

Sustainability has been receiving increasing attention from academics, consultants, government and non-governmental organizations. It is a concept for integrating and balancing economic, environmental and social dimensions, commonly termed as triple bottom line into decision making and it is now becoming a necessity as stakeholders and societies place higher expectations on companies, expecting them not only to be profitable businesses but also to be socially and environmentally responsible for their actions. And thus regarding this current shifts in societal expectations given the growing interest in social aspects and regarding the growing reality that business needs the approval of society to prosper, the enterprises must be involved in this global trend by its responsible and sustainable commitment towards society without abandoning its primary objective which is achieving profitability and this through the integration of corporate social responsibility. In Algeria, like any other country in the world, enterprises sustainability represent an important pillar of the development the economic system, so it is upon them to contribute to this development by integrating the social responsibility in its activities and this through the adherence of entrepreneurs to these practices in order to ensure and support the survival of these enterprises. So according to the importance of sustainable enterprises in the economy, we need to redefine the social value added of enterprises activities to the society in order to guarantee the sustainability of those enterprises, but this requires the integration of the corporate social responsibility, bottom of the pyramid and social enterprise perspective.

Of the above, we will ask the following question:

Has Corporate Social Responsibility CSR an impact on the promotion of enterprise' sustainability?

To deepen our problematic we will use the following questions:

- What is corporate social responsibility and what are its benefits?
- What does sustainable enterprise means and what are the conditions of the promotion of sustainable enterprises?
- Does corporate social responsibility have an impact on HODNA Milk corporation' sustainability?

1.1 The importance of the study

- Know the benefits of applying corporate social responsibility within corporations.
- To see the conditions of the promotion of a sustainable enterprise.
- Knowledge of the impact of the application of corporate social responsibility on entrepreneurship projects' sustainability.

2.1 The structure of the study

To answer our problematic, we have divided this paper into three themes as follows:

Chapter 01: The theoretical framework of the Corporate Social Responsibility.

Chapter 02: Basics about sustainable enterprise.

Chapter 03: The impact of Corporate Social Responsibility on the sustainability of HODNA Milk.

Chapter 01: The theoretical framework of the Corporate Social Responsibility.

For an entrepreneur, sustainable enterprise means going one step further than law requires, inspired by a future vision of society (MVO Nederland), so Corporate Social Responsibility CSR is the benchmark for doing business in the 21st century. CSR means that a company is taking responsibility for the effects of its business on people, the environment and business operations in general. In other words the company makes conscious choices to find a balance between the three P's: People, Planet and Profit, and thus contributing to society's long-term prosperity and since the activities of CSR vary according to the company, the sector and the country, the Corporate Social Responsibility is a process and not a final destination because the objectives pursued change over time and with every business decision. It's all about looking for achievable steps to give shape to social responsibility(*Brochure offered, 2016*)

2. Definition of Corporate Social Responsibility.

Although the concept of CSR is widely discussed in theory and practice, there is no general agreement about its definition. CSR is seen here according to the definition of the European Commission as "a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment", or "is a process by which companies manage their relationships with a variety of stakeholders who can have a real influence on their license to operate, the business case becomes apparent". This

responsibility is expressed towards employees and more generally towards all the stakeholders affected by business and which in turn can influence its success (**Brussels, 2001**). So for the European commission: "Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and relations with stakeholders" (**UNIDO, 2002**).

Also, the World Business Council for Sustainable Development defines CSR as: "The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (**WBCSD, 1999**) As for the Business for Social Responsibility, the Corporate Social Responsibility is defined as: "Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business (**2015 ملحة**) While the World Bank defines Corporate Social Responsibility as "the voluntary commitment by company managers to integrate social and environmental considerations in their business operations. This commitment goes beyond normal compliance with the legal, regulatory, and contractual obligations, which companies are expected to meet (**World Bank 2005**.)

For Manuela Weber, the Corporate Social can be interpreted as an extra investment into human capital, the environment, and stakeholder relations (**WEBER 2008**). And finally, for Zahra & Wright, CSR refers to a company's efforts, investment and activities aimed to improve relations with stakeholders such as customers, investors and communities. These activities center on building the company's reputation and relationships with stakeholders (**Shaker A. Zahra, 2015**).

So most definitions of corporate social responsibility describe it as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (**Brussels, 2001**).

Although definitions abound, we can say that two main directions can be highlighted, these being the contribution of own resources or voluntarily attracted ones to social development (community) and the networking with targeted groups important for business and key factors for the company (employees, customers, suppliers, nonprofit organizations, public authorities, the media). All CSR approaches have in common the

idea that organizations have responsibilities regarding the social well-being.(Catalina, Anca, 2011)

2- The reasons of the emergence of Corporate Social Responsibility CSR.

There are many factors that are driving this move towards corporate social responsibility and which has contributed to the emergence of this concept, and among them we find:

- New concerns and expectations from citizens, consumers, public authorities and investors in the context of globalization and large scale industrial change;
- Social criteria are increasingly influencing the investment decisions of individuals and institutions both as consumers and as investors;
- Increased concern about the damage caused by economic activity to the environment;
- Transparency of business activities brought about by the media and modern information and communication technologies (Brussels 2001);
- Increasing government and public pressures: through legislations calling for the protection of consumers, environment and workers;
- Rapid technological developments: technological developments have produced a revolution in materials technology areas and the dynamics of operating, which was reflected in providing a suitable environment which will pay attention of the quality of products, processes and the development of workers' skills;
- International competition: competition has widened because of the breadth of the market and its borders, causing the transmission of local and regional competition to a global competition, and the most prominent example of this is the multinational companies;
- Disasters and moral scandals: the most prominent examples of this disaster, Paul Indian factories, Nuclear Chernobyl in the former Soviet Union, and the bribery scandals of many global companies, including the American company Lockheed and others. These disasters and scandals were a sufficient reason to enact a law which regulates dealing with bribery cases and the causes of disasters (2004، البروراي) .

3- The historical development of Corporate Social Responsibility.

Since the early twentieth century, economic philosophies have appeared and evolved coinciding with the growing separation between ownership and management in modern companies. In the beginning, the economic philosophy, that were existing, was the classical philosophy which assume that the primary duty of companies, if not the only one, is to maximize profitability without undertaking any duty towards society. This will enable companies to grow, and thus, to provide a wider range of goods and services to consumers, and will assure paying a better wages to employees. And among the pioneers of this traditional and classical view, we find Milton Friedman, in the seventies of the last century, who believes that the company's responsibility is achieved through the payment

of wages to workers in exchange for the work they do, and the provision of goods and services to consumers in exchange for the money they pay, and the payment of taxes to governments that provide public services to citizens and the respect for the rule of law by respecting contracts. Also, for them, the adoption of the social responsibility by the company would reduce profits and increase labor costs, and would give a social force to work much more than necessary (*Friedman, M. 1970*). And unlike this theory, executives have started to pay attention to other objectives as well as maximizing profits, such as the interests of consumers, employees, creditors and communities' interests. And this development was linked with the rise of interest groups, particularly labor unions, and at the same time the business environment legislation was developing. Also, the governments in industrialized countries began to grant tax exemptions for the contributions made by companies and associations to charity, which encouraged these companies to allocate a portion of the profits to social work, taking advantage of such exemptions and material incentives (*A.B. Carroll 1991*). After this, the talk about the importance of corporate social responsibility and the social performance indicators has received increasing importance. After that "Sheldon" made clear that the responsibility of each organization is determined through its social performance and the benefits achieved for the community, then the conference held at the University of California in 1972, recommended the necessity of obliging organizations to pay attention to the social aspects of environment and to contribute to the social development, and finally, to abandon the philosophy of profit maximization as an only objective) (2008, *المغريل*) With the growing emergence of social movements, such as civil rights groups and consumer protection associations, which have an increasing role in corporate behavior by monitoring the environmental effects of large-scale industries and the level of product quality. This has obliged corporations to develop its policies in the field of employment and to undo the discriminatory policies toward people with special needs as well as the development of control systems and the protection against pollution and finally, reducing energy waste.

Given the important role played by these companies in the economies of countries, the need to develop regulations and standards to make sure that the response of these companies is in the public interest was increasing. Then, economic and administration' scientists have developed concrete rules for measuring corporate social responsibility (2009, *المحوراني*), including the World Charter for Social Responsibility (2000) where the

United Nations launched a strategic policy called the UN Global Compact. The UN Global Compact asks companies to embrace, support and enact a set of core values in human rights, labour standards, the environment and anti-corruption, called the ten principles of the Global Compact. Those principles are:

- Businesses should support and respect the protection of internationally human rights.
- And make sure that they are not complicit in human rights abuses.
- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- The elimination of all forms of forced and compulsory labour.
- The effective abolition of child labour.
- And the elimination of discrimination in respect of employment and occupation.
- Businesses should support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- And encourage the development and diffusion of environmentally friendly technologies.
- Business should work against corruption in all its forms, including extortion and bribery.

Also, the events of 11 September 2001, which encouraged the material and moral support given by a large number of large companies to the affected people of these events, as well as the financial scandals of a number of international companies and the increased attention to issues related to poverty, low level of living and unemployment have led to an increased interest in the subject of corporate social responsibility.

Forecasts indicate that this importance will witness more developments in the future and this is because of the attention paid by consumers to the ethical behavior of companies. And perhaps one of its most prominent supporters is the economist "Paul Samuelson", who indicates that the concept of social responsibility should integrate economic and social dimensions together and that companies nowadays must not be just connected with the social responsibility but they must sink into its depths, and seek some creativity in its adoption.

Then the concept of social responsibility has been evolved and integrated into corporate strategies and its daily performance which shows the good understanding of the changing demands of society in the present and the future. (SWIFT, ZADEK2002,)

4- The dimensions of Corporate Social Responsibility.

We can clarify the dimensions of the corporate social responsibility and its main and sub components through the following table(2005, الغالي):

Table n° 01: The dimensions of Corporate Social Responsibility and its key and sub elements

Dimension	Key elements	Sub-elements
Economic	Fair competition	- Prevent monopoly and prevent harming consumers -Respecting competition rules and prevent harming competitors
	Technology	- Society should benefit from the technological advances - The use of technology in repairing the damages caused to society and the environment
Legal	Consumer protection laws	- Consumer protection from harmful substances - Health and cultural protection of children
	Environment protection	- prohibit all the types of pollution - Conservation and resources development - Disposal of products after its consumption
	Safety and justice	- Reducing work-related injuries - Improve working conditions and prohibit the work of elderly people and children - Prevent discrimination on the basis of sex or religion -The employment of people with special needs
Social	Ethical standards and social values	- Taking into account the principle of equal opportunities in employment - Observance of human rights - Respect of habits, traditions and the observance of ethical aspects in consumption.
	Quality of life	-Quality of products and services offered - providing the basic needs to the society.

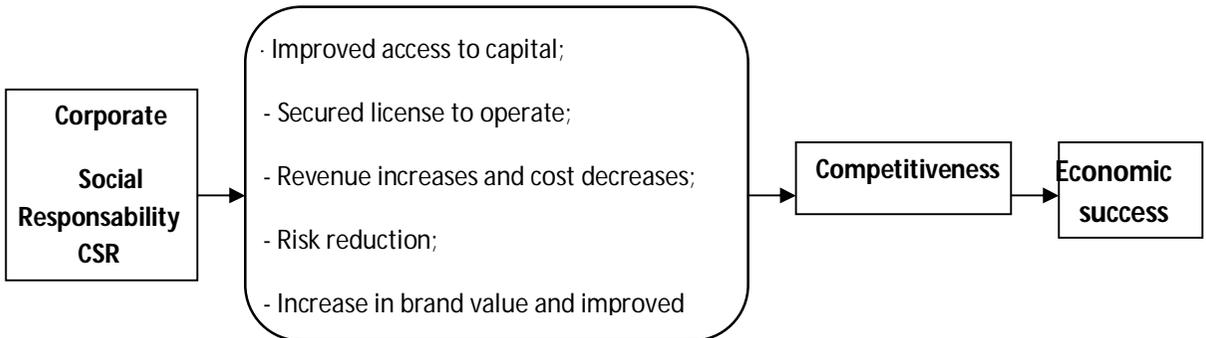
Source: Taher Mohssen Mansour ELGHALBI, Saleh Mahdi Mohssen El AMRI, (in Arabic), "*Social responsibility and business ethics*", Wael publishing, Amman, 2005, p 82.

5-Economic, commercial and social benefits of Corporate Social Responsibility.

Taking CSR into consideration makes a company more receptive to adapt itself to the changing business environment. Companies that have embedded CSR tend to outperform their competitors. Building a reputation as a responsible company sets you apart. A strong reputation through greater distinctiveness and trust among its clients, in the labor market and in the community, will provide a better market position. A better market position is also accomplished through cost reduction, increase innovation. Implementing CSR will also result in new sales and partnership opportunities, which also can lead to new businesses. And last but not least, research has shown that CSR creates a

strong business culture: employees are more motivated, more productive and healthier if they can make a positive contribution to society through their work. Also, energy-saving measures or increasing sustainability will save the company energy and money in the long run. These benefits can be summarized in the following figure (*CSR brochure2016*)

Figure n° 01: The benefits of Corporate Social Responsibility CSR.



Source: *Brochure offered by the Embassy of the Kingdom of the Netherlands in Jordan, in cooperation with the Amman Chamber of Commerce and the Talal Abu-Gazaleh Organization,* “CSR brochure”, February 2016, p 05.

Chapter 02: Basics about sustainable entrepreneurship.

In this chapter we will first define the concept of sustainability, and then we will define the sustainable enterprise. After that we will discuss the three essential dimensions of sustainable enterprises and finally we will talk about the conditions of the promotion of sustainable entrepreneurship.

1- Definition of sustainability.

Sustainability has become a key priority in the strategy supported by most of corporations in the twenty-first century because of its long-term effect on the success of the corporation and its compliance with the requirements imposed by the business environment in our contemporary world, and for the fact that today the degree of success of corporations and their degree of acceptance by society are measured by their contribution to the improvement and conservation of the environment and by providing ecological products which must be compatible at the same time with the needs and desires of customers. And it has now become clear that the use of this concept 'sustainability' reflects a wide range of reciprocal commitments and actions between

firms in various specialties and activities on the one hand and society through the daily practices of its members on the other hand(البيك، 2013).

This term has been used in modern times, especially in the eighties of the last century. And this led the World Commission on Environment and Development Report (1987), also known as the Brundtland Report, to define sustainable development as the development that “meets the needs of the present generation without compromising the ability of future generations to meet their own needs (ARUN *et al*, 2010)

In a broader context, social, environmental and economic demands are considered the three pillars of sustainability. Within the corporate world, they are sometimes referred to as the triple bottom line(*Extrait du site 2017*),So, it is a concept for integrating and balancing economic, environmental and social dimensions, commonly termed as triple bottom line, into decision making.

So, sustainability is now becoming a necessity as stakeholders and societies place higher expectations on companies, expecting them not only to be profitable businesses but also to be socially and environmentally responsible for their actions. Scarce resources and an endangered environment necessitate a business model that creates minimum impact on the materials and maximum benefit for societies without a long-term negative impact on the world's ecological systems. And that's why the World Business Council for Sustainable Development stresses that sustainability is not just an option but a requirement for many businesses (*Shien TAN et al,2016*).

Given the gradual awareness of consumers and businesses about environmental issues, such as the need to protect an environment that is constantly deteriorating, and about social issues, such as the promotion of security or occupational health, step by step, the corporation is no longer considered solely as a production and marketing tool which aim the realization of financial profits but also as an entity at the service of societal progress whose mission is the realization of the well-being of all. So, the role of the corporation has gradually expanded: the corporation's mission is no longer limited only to the achievement of short- or medium-term financial objectives to satisfy its shareholders but today it also includes societal concerns aimed at promoting the sustainability of the enterprise in the longer term(CRUTZEN, CAILLIE , 2010).

2- Definition of sustainable enterprise.

Sustainable business or sustainable enterprise are terms that are now being used by firms who are integrating sustainable business practices into their corporate and brand

strategies whilst seeking to address both shareholder and stakeholder interests within these strategies (*extrait du site* , 2017). But we can define business sustainability, which is also known as corporate sustainability by, the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing success(*extrait du site* , 2017).

So this concept means that the corporation must not only be concerned with its growth and profitability but also with its current and future environmental and social impacts (*NARO, NOGUERA, 2008*) .

Example on sustainable business

Mike Barry, director of sustainable business at Marks & Spencer, the UK retailer, described their successful Plan A strategy launched in 2007 as a recognition that “the days of corporate social responsibility are over” and that CSR has been replaced by the larger and more strategic idea of sustainable business. The aim of Plan A is to make Marks & Spencer the world's most sustainable retailer. The strategy involves 180 commitments to achieve by 2015. The retailer is working with customers and suppliers to deal with climate change, cut waste, use sustainable raw materials, trade ethically, and help customers to adopt healthier lifestyles(*extrait du site* , 2017).

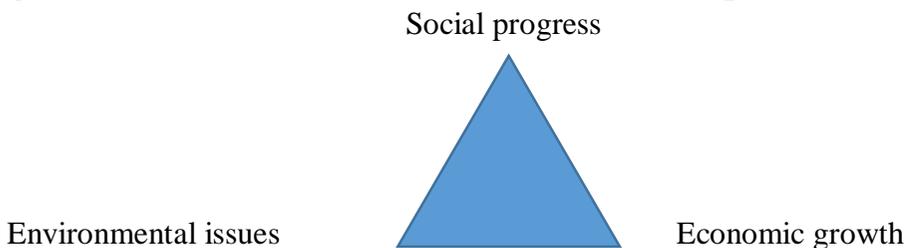
The promotion of sustainable enterprises is a broad and wide-ranging subject, not least because enterprises take many forms, not just in terms of size, sector and spatial dimensions but also in terms of how an enterprise is managed and governed and its legal status and operational objectives. All enterprises are part of society; they shape and are shaped by the communities in which they operate. Promoting sustainable enterprises is about strengthening the institutions and governance systems which nurture enterprises – strong and efficient markets need strong and effective institutions – and ensuring that human, financial and natural resources are combined equitably and efficiently in order to bring about innovation and enhanced productivity. This calls for new forms of cooperation between government, business and society to ensure that the quality of present and future life (and employment) is optimized whilst safeguarding the sustainability of the planet (*Office Geneva, 2007*).

3- The three essential dimensions of sustainable enterprises:

Sustainable development is about more than just environmental issues. It requires the integration of all three pillars of development: economic growth, social progress and

environmental issues (figure n°02). The social dimension of sustainable development typically includes “a commitment to promote social integration by fostering societies that are stable, safe and just and which are based on the promotion and protection of all human rights and on non-discrimination, tolerance, respect for diversity, equality of opportunity, security and participation of all people including the disadvantaged and vulnerable groups and persons” (*Copenhagen, 1995*). A central tenet of the social pillar of sustainable development is, of course, the generation of secure livelihoods through freely chosen productive employment. Sustainable development (*ILO , 2002*), therefore, is a framework for the general global dialogue on growth and development but also for the more specific discussion on enterprise development and, within that, it provides a sound basis to frame the debate on regulation and voluntary action in the sphere of business. (*G. Ryder , 2003*)The Organization’s position on sustainable development was originally set out by the Tripartite Meeting of Experts on Environment and the World of Work and endorsed by the Governing Body in 1992 (*ILO , 2005*)and was most recently reviewed by the Governing Body in 2005.

Figure n° 02: the three dimensions of sustainable enterprise



4- The promotion of sustainable enterprises

The discussion on the promotion of sustainable enterprises at the International Labour Conference, 2007, was therefore particularly timely. The conclusions of this discussion provide an important contribution agreed by the ILO’s tripartite constituency of governments, employers’ and workers’ organizations on how to promote enterprise development in a manner that aligns enterprise growth with sustainable development objectives and the creation of productive employment and decent work.

Promoting sustainable enterprises is about strengthening the institutions and governance systems which nurture enterprises – strong and efficient markets need strong and effective institutions. It is also about ensuring that human, financial and natural

resources are combined equitably and efficiently in order to achieve innovation and enhanced productivity. This calls for new forms of cooperation between government, business, labor and society at large to ensure that the quality of present and future life and employment is maximized whilst safeguarding the sustainability of the planet.

Towards making real the goal of sustainable development through the promotion of sustainable enterprises, and we can conclude the conditions by this points.

4-1 An environment conducive to sustainable enterprises

An environment conducive to the creation and growth or transformation of enterprises on a sustainable basis combines the legitimate quest for profit – one of the key drivers of economic growth – with the need for development that respects human dignity, environmental sustainability and decent work.

4-2 Responsible and sustainable enterprise level practices

At the enterprise level, sustainability means operating a business so as to grow and earn profit, and recognition of the economic and social aspirations of people inside and outside the organization on whom the enterprise depends, as well as the impact on the natural environment. Long-term viability implies that the management of enterprises should be based on the three pillars of sustainability: economic, social and environmental. This allows enterprises to create wealth and decent work. Sustainable enterprises should innovate, adopt appropriate environmentally friendly technologies, develop skills and human resources, and enhance productivity to remain competitive in national and international markets.

4-3 Role of government

The role of governments in the promotion of sustainable enterprises is threefold: (1) creating an enabling environment by ensuring the basic conditions for sustainable enterprise development listed earlier, including through the implementation and enforcement of labour and environmental standards; (2) going beyond these basic conditions by proactively establishing programmes and policies to create incentives for enterprises to develop and behave in a responsible and sustainable way, for instance, through the dissemination of examples of best practice; and (3) behaving as sustainable enterprises, both as employers and procurers of goods and services where applicable (*Miehlbradt and M ,2006*)

4-4 Role of social partners

Employers, workers and their organizations have a vital role to play in supporting governments in the development and implementation of policies to promote sustainable enterprises, as outlined above. Tripartism, bipartism and effective social dialogue are

fundamental to sustainable enterprise development. Social partners can play an effective role through:

(1) Representation. Social partners have a vital role to play in reaching out to workers and owners of enterprises and in particular those of SMEs and the informal economy, and in general, increasing the representation of their membership to ensure deeper and broader benefits of association, representation and leadership, including in the field of public policy advocacy, its formulation and implementation.

(2) Services. Social partners provide a variety of important services to their members that can have a significant impact on the formation and growth of sustainable enterprises including knowledge management, training, awareness-raising, advice and guidance on how to access public and private services, links to research and consultancy resources, and advice on innovative practices at the workplace. Furthermore, they have a role in providing information on good practice in collective bargaining and in sharing information about CSR.

(3) Implementation of policies and standards. Social partners have a fundamental role to play in giving effect to decent work, including in relation to the implementation of labor standards and policies on human resources development. For example, social partners have an important role to play in promoting occupational safety and health at the national as well as the enterprise level, including developing and implementing policies related to HIV/AIDS in the world of work (*D. Kaufmann, T. Vishwanath, 2001*).

Chapter 03: The impact of Corporate Social Responsibility on the sustainability of HODNA Milk

1-Presentation of HODNA Milk Corporation.

HODNA Milk is a corporation is created in 1999 by M. DILMI Ismail in partnership with two other shareholders (SARL), in the industrial zone of **M'sila**, and by advantages of government in the projects of (APSI/ANDI). This corporation sits on an area of 6 hectares, with 04 units of production and storage warehouses, and administration department.

We can resume the historical evolution in this points

- Creation on 30/01/1999 with a unit of milk
- On 22/08/2000 new two products are added to the milk which are leben and raib
- The second unit is created on 16/08/2003 with a new product which is yogurt

- On 06/03/2005 was the creation of the third unit with two new products which are flavored and fruity yogurt.

- On 09/12/2007 was the creation of the fourth unit with two new products light and bio yogurt.

2-The financial evolution of HODNA Milk Corporation.

We can resume the evolution of HODNA Milk corporation in terms of turnover and employment in the next table.

Table n 03: The evolution of HODNA Milk in terms of turnover and employment.

Exercise	Turnover	employment	
		Salary Mass	Effective
2004	705.371.249 DA	10.363.434	74
2005	1.221.594.000 DA	27.235.563	142
2006	2.213.551.771 DA	42.105.373	197
2007	2.939.428.562 DA	59.451.508	282
2008	3.801.328.162 DA	90.407.000	310
2009	4.300.324.201 DA	103.338.900	350
2010	4.954.434.000 DA	125.004.360	390

Source: Hodna MILK

In this table we resume the evolution of HODNA Milk in its turnover and its employment which give us an impression that HODNA Milk is a sustainable corporation because it began with a small amount of turnover 705.731.249 DA with a workforce of 74 workers in 2004 to reach 4.954.434.000DA and a workforce of 390 at 2010, this means that there is an evolution of HODNA Milk which was a small corporations and become a medium corporation after 6 years of production and this due to innovation and development of its production, also we observe that it has a technologies that could help it to concur with more 17 corporations in this field. And we can confirm this by the evolution of production units in this corporation.

Unit one

It- began its production in October 1999 with a capacity of 200.000 liters of milk and 80 workers.

Unit two

It starts in September 2004 with a capacity of 200.000 liters of milk, and 6 types of yogurt and 200workers

Unit three

It began in February, 2010 with a capacity of 95000 liters/ day, of milk and 60 workers with three other types of products (Lacto fermented product, fresh cheeses, .

Unit four

It began in august 2010, with a capacity of 25000 liters/ day, of milk with five types of products (flavored and fruity yogurt, Lben, Raib and finally milk in bottle) and a workforce of 30 workers(*MOUZAOU,2013,*)

3- Measuring the impact of corporate social responsibility variables on HODNA Milk sustainability

In this point we will see the impact of some selected corporate social' variables on HODNA Milk' sustainability. Those variables are manifested by three dimensions which are the economic, the legal and the social dimension.

3-1The first dimension: the economic dimension.

The social responsibility is applied by HODNA Milk in terms of the economic dimension which is manifested by the element of fair competition because we find that HODNA Milk exists in a competitive environment regarding milk and yogurt products. For the milk production, HODNA Milk has been able to achieve a market share estimated at 15% of the national market with four competitors at the local market level ، سليمان)

(2007 But regarding yogurt product, the number of existing corporations in the market amounted to 15 competitors led by DANONE corporation, which is classified as a leader in the market, followed by SOMMAM corporation and in third place we find TREFLE corporation. But regarding HODNA Milk, it occupies the fourth place. And the following table shows the market share of the largest corporations of yogurt industry)

(2006، زاوش،

Table n° 02: Market share of the largest corporations of yogurt industry.

The corporation	Market share
DANONE	40%
SOMMAM	23%
TREFLE	15%
HODNA Milk	10%
Other corporations	12%
Total	100%

Source: ZAWSH Reda, (in Arabic), "Marketing strategy and its impact on the effectiveness of the organization's performance- case study: HODNA Milk", Magister degree, university of Mohamed BODIAF in m'sila, economic science-management and commerce science faculty, 2005-2006, p 91.

3-2 The second dimension: the legal dimension.

The legal dimension is manifested by the protection of environment and also the safety and justice.

3-2-1 Protection of environment

HODNA Milk corporation sought through the application of Law 03-10 on 19 July 2003 that the protection of the environment in the context of sustainable development (2003، *الجريدة الرسمية للجمهورية الجزائرية*). And in this way HODNA milk will introduce a plan to achieve ISO 9000 and ISO 26000.

For the remains, HODNA milk is very advanced in its dealing with wastes and in a manner that permit the separation of wastes according to their quality and then destroying what to destroy and recycle the rest.

3-2-2 Safety and justice

Table n° 03: the development of socio-professional categories between 2004 and 2010

Socioprofessional Categories	2004	2005	2006	2007	2008	2009	2010
Frames	8	14	18	27	32	35	39
Agent-control	15	28	40	59	61	74	79
Enforcement Officer	51	100	139	196	217	241	272
Total	74	142	197	282	310	350	390

Source :Hodna Milk

In this table which expresses the development of the workforce of workers between 2004 and 2010, we note that there is a balance between categories that means that the corporation of HODNA milk realize its strategies in a way that satisfy their needs of different categories of workers which give impression that this corporation recruit its workers with a professional ways and by a fair manner.

Also, depending on a study conducted by the researcher HADJI, by using a questionnaire which was distributed to a sample of 64 individual of HODNA Milk workers, we concluded from the results that she obtained that the workers loyalty, which is represented by the extent of its positioning in the mind of its workers, has reached 90% which indicate that HODNA Milk has succeeded in creating some feelings towards it from the part of its employees. This is confirmed by the proportion of HODNA Milk' promotion by its workers and which amounted to 84.28%, and this means that those

workers convey a positive image about HODNA Milk to the external environment and this represents an opportunity to be exploited by transforming those workers into marketers (2012، حاجي)

3-2-3 Worker safety

HODNA milk gives a big importance to the safety of workers especially in its eagerness to control if its workers follow the safety procedures, and we have seen that in laboratory and production' units.

3-3 The third dimension: the social dimension.

In terms of the social dimension, and which is represented by the contribution of HODNA Milk in the coverage of the essential needs of the society, we find that HODNA Milk cover all the local market needs in terms of milk production. This market includes M'sila and go beyond it to include: Bordj Bou Arreridj, El Oued, Biskra and Djelfa. While the yogurt product is distributed at the level of national territory (HODNA Milk has succeeded in covering 33 cities). Also its diversified products line has helped it to take its place in the local and international market and this when yogurt products were exported to Libya in 2004-2005.

Number	The type of Product	Tastes
1	Flavored yogurt 100 g (Yorty)	Strawberry, pear, apricot, apple, banana, raspberry, cherry, pineapple, Forest fruits
2	Flavored yogurt 125 g (Yorty)	Peach, cherry, raspberry, strawberry, banana, apricot
3	Flavored yogurt (El Dey)	Lemon, cherry, apple, fruit woods, pears, bananas, apricots, pineapple, raspberry, vanilla, strawberry.
4	Flavored yogurt 110 g (Yog)	Forest fruits, apricot, pear, banana, peach, cherry, raspberry, pineapple, strawberry, lemon.
5	Flavored yogurt 1L (Yorty)	Banana, apricot, strawberry, peach with pear, grapefruit, orange and lemon.
6	The Fruit Gourmand 100 g	Strawberry, peach, apricot, forest fruits.
7	Flavored mixed yogurt (100 g)	Vanilla, apricot, peach, strawberry.
8	Light without added sugar (110 g)	Lemon, peach, apricot, forest fruits, strawberry.
9	Bifidus Flavored (110 g)	Peaches, lemons, apricots, Forest fruits, pineapple.

10	Cœur Fruity (125 g)	Apricot, strawberry
11	Yogurt with fruits 1L (Oh FRUIT)	Apricot, strawberry, peach, pears, bananas, apricots.
12	PURLAIT 1L	Pasteurized skimmedmilk
13	LABEN (FERMENTED Milk) 1L	Pasteurized partially skimmed milk in bags or bottles
14	RAIB (Curdled milk) Bottled 1L	Pasteurized partially skimmed milk
15	Creamy dessert 125 g (HODNY)	Caramel, chocolate
16	Creamy dessert 100 g (HODNY)	Caramel, chocolate
17	Caramel flan (FLANIA) 100g	/
18	FERMENTED Milk bag	/
19	PASTEURIZED cow Milk	/
20	PASTEURIZED Milk	/

As for the quality of the products and services provided, HODNA Milk has relied on the brand "HODNA Lait" at the beginning of its activity and as a sufficient brand for milk products, whether in bags or in bottles, and this to distinguish milk because it is marketed heavily at the local level so consumers will know HODNA Milk corporation through the milk brand and thus this will make HODNA Milk corporation known among a lot of consumers. But regarding yogurt products, HODNA Milk corporation has four brands: DEY for flavored yogurt in a bowl, FURY for creamy dessert, YORTY for flavored yogurt in a bottle, and lastly Oh FRUIT for all that is mixed with fruits.

And finally we can say that the diversity of HODNA Milk products which cover all consumer tastes and which are distributed in several cities of the country, so HODNA Milk occupies a significant place in the mind of the consumers. And thus, HODNA Milk cares about the quality of its products and contributes significantly in satisfying all the tastes of consumers and meets the different needs of the society(زاوش،2006)

Also after a study conducted among consumers to know their needs concerning HODNA Milk products, it was found that the HODNA Milk must focus its attention on the launch of products of different sizes: 100 g, 110 g, 125 g, 1 L, and in different forms, whether in cans or bottles, and this to reach the largest possible level of satisfaction of the needs and desires of consumers. It is also noted that consumer preferences vary by age and by gender because there is a category of children, adult and elder category and patient's category. So HODNA Milk, has taking into account these informations during

the design of its products in order to meet all the tastes of consumers (شريف،2012) And this is shown by the following table.

Table n°03: The various tastes of HODNA Milk products.

Source: Mourad CHERIF, (in Arabic), “the use of marketing researches as a tool for planning and preparation for marketing strategy- case study: HODNA Milk corporation in m’sila”, management and economic sciences review, n° 12, 2012, p 191.

4. Conclusion

In conclusion, we can say that the application of corporate social responsibility and its integration in the activities of corporations has a great impact on the survival of these corporations and its development which will guarantee its sustainability. And this given the growing reality that business needs the approval of society to prosper, and given the growing interest in enterprise’ social aspects. So, in order to guarantee the sustainability of enterprises , corporations must redefine the social value added of corporation activities to the society and this by the integration of the corporate social responsibility.

If we talk about sustainability in Algeria we observe that the most of SMEs in Algeria can’t survive and this due to the lack of its development, and this because they can’t get out of being a family corporation and thus they can’t be developed to be a big corporation and this of course threat its survival giving that they can’t concur with other corporations. And this led us to ask about how we can promote the development of small corporations in light of economic openness and technological development

Through our case study, we conclude that HODNA Milk Corporation has resisted from this environment’ changes by innovation, the use of new technologies and finally by the integration of some dimensions of corporate social responsibility, despite it suffers from some problems. But, it strives to get the ISO certificate (especially ISO 9000, ISO 26000).

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