

CSR IN RESTAURANTS: ANALISIS OF A STUDY CASE IN BOGOTA, COLOMBIA*

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RSE NOS RESTAURANTES: UMA ANÁLISE DE ESTUDO DE CASO EM BOGOTÁ, COLÔMBIA

LA RSE DANS LES RESTAURANTS: ANALYSE D'UNE ÉTUDE DE CAS À BOGOTÁ, COLOMBIE

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ABSTRACT

The objective of this paper is to analyze the interpretations and practices that the actors immersed in the social fabric of the gastronomy sector in Bogotá carry out in relation to CSR, and especially to know discourse of managers and collaborators of the restaurants under study in Bogotá, Colombia. This research had a qualitative approach and case study method, in-depth interview was used as a research instrument. Data analysis was carried out using the content analysis method. In Bogota there is not much research on Corporate Social Responsibility –CSR- in restaurants, and this does not consider that restaurants are an important

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sector, although they generate thousands of jobs and have decisive impacts on the cultural, social, environmental, and economic scope of the social fabric. In addition, the methodological design has the advantage of approaching the interpretations of different social actors. It is evident that in the restaurants under study some practices go beyond compliance with the law or even the search for a certain economic rationality. However, the general trend denotes that despite the qualification gotten, little active by the company, the pressure of competition and various regulatory initiatives allow us to visualize a greater presence of this type of business proactivity in the future. Undoubtedly, the management of the business and the relationship with all the actors will be positively impacted.

KEYWORDS:

Corporate Social Responsibility (CSR), restaurants, sustainability, tourism.

JEL CLASIFICATION:

M14, L83, Q01.

RESUMEN

El objetivo del presente documento es analizar las interpretaciones y prácticas que llevan a cabo los actores inmersos en el tejido social del sector gastronómico en Bogotá con relación a la Responsabilidad Social Empresarial, RSE, y en particular, conocer el discurso de gerentes y colaboradores de los restaurantes objeto de estudio en Bogotá, Colombia. La investigación tuvo un enfoque cualitativo y método de estudio de caso, utilizando la entrevista en profundidad como instrumento de investigación. El análisis de los datos se llevó a cabo a través de la técnica de análisis de contenido. En Bogotá son escasas las investigaciones sobre Responsabilidad Social Empresarial –RSE– en restaurantes, sin tener en cuenta que los restaurantes son un sector que genera miles de empleos y ejerce impactos decisivos en el ámbito cultural, social, ambiental y económico en el tejido social. Además, el diseño metodológico del estudio tiene la ventaja de aproximarse a las interpretaciones de diferentes actores sociales. En los restaurantes objeto de estudio se presentan algunas prácticas de RSE que van más allá del cumplimiento de la ley o incluso la búsqueda de una cierta racionalidad económica. Sin embargo, la tendencia general denota que a pesar de ello las iniciativas son muy limitadas, se presenta presión de la competencia y diversas iniciativas regulatorias permiten visualizar mayor presencia de este tipo de proactividad empresarial en el futuro.

Palabras Clave: Responsabilidad Social Empresarial, restaurantes, turismo.

Clasificación JEL: M14, L83, Q01.

RESUMO

O objectivo deste artigo é analisar as interpretações e práticas dos actores imersos no tecido social do sector gastronómico em Bogotá (Colômbia) em relação à Responsabilidade Social das Empresas, RSE, e em particular, compreender o discurso dos gestores e colaboradores dos restaurantes em estudo em Bogotá. A investigação teve uma abordagem qualitativa e um método de estudo de caso, utilizando a entrevista aprofundada como instrumento de investigação. Os dados foram analisados utilizando a técnica de análise de conteúdo. Em Bogotá há pouca investigação sobre Responsabilidade Social Empresarial (RSE) nos restaurantes, sem considerar que os restaurantes são um sector que gera milhares de empregos e tem um impacto determinante nos aspectos culturais, sociais, ambientais e económicos do tecido social. Além disso, o desenho metodológico do estudo tem a vantagem de abordar as interpretações dos diferentes actores sociais. Nos restaurantes em estudo existem algumas práticas de RSE que vão para além do cumprimento da lei ou mesmo da procura de uma certa racionalidade económica. No entanto, a tendência geral mostra que, apesar disso, as iniciativas são muito limitadas, a pressão da concorrência e várias iniciativas regulamentares estão a ocorrer, o que nos permite visualizar uma maior presença deste tipo de proactividade empresarial no futuro.

Palavras-chave: Responsabilidade Social das Empresas, restaurantes, turismo.

Classificação JEL M14, L83, Q01.

RÉSUMÉ

L'objectif de cet article est d'analyser les interprétations et les pratiques des acteurs immergés dans le tissu social du secteur gastronomique à Bogota (Colombie) par rapport à la Responsabilité Sociale des Entreprises, RSE, et en particulier, de comprendre le discours des directeurs et des collaborateurs des restaurants étudiés à Bogota. La recherche a adopté une approche qualitative et une méthode d'étude de cas, utilisant l'entretien approfondi comme instrument de recherche. Les données ont été analysées en utilisant la technique de l'analyse de contenu. À Bogota, il existe peu de recherches sur la responsabilité sociale des entreprises - RSE- dans les restaurants, sans tenir compte du fait que les restaurants sont un secteur qui génère des milliers d'emplois et a un impact déterminant sur les aspects culturels, sociaux, environnementaux et économiques du tissu social. En outre, la conception méthodologique de l'étude présente l'avantage d'approcher les interprétations de différents acteurs sociaux. Dans les restaurants étudiés, il existe des pratiques de RSE qui vont au-delà du respect de la loi ou même de la recherche d'une certaine rationalité économique. Cependant, la tendance générale montre que, malgré cela, les initiatives sont très limitées, il y a pression de la concurrence et diverses initiatives réglementaires se produisent, ce qui nous permet de visualiser une plus grande présence de ce type de proactivité des entreprises à l'avenir.

Palavras-chave: Responsabilidade Social das Empresas, restaurantes, turismo.

Classificação JEL M14, L83, Q01.

INTRODUCTION

Tourism has undergone an expansion in recent decades, becoming the engine of recovery from the economic crisis and, as some authors highlight, in the most important social phenomenon of the 20th century (Hernández & Dancausa, 2016). This can be of various types, such as business tourism, sun and sand, wellness, health, culture and gastronomy (Madrid, Aguilar, Vélez & Muriel, 2017). In this way, the interest of people to have leisure spaces and move to unknown places, valuing the historical, architectural, gastronomic, and cultural heritage has had an impact on the gradual increase of this activity in Colombia, especially considering the benefits of the approval of the Final agreement for ending the political conflict, which projected to new development alternatives for the country, in the post-conflict framework.

Similarly, tourism has established itself as a contradictory sector: while generating economic benefits for the countries, it also impacts the culture of the regions, the life of communities and ecosystems. Despite the fact that Colombia tourism represents 3.8% of GDP and 27% in terms of job creation (Ministry of Commerce, Industry and Tourism, 2018), it registers negative impacts in the various areas of society. Gastronomy as an integral part of this social phenomenon represents the second most relevant line in the country today, after hospitality (DANE, 2018); the foregoing is visible in 2018, when the accommodation and food service sector had a higher growth compared to other activities, registering 6.4%, and marking the growth out of trade (DANE, 2020). In addition, restaurants are considered as organizations that have the purpose of preparing food to make it available to the person who wants to buy it, while there is a quality service and a pleasant setting (Domínguez & Rivera, 2010).

Considering the relevance of tourism especially, restaurants for Colombian development, these organizations have recently been adopting CSR practices, which are expressed as a result of the awareness of those who manage business, as a search for differentiation and adoption of regulatory initiatives (norms, laws and codes of conduct). In this way, it is worth highlighting the GRI Food and Beverage sector complement to carry out sustainability reports, which consider aspects such as safety, health, and vulnerability of producers in the chain supply, the use of

ethical and fair business practices, the response to the challenges of climate change and the depletion of natural resources (Global Reporting Initiative, 2014).

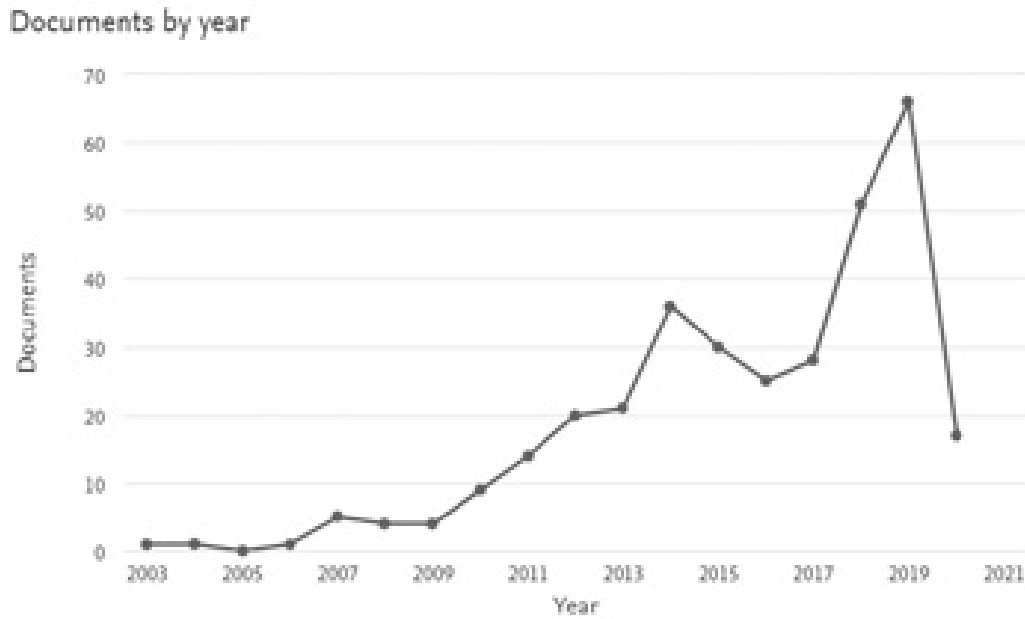
Related to the above, the Global Code of Ethics for Tourism -GCET- is an initiative that in the sector focuses on reducing the negative effects of tourism on the environment and cultural heritage, taking advantage of the benefits of development sustainable and poverty alleviation (United Nations, 1999). At the national level, the main regulatory initiative of the sector is the Colombian Sectoral Technical Standard 004 for gastronomic establishments and bars -NTS-TS 004-, which is based on meeting the quality requirements in the tourist offer, through standardization of environmental, sociocultural, and economic sustainability requirements for these organizations.

On the other hand, studies on the subject have shown that social responsibility practices in restaurants increasingly have a more important role in the development of market niches and become a catalyst for the business (Agudelo-Rivera, Fajardo- Acosta, González-Sabogal, Montes-Urbe, & Rodríguez-Niño, 2019; Kivela, 2017). Unfortunately, there are still different knowledge gaps regarding the implementation of social responsibility practices in these organizations (Gheribi, 2017), taking into account the above and since unfortunately there is not enough clarity in the country, and especially in the city of Bogotá, about the interpretations and practices that the actors immersed in the social fabric of the sector carry out in relation to CSR, a case study in the city of Bogotá that analyzes this topic is presented below. This is highly relevant, not only because this is a pioneering study in the city, but also, in the future, it facilitates the generation of guides and instructions to relate to the business sector, impact their actions and the actors involved in the social fabric.

1 . STATE OF THE ART

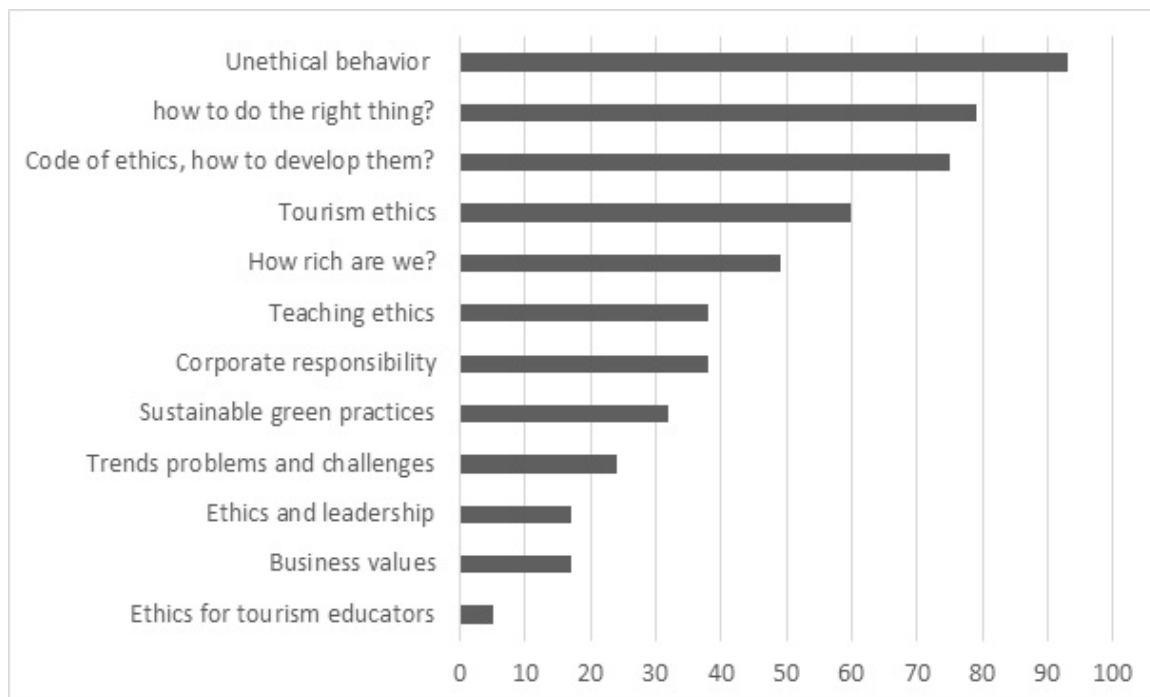
CSR in the tourism sector is characterized by an increasing interest of the scientific community (Figure 1) and of the various actors immersed in the social fabric, such as government entities, NGOs, union organizations, among others. However, compared to other economic activities, there is still a wide field of knowledge to investigate.

Figure 1. Bibliometric analysis of the literature on CSR of tourism 2003-2020



Source: Elsevier (2020a).

Figure 2. Classification of Studies on Social Responsibility and Tourism 1999-2010



Source: Own elaboration from Lynn cited by Peña & Serra (2013).

In the same way, there are few researches that address these phenomena from a holistic point of view (Peña & Serra, 2013). However, the field of study of tourism and social responsibility spans more than six decades and involves various types of research (Coles, Fenclova & Dinan, 2013), which incorporate twelve categories (Figure 2), showing that most studies have focused on: a) the analysis of business initiatives opposed to socially responsible behavior and b) the formulation of guidelines for the company to exercise positive action.

An emphasis of these investigations can also be noted in the characterization of their ethical dimension and the practices of responsibility. Moreover, there are different reflections on the wealth of organizations, their implications, and views with an emphasis on their sustainability. Other trends are related to training in social responsibility and corporate values.

The assumption of CSR in tourism responds to the search to increase the participation of communities in the decisions of organizations, develop alliances with all social actors, generate quality employment, promote the elimination of corruption, comply with law, implement fair price policies, offer equity in hiring and remuneration processes, promote freedom of association, preserve the native culture, promote the growth of related economic sectors, while reducing waste and the use of natural resources (Coles, Fenclova & Dinan, 2013; Quinteros & Castro, 2017). This vision has been recent, starting from the guidelines that the UN has been drawing on the subject and where for this sector the World Tourism Organization -WTO- has played a significant role, evidenced in the GCET and the initiatives that arise from it.

In 1995, the recommendations emanating from the Rio Conference on travel and tourism were collected, emphasizing that the protection of natural and cultural resources is the "basis of their business" and that long-term development requires concerted action by governments and all sectors of the tourism industry. (Quinteros & Castro, 2017, p. 5).

At the same time, other regulatory initiatives, such as the White Paper, have been causing that organizations in the sector change their behavior, in such a way that the employment of various forms of responsible tourism has increased internationally -fair tourism, community tourism or sustainable- (Álvarez, Gomis, Rego, Leira, Caramés & Andrade, 2009), in order to act in opposition to the mass tourism, which generates a more critical impact, as presented in Table 1.

The impact of tourism on society and the

environment is undeniable, therefore, there is a decanted list of benefits that the adoption of CSR initiatives has for tourism sector organizations (MacGregor & Fontrodona, 2011). These benefits include the effects on the competitive advantages of MSMEs (Cortina, 2003), as well as the increase in the value of companies and the improvement of their profitability (Ho Kang & Huh, 2010).

Furthermore, companies such as hotels, casinos, restaurants or airlines show heterogeneity between the CSR actions they carry out. Similarly, there is a certain concern in these organizations about environmental management, which seems to go hand in hand with the meaning that this has for reducing costs in the company (Télliez-Bedoya, 2017; 2018). There is also an interest in establishing relationships with collaborators, although it has been concluded that the size, seniority, participation as a member of a chain, the type of management and the pressure of the various social actors influence the development of this type of actions (Garay & Font, 2013). According to authors such as Youna & Lee (2015) larger organizations tend to have more resources, therefore, they can invest in CSR initiatives different to the smaller ones.

While the relations between tourism and social responsibility are reinforced, the carrying out of studies applied to gastronomy has emerged as a new trend (Gheribi, 2017). However, the specialized literature on this topic at national and international level is a little more limited than in other fields of tourism, such as hospitality.

Gastronomic tourism has emerged as a possibility to generate development from food products and culinary specialties, the proximity to the cultural dimension makes it more frequent than other types of tourism, regardless of the weather for its execution and promotion of economic pluriactivity in the regions, reducing dependence on the primary sector and taking advantage of the increasing orientation of the market towards light and organic product lines (Millán, Morales & Pérez, 2014).

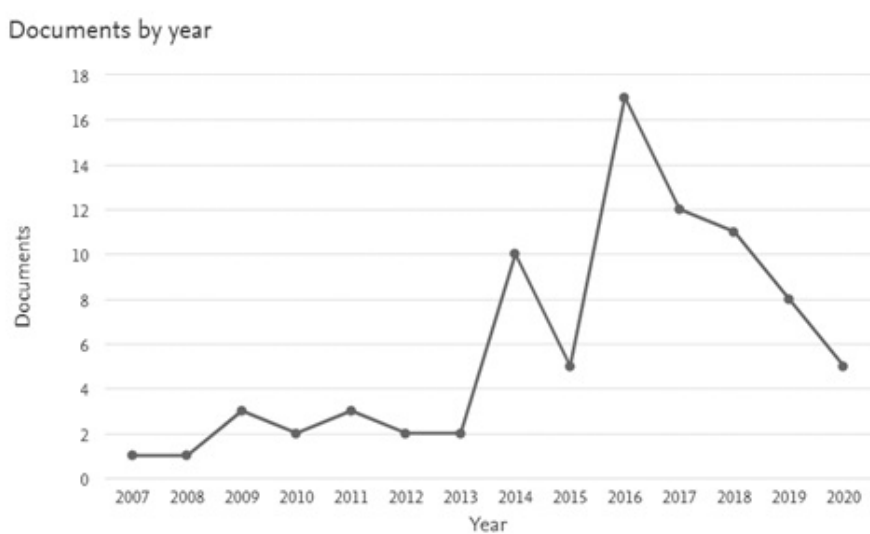
According to the report of the Organization for Economic Cooperation and Development (OECD), carried out in 2008, 25% of travelers considered food when deciding on the trip and 58% were interested in taking a gastronomic trip, but they want to do it through a gastronomic and tourist product that must be analyzed according to the basic components: markets, attractions, activities and products, accommodation, internal and external infrastructure, structure or equipment and superstructure. (Mercado & Rey, 2015, p. 112).

Table 1. Balance of tourism impacts

| | Positive impacts | Negative impacts |
|------------------------|--|--|
| Economic approach | <ul style="list-style-type: none"> • Job growth. • Decrease in the migration of the local population to other territories. • Attraction of foreign investment. Generation of businesses related to tourism. • Improvement of transportation routes. | <ul style="list-style-type: none"> • Increase in socioeconomic gaps in the population. • Increased inflation. • Transfer of profits abroad. • Capital accumulation in a low percentage of the population. • Dependence on an activity that displaces progress in other sectors, which, represent greater possibilities for growth and development. |
| Cultural approach | <ul style="list-style-type: none"> • Creation and use of attractions that can be enjoyed by tourists and the local community. • Greater concern for the preservation of high-value historical infrastructure. • Stimulation of the artistic practices of the place. • Greater identity of the community regarding its customs, history, heritage and gastronomy. | <ul style="list-style-type: none"> • Loss of cultural values in the local community and assumption of collective imagery derived from abroad. • Change of habits in the local population. • Transformation of local architecture. • Generation and reaffirmation of stereotypes that homogenize the conceptualizations and actions of society. • Increased consumerism. |
| Social approach | <ul style="list-style-type: none"> • Linking employees without discriminating their gender or education level. • Increased tolerance by the local community to diversity. • Reduction of discrimination. • Increase in education and bilingualism. | <ul style="list-style-type: none"> • Community displacement to expand trade around tourist areas. • Increased insecurity. • Growth of child prostitution. • Violation of the rights of the local community. • Greater structural distance between the various socioeconomic levels. • Conflicts due to changes in values between people and their families. • Incidence in purely operational training for specific actions of organizations. |
| Environmental approach | <ul style="list-style-type: none"> • Increased community awareness of the effects of environmentally harmful practices. • Strengthening or creation of protected areas. • Adoption of practices derived from regulatory initiatives that improve the corporate image. | <ul style="list-style-type: none"> • Excessive consumption of non-renewable resources. • Extermination of ecosystems. • Decrease in biodiversity. • Increased risk of fire, erosion, salinization and soil compaction. • Increased pollution. • Increased noise. • Increase of the ecological footprint without concrete actions for its recovery. |

Source: Tellez-Bedoya (2015).

Figura 3. Bibliometric analysis of the literature on CSR of restaurants 2007-2020.



Source: Elsevier (2020b).

Based on the aforementioned, gastronomic tourism in Colombia has great potential derived from the various possibilities of the geographic, climatic and food variety, which can create proposals for wine tourism (wine), oleo tourism (oil) or other similar modalities, centered around thematic products, such as coffee, rice, sugar, cocoa, bananas, chicha, guarapo or aguardiente, products that today attract attention through the development of knowledge, tasting or cultural samples, but which undoubtedly require more disclosure. However, the development of this type of tourism not only confers an economic attribute for the country, but also would allow a greater approximation to food security, complying with CONPES 113, which reflects Colombia's food security policy in order to favor the availability of food and these must meet minimum quality standards (National Council for Social Economic Policy, 2007).

On the other hand, researches on CSR framed in the gastronomic sector in Latin America show the recognition that these initiatives must improve the positioning of restaurants. In addition, there is a low participation with social actions by these organizations, although that application would promote changes in the perception and behavior of customers (Sansores & Granados, 2017). Likewise, case studies such as the Mexican restaurants Tosks represent business examples that have been highlighted by their adherence to the global compact and the realization of productive projects, such as integrating products without dyes or preservatives and made by indigenous communities, making donations to foundations of vulnerable people and, recently, executing initiatives that seek to mitigate climate

change (Camacho & Pérez, 2013).

In addition to the above, in the Colombian case, specifically in Bucaramanga, it was identified that the most relevant CSR actions, carried out by each social actor in restaurants, are for shareholders, supporting the development of employees by offer them flexibility in working hours and initiatives such as the maintenance of parks adjacent to the establishment. For the suppliers there are no direct actions, although it would seem interesting to have environmental advisory talks. From the perspective of the community, the investments that the company has made in the environment are unknown, for collaborators, the main action of CSR is the search for dialogue and good treatment, and from the position of clients, they are willing to contribute to the execution of environmental actions (Pérez, Moreno & Gómez, 2018). The existence of business experiences that recognize an effective social role has also been documented in the country, including accompaniment practices for the creation of employee funds, generation of foundations and environmental practices (Correa, Marín & Sosa, 2017).

Research in CSR in the gastronomic sector initially focused on nutrition and food security practices, transcending in the 1990s, giving greater importance to the environmental issue (Wang, 2012). In the international sphere, as previously stated for tourism, especially, for restaurants, it meant an increase in profitability over time, an improvement in its image, higher levels of satisfaction and loyalty of the collaborator and the client (Perramon, Alonso-Almeida, Llach

& Bagur-Femenías, 2014). However, it is not something that is carried out instantaneously, although these types of initiatives when accompanied by environmental labels can increase customer awareness of this topic (Albus & Ro, 2013). So,

(...) when considering clients with ecological lifestyles (Hu et al., 2010) and who are concerned about health and nutrition (Jang et al., 2011) or have health problems (...) restaurants in SMEs derive internal and external benefits from green practices, which have a positive impact on company performance through better competitiveness, even when only soft green practices have been adopted (Perramon, Alonso-Almeida, Llach, & Bagur-Femenías, 2014, p. 3).

In general, the intellectual production on the subject identifies two essential motivations for carrying out this type of practice by management: at the organizational level, linking the performance of these actions to marketing and business sales, financial performance and principles thereof; At the same time, at the individual level, these CSR initiatives are justified taking into account certain values and personal beliefs of management (Kukanja, Planinc & Šuligoj, 2016). Additionally, it has also been shown that the CSR practices of restaurants in the international arena are still in the early stages, particularly based on recycling (Kukanja, Planinc, & Šuligoj, 2016).

Therefore, it is not surprising that intellectual production highlights green practices carried out by this type of companies, for example, recycling and composting, efficient equipment in the use of natural resources, the adoption of ecological cleaning supplies, use of biodegradable containers, and sustainable menus with organic foods¹ (Wang, 2012). This is synthesized in the main green practices for a restaurant: green action –efficiency of natural resources, recycling, green construction, etc.–, green food –organic and local– and green donation –involving communities– (Schubert, Kandampully, Solnet & Kralj, 2010).

This type of practice is becoming increasingly important considering the findings of prohibited substances in food products, for example, the case of the high levels of glyphosate found in the cereals of the multinational Kellogg's (Temkin, 2018). Likewise, the relevance of

the figure of managers in promoting this type of action is highlighted, denoting that their demographic characteristics decisively influence the adoption of socially responsible initiatives, unlike other types of variables such as structure of the property, category, type, or size of the restaurant (Kukanja, Planinc & Šuligoj, 2016). In this context, unfortunately, managers' perception of carrying out this type of action is negative, since it is perceived as a cost that does not represent significant economic savings for companies (Perramon, Alonso-Almeida, Llach & Bagur-Femenías, 2014). In turn, it has not been internalized by the businessmen of the sector that the execution of socially responsible initiatives will be successful to boost the financial performance of the restaurant only to the extent that adequate communication strategies are carried out (YinYoung, Singal & Yoon, 2016).

However, customers between 20 and 35 years old have clearly denoted that their purchase decision is marked not only by the brand, but also by the company's social responsibility actions (YinYoung, Singal, & Yoon, 2016), likewise, the level of education is directly proportional to environmental concerns and women generally have greater concerns about green attributes related to food and the environment (Kwok, Huang & Hu, 2016). Similarly, at a general level, studies show that customers would even be willing to pay more to dine at this type of restaurant (Schubert, Kandampully, Solnet, & Kralj, 2010). In this regard, nowadays customers give more importance to restaurants that use local products, and the need for these companies to generate greater possibilities for consumers to participate through socially responsible actions, such as, for example, has been highlighted possibility of reducing energy, waste and use of biodegradable products, since this potentially attracts a greater number of customers (Youn, Song, Lee, & Kim, 2016).

At the same time, the link with specialized certifications in the subject decisively impacts the decision to adopt this type of business proactivity, since they generate a certain image and credibility in the customer regarding an ethical behavior of the restaurant. Among the most recognized are the food and beverages sector supplement in the GRI guide that seeks to apply homogeneously at the international level; Green Globe 21, which applies especially to restaurants in the United States and Canada; Qualmark, which represents a new system in New Zealand, and the Rainforest Alliance, which also operates globally (Schubert, Kandampully, Solnet & Kralj, 2010).

¹ It should be noted that this type of food can be defined as those produced on farms, with limited use of fertilizers and pesticides (Kwok, Huang & Hu, 2016).

Evidence of the impact of regulation on the issue is that one year before the approval of the Special Law on Food Safety and Child Nutrition for Korea, renowned companies such as KFC, Taco Bell, Pizza Hut, Long John Silver and Tricon Global Corporation began. However, it is noteworthy to present nutritional information on their menus that restaurants such as Olban, Vips and Soban currently implement this type of initiative without considering it part of their socially responsible actions (Kim & Ham, 2016).

Finally, the need for restaurants to communicate CSR actions through their web pages and other media has been highlighted, they could also carry out special green events that focus on consumers to appreciate this type of characteristics and, finally, offer menus with green attributes, specifically geared towards families with at least one child, as they appreciate more the usefulness of healthy and sustainably grown food (Kwok, Huang & Hu, 2016). Similarly, the gastronomic sector has important challenges related to environmental degradation, mistreatment of employees and obesity in the future (Kim & Ham, 2016). This last factor originates from the fact that around 50% of the budget for food is spent away from home, therefore, it is plausible that these companies are a factor that contributes to increasing this disease (McCool & McCool, 2010; 2011).

2. METODOLOGY

The research was carried out primarily using the qualitative approach, seeking to carry out an inductive approach to the object of study, considering the descriptive scope. For this, the case study method was used, in which an empirical investigation oriented to the recognition of the phenomenon in its real context was carried out, especially analyzing the limits between the phenomenon and the context that are not evident (Yin, 2002).

On the other hand, the information gathering technique used was the interview, representing a strategy that facilitated flexibility and intimacy with the interviewee; In addition, through questions on the subject, the speeches of each of them were captured (Hernández, Fernández & Baptista, 2014). In this sense, interviews with open questions were applied to managers and collaborators of sector organizations, as well as researchers from two higher education institutions, recognized for their academic activity in the Tourism Administration and who have high-quality accreditation. On the other hand, the technique chosen to interpret the information was content analysis, allowing to

understand the different conceptions of the interviewees in an objective and systematic way, while it gave rise to the categories object of analysis (Hernández, Fernández & Baptista, 2014).

It is important to clarify that to meet the objective of the research, the sample was non-probabilistic, seeking to approach restaurants with dissimilar characteristics in their size, age, and market segment, being a theoretical type sampling focused on the generation of new theoretical approaches (Flicker, 2002). It is worth noting that due to ethical and confidentiality criteria, no data is revealed from the interviewees, and the triangulation of information and prior evaluation of the instruments applied by expert peers ensures the reliability of the results obtained.

3. FINDINGS

The results of the application of the interviews are shown descriptively and comparatively, as well as an analytical and critical exercise that takes into account the review of these findings, starting with the restaurants under study (Table 2) and subsequently treating the discourse of the universities (Table 3). In addition, the annex presents a brief description of each organization interviewed for the reader who wishes to delve into the subject.

Analysis of results in restaurants

From the point of view of the theoretical position of CSR in which the speeches of the interviewees are linked, the instrumental point of view and ethics and morals are the most outstanding references, that is, these organizations have carried out this action based on compliance with institutional purposes, linking it to the purpose of economic sustainability of the business or a concern that goes a little further and that is based on certain principles that the manager projects to differentiate his company.

CSR actions in restaurants are carried out particularly in the environmental dimension, taking recycling actions, adequate disposal of waste and the offer of biodegradable packaging as a reference. The foregoing is surely related to the trends of regulatory initiatives on the subject and the economic impact that good development of responsible environmental practices has for restaurants, for example, from savings in public services.

In this context, other types of social responsibility initiatives that the restaurants under study have carried out in a heterogeneous way should also

be highlighted: donations to disadvantaged people; fair trade with suppliers; support for new musical expressions; and internal practices that seek the participation of collaborators, the generation of an adequate work environment and the promotion of academic training through agreements with educational institutions. Despite the above, none of the restaurants interviewed had budget and personnel directly responsible for carrying out this type of activity.

Likewise, the lack of knowledge regarding regulatory initiatives on the subject is consistent among all the organizations interviewed,

because of which some companies carry out socially responsible actions, which unfortunately they do not recognize as such. Additionally, it should be noted that, as for the interviewed collaborators, at a general level there was some lack of knowledge about the concept of CSR. However, in the Asadero Feliz and Italian Food there is an initial notion of the subject, relating it to the business duty of give back to society and, in this sense, the actions of social responsibility of restaurants were recognized as those that directly influence them, such as the timely payment of wages and study permits.

Table 2. Categorical comparison of CSR among restaurants.

| | Asadero Feliz | Sandwich Bogotano | Cocina de Mercado | Rapimúsica | Italian food |
|---|---|------------------------|--------------------------|--|--|
| Size (according to number of collaborators) | Large Company | Micro Company | Small Company | Large Company | Micro Company |
| Years | 45 | 3 | 16 | 15 | 4 |
| CSR Theory | Instrumental | Ethical | Instrumental | Ethical | Integrative |
| CSR implementation dimensions CSR | Economic / Environmental | Environmental / Social | Economic / Environmental | Cultural / Social / Environmental | Environmental |
| Knowledge of Regulatory Initiatives of CSR | They are confused with sanitation requirements. | Unknown | Unknown | They are unknown, but they are related to the regulations regarding this activity. | They are confused with the requirements for the operation. |

Source: own elaboration from the interviewees' speech (2019).

Table 3. Categorical comparison of CSR in the gastronomic sector of Colombia by the Universities

| | Éxito University | Technical University |
|--|---|---|
| CSR Theory | Integrative | Instrumental |
| Perception of CSR in the sector | Conglomerate without homogeneity of CSR initiatives. Renowned companies carry out actions oriented to the economic dimension. | Existence of actions by the business community in some localities of the city. |
| Limitations to the development of CSR | Short-sighted entrepreneurship by time and lacking in moral drive. | Implementation of regulatory initiatives for the belief that more resources are required. |
| Dimensions in which the university is positioned | Economic / Social | Economic |
| Knowledge of CSR Regulatory Initiatives | NTS-TS 004 | NTS-TS 004 |

Source: Own elaboration from the speeches of the interviewees (2019).

Analysis of results in universities

The concept of CSR of the Éxito University was based on the integrative theory of CSR, taking into account the regulations and some concern for social actors such as collaborators and the community, unlike what was presented at the Technical University, where it is situated to a greater extent in instrumental theory, characterizing the performance of these actions by virtue of the sustainability of the organization and the search for a win-win relationship between the various social actors linked to the company. On the other hand, both institutions highlighted the gastronomic sector as a conglomerate in which there is no homogeneity in social responsibility initiatives, although the formulation of differential linkage policies, adequate compensation and fair treatment of employees stands out, in addition, the Éxito University illustrated in its speech that this situation coexists with restaurants that do not even meet the minimum legal elements.

In the same way, both institutions recognized the NTS-TS 004 as a regulatory initiative, identifying in turn that the business community does not implement it in masse due to the belief that various resources are required for it. In addition, the Technical University highlighted in its speech that in the future there will be greater knowledge of this standard and other specialized regulatory initiatives, an aspect that coincides with what regulatory bodies such as GRI have been proposing.

In addition to the above, the Technical University expressed a negative rating of business in the sector. It was made visible without moral and shortsighted impulse in the face of this class of actions, a fact that from the perspective of research is antagonistic to the current situation. Finally, in terms of social responsibility initiatives, both universities carry out restaurant-oriented practices, emphasizing articulation with the curriculum, research, and social projection, as well as relations with public bodies.

CONCLUSIONS

The topic of CSR in tourism and, specifically, in restaurants is a field of knowledge that is in full growth at the national and international level, derived from the adjustments that the social fabric has recently carried out. However, there is a certain scarcity of studies on the subject in the country, an aspect that generates few possibilities for discussion and debate on the part of society, at the same time that it hinders training tasks that allow businessmen to adopt this type of initiative business management. In the same way, this aspect becomes a strength of

the present investigation, since it is a pioneer in the city of Bogotá, identifying the interpretations and practices of the collaborators and managers of the restaurants under study, as well as the chosen universities.

According to the results obtained, it was observed that there is no direct relationship between the size of the company and the conceptualization and practices of CSR that are carried out; However, there is a direct relationship between the years of these organizations and this conception. The foregoing shows two phenomena, on the one hand, the businessmen of the sector in Bogotá have a more focused assumption on the company's employees and a desire to contribute to society, and, on the other hand, there is a trend of According to the moment in which the company is in the growth curve, turning as they advance in time towards initiatives that are circumscribed in the instrumental, that is, more and more social responsibility actions are assumed in search for business differentiation and brand positioning.

Also, it was evident that most of entrepreneurs who participated in this study carry out CSR initiatives voluntarily and not due to legal pressure, coinciding with previous studies carried out by Kukanja, Planinc & Šuligoj (2016). For its part, it is striking that in the microenterprises studied their social responsibility practices were more focused on the environment, it is likely that the perception that in the latter case has a social responsibility closely linked to compliance with the requirements has contributed to this necessary for the operation of the business (Téllez-Bedoya, 2015, 2017, 2018). However, due to these interpretations, it would be easier for these companies to integrate an action based on radical humanist theory, which holistically understands the environment and all the actors involved in the social fabric and, therefore, would contribute to effective management business, that respects the rights of all and that positions this type of organization as a decisive actor for the development of society.

Under this scenario, and even though most of the restaurants studied focused on environmental initiatives, other organizations such as Rapimúsica and Sandwich Bogotano have carried out initiatives that positively influence the environment, incorporating activities that aim to have a positive impact on disadvantaged communities and in the cultural development of the country. Unfortunately, all the organizations studied are very limited in terms of CSR communication strategies, in such a way that it is recommended to generate greater dynamism in this regard.

On the other hand, there is no knowledge of the CSR regulatory initiatives by the interviewed businessmen, therefore greater efforts are required by the regulatory bodies for this activity, especially when universities do have this conceptual clarity. Likewise, regarding the universities studied, it is concluded that although there have been some differences in relation to the theoretical point of view of CSR in which they are positioned, this surely has to do with the origins and philosophy of the institutions. Likewise, the universities interviewed expressed a negative view of the business sector, characterizing it as little active in the development of this type of initiative, although the existence of them is recognized, as it had been interpreted in previous intellectual production (Téllez-Bedoya, 2018).

It is interesting that, according to the literature, the Colombian Association of the Gastronomic Industry –ACODRES–, as a trade union body of the sector, tends for the benefit of its associates seeking to develop CSR strategies. However, according to the interviews carried out, this perception of this entity does not exist, which identifies an important opportunity for the development of actions under this leadership. Furthermore, unlike what is presented in other tourist activities such as hotels (Téllez-Bedoya, 2017; 2018), ACODRES may in the short term have highly fluid communication with the various actors in the social fabric.

Additionally, in the future, according to all the speeches analyzed, the CSR practices that the restaurants under study in Bogotá will carry out will grow and will position themselves to a greater extent as part of the management of the business and, therefore, of the sustainability over time, as intended by the social responsibility certificates established in the sector. In turn, CSR in the gastronomic sector of Bogotá creates the possibility for these organizations to respond to a series of needs that the social fabric schedules. In this context, gastronomic tourism represents possibilities for development, promoting economic multi-activity, while generating employment, bringing communities closer to food security, and facilitating the strengthening and socialization of our cultural identity.

Finally, as future lines of research, comparative studies can be carried out between restaurants of international chains located in dissimilar regions or this research can be replicated in organizations from other cities. In addition, considering that a strength of this study was the participation of multiple actors, it is suggested to continue the proposed methodological design, and you can even choose to interview local and national government agencies, as well as include the perceptions of the clients.

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Annexes:

Description of the restaurants under study:

Asadero Feliz restaurant is a Colombian organization that has been in the market for over 45 years and is positioned among the top ten restaurants in the country. It emerged in Bogotá as a family business of a group of brothers, which today is understood as a business group, bringing together two additional brands of restaurants especially geared towards the roast chicken segment; it currently has points of sale in Bogotá, Medellín and Cali. On average, each point of sale has 25 employees, which generates high levels of employability in the country, which is why it can be defined as a large company.

The Sandwich Bogotano restaurant is a family micro-business that to date has two points of sale and nine collaborators. It originated at the initiative of a group of brothers after analyzing various business ideas, taking into account the taste for cooking, as well as the desire for independence and the ideal of creating a brand that will gradually gain recognition in the gastronomic sector.

Cocina de Mercado is an organization that started sixteen years ago as a business project of five friends who knew each other from school and who at that time had just arrived from abroad to create a food chain. Today it operates in the center of Bogotá, with other points in the city, some of which operate in a specialized way in the fast food segment; this business idea has even given rise to other restaurants on the country's Caribbean coast. It is

a project that is based on traditional Colombian food and has been recognized among the best in the country by magazines such as Vistas Bueno, Soho and Diners, in addition to having TripAdvisor Certificate of Excellence. Today this small company has 30 collaborators.

Rapimúsica is a restaurant that originated fifteen years ago in Bogotá and has spread to various areas of the city and surrounding areas such as Chía. Its essence as a business is good food, combined with a range of live music, which has contributed to strengthening the country's artistic scene. The creation of this organization dates back to the meetings of a couple of friends held at their homes, where they ate hamburgers. Taking into account that the preparation of these were excellent and that they were already concluding their university period, they decided to take risks and set up their first premises, having at their core the bonds of compassion that they shared. This organization today is among the best restaurants in the country, as highlighted by Soho Magazine; at the same time, the gastronomic offer has diversified, increasing its size, defining itself as a large company, with 220 collaborators.

Italian Food is a micro-business that emerged four years ago and was created as a family project between two spouses, taking into account his experience as a chef, as well as his Italian origin. With Italian pizza as the main product, it currently has a point in Bogotá and another in Chía, being recognized as the best restaurant in this type of food according to the newspaper El Tiempo. Similarly, it currently has 10 collaborators.

Description of the universities under study:

The Éxito University is an institution that has more than 13 years in the country, originated under liberal ideas and in opposition to religious influence in the educational system of the time. Additionally, this institution develops the Tourism Administration program and is accredited internationally by the UNWTO.

The Technical University is an organization that is 37 years old and has expanded its operations not only to Bogotá, but also to Cartagena, as well as numerous programs, among which is Tourism Administration, built by propedeutic cycles.

