**Can slow thinking reinforce the results of corporate social responsibility strategies? An analysis of decision making process inside Google Inc. France and Brazil.**

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**Abstract:**

The responsible way in which some organizational practices take place nowadays respond to an existing pressure over companies for speed (Giaretta, 2005). Such situation is reflected by the demand for a socially responsible posture from organizations, which leads companies to adapt their strategies to respond to this exigency. The association of slow thinking and corporate social responsibilities in business has not been considered in literature in an abundant way. For that reason, this paper proposes the beginning of an analysis concerning the way in which slow thinking (Cassano, 2001; Giaretta, 2005), within decision making process (Elbing, 1978), can reinforce the results of corporate social responsibilities (Carroll, 1979; 1991). In order to better approach such question, a case study has been elaborated about Google Inc. in two different cultural contexts: the Brazilian and the French ones, especially in what concerns the way its employees perceive their work environment. As main results, five concepts have emerged from the analysis of literature and discussed in the elaboration of the case study: Corporate Social Responsibilities; Time & Time Saving; Individualism & Collectivism; Accuracy of Results; Creativity & Efficiency.

**Key words:**

Slow thinking, corporate social responsibility, decision making process, Google, case study.

**Why choosing France and Brazil?**

In Brazil, following its economic stability and growth, social responsibility and sustainable practices have been in the centre of discussions in the last few years, since social demand is visible and compels companies to question themselves about their role in society (Barin Cruz & al., 2007). Industrial growth has a profound impact on environmental and social infrastructure, and Brazilian organisations are more and more aware of the importance of a transparent posture regarding their activities towards their stakeholders. For example, the way in which banks and the financial system discloses their information[[1]](#footnote-1). In Brazil, despite the fact that corporate sustainability has become an important driver of business, not all companies like to publish their rapports, considering them an “additional cost rather than an opportunity to improve”[[2]](#footnote-2). Mostly, companies which impact on the environment is more important tend to care more about reporting. Concerning France, 83% of N100 companies report on corporate social responsibility and part of them combine social, environmental and financial information, which somehow illustrates the way in which these organizations incorporate CSR in their activities. Like in Brazil, sectors which report the most (100% of them) are those that have a close relation to environment and therefore suffer an important pressure from their stakeholders.

**Workshop UDL / USP:**

This paper focus on a unique case study: Google Inc. New cases studies, especially Brazilian ones, would enable to improve the model. A collaborative paper with a Brazilian colleague would be a great opportunity to get more qualitative data.

**Complementary information:**

This paper was presented at the 26th Egos colloquium in 2010 in Lisbon.

1. The Economist, *Brazil Takes off: a 14-page special report on Latin America’s big success story*, November 14th-20th, 2009, p. 2 – 16. [↑](#footnote-ref-1)
2. KPMG International Survey of Corporate Responsibility Reporting, 2008. [↑](#footnote-ref-2)