

Environmental strategy from the perspective of cooperative enterprise management

Estrategia ambiental desde la perspectiva de la gestión de empresas cooperativas

Estratégia ambiental a partir da perspectiva da gestão cooperativa de empresas

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ABSTRACT

Contributing to economic and social development on a sustainable basis, as established in Cuban environmental management and policy, makes it impossible to postpone the social duty of organizations towards the environment. In this sense, it is necessary to improve the economic and financial mechanisms to face environmental problems, as well as to strengthen the tools, mechanisms and instruments aimed at guaranteeing the



administration and rational use of natural resources, as established in the Environmental Law approved in Cuba. The management of non-agro livestock cooperatives should be based on a strategic planning that facilitates the vision of change that makes its positioning in the market and its socio-environmental projection viable. A descriptive study of the management process from the environmental dimension of the non-agro livestock cooperative "Café Pinar", in the municipality of Pinar del Rio, is carried out with the purpose of proposing actions that contribute to the improvement of the environmental management of this organization. The methodology used is the enterprise diagnosis in which the insufficient incorporation of the environmental dimension in the integral management strategy of the organization is highlighted as the main problem. In this sense, it is proposed as an objective to design an environmental strategy that allows to give solution to the main environmental problems existing today in this entity, as well as to have a strategic planning with an environmental approach that indicates the direction of the organization and turns it into an environmentally responsible and committed organization with the environment.

Keywords: environmental management; environmental strategy; training; learning; non-agro livestock cooperativism

RESUMEN

Coadyuvar al desarrollo económico y social sobre bases sustentables, tal como se establece en la gestión y política ambiental cubana, hace impostergable constatar el deber social de las organizaciones para con el medioambiente. En tal sentido, se hace necesario perfeccionar los mecanismos económicos y financieros que permitan enfrentar los problemas ambientales, así como en el fortalecimiento de las herramientas, mecanismos e instrumentos, dirigidos a garantizar la administración y uso racional de los recursos naturales tal como se plantea en la Ley de Medioambiente, aprobada en Cuba. La gestión en las cooperativas no agropecuarias debe ser sustentada en una planificación estratégica que facilite la visión de cambio que viabilice su posicionamiento en el mercado y su proyección socioambiental. Se realiza un estudio descriptivo del proceso gestión desde la dimensión ambiental de la Cooperativa no Agropecuaria "Café Pinar", en el Municipio de Pinar del Rio, con el propósito de proponer acciones que

contribuyan al perfeccionamiento de la gestión ambiental de esta organización. Se utiliza como metodología el diagnóstico empresarial en el que se destaca la insuficiente incorporación de la dimensión ambiental en la estrategia de gestión integral de la organización como problema principal. En tal sentido, se propone como objetivo diseñar una estrategia ambiental que permita dar solución a los principales problemas ambientales existentes hoy en dicha entidad, así como contar con una planificación estratégica con enfoque ambiental que indique el rumbo de la organización y la convierta en una organización ambientalmente responsable y comprometida con el entorno.

Palabras clave: gestión ambiental; estrategia ambiental; capacitación; aprendizaje; cooperativismo no agropecuario

RESUMO

Contribuir para o desenvolvimento econômico e social numa base sustentável, como estabelecido na gestão e política ambiental cubana, torna impossível adiar o dever social das organizações em relação ao meio ambiente. Neste sentido, é necessário melhorar os mecanismos econômicos e financeiros que permitem enfrentar os problemas ambientais, assim como fortalecer as ferramentas, mecanismos e instrumentos destinados a garantir a administração e o uso racional dos recursos naturais, conforme estabelecido na Lei Ambiental aprovada em Cuba. A gestão das cooperativas não-agrícolas deve ser baseada em um planejamento estratégico que facilite a visão de mudança que torne viável seu posicionamento no mercado e sua projeção socioambiental. Um estudo descritivo do processo de gestão da dimensão ambiental da cooperativa não-agrícola "Café Pinar", no município de Pinar del Rio, é realizado com o objetivo de propor ações que contribuam para a melhoria da gestão ambiental desta organização. A metodologia utilizada foi um diagnóstico empresarial no qual a insuficiente incorporação da dimensão ambiental na estratégia de gestão integral da organização foi destacada como o principal problema. Neste sentido, propõe-se como objetivo elaborar uma estratégia ambiental que permita uma solução para os principais problemas ambientais existentes hoje nesta organização, bem como ter um planejamento estratégico com um enfoque ambiental que indique a direção da

organização e a transforme em uma organização ambientalmente responsável e comprometida com o meio ambiente.

Palavras-chave: gestão ambiental; estratégia ambiental; treinamento; aprendizagem; cooperativismo não-agrícola

INTRODUCTION

The constant expansion of the global economy, together with the irrationality of the current models of socioeconomic development constitute the fundamental cause of the environmental deterioration of the planet. Some authors such as Gil Rodríguez et al. (2020) also highlight the incidence of scientific-technical development as another cause that over the years has brought with it a deterioration of the environment, caused mainly by the unsustainable exploitation of natural resources for the production of goods and services, without thinking about the quality of life of future generations.

Enterprises, precisely because of their social responsibility, have had and still have a great responsibility in the current state of the environment. In this sense, developing an environmentally responsible enterprise management is an imperative for the achievement of sustainable development on a planetary scale.

In Cuba's National Environmental Strategy (2016-2020), the role of environmental management is recognized as an essential link in the strategic planning of organizations, as it contributes to their permanent commitment to assume an ethical behavior with the environment, which contributes to economic, social and cultural development and as a consequence to the improvement of the quality of life of their workers, the local community and society in general.

The above mentioned leads to the need to develop a set of actions, mechanisms and instruments aimed at guaranteeing the administration and rational use of natural resources as the basis and support of the productive activity of the organizations, as well as their contribution to the environmental improvement of the scenery where they are situated.

The concept and practice of environmental management have been strengthened in the light of the search for alternatives to achieve sustainable development. In relation to the above, the literature gathers a considerable number of definitions in relation to environmental management that point to the incorporation of the environmental dimension as an intrinsic part of the corporate strategy of the enterprises, that is, the most appropriate thing nowadays is to have an enterprise strategy that includes, in addition to all the traditional components, the environmental aspects as a critical part of the success of the organization.

According to Cosano and Acosta (2009) environmental management is part of the overall management of an organization consisting of the way in which organizational resources, financial, available to achieve environmental objectives that are part of the overall objectives are used.

Cuba's environmental law, Law 81/1997, defines environmental management as a set of activities, mechanisms and instruments aimed at guaranteeing the administration and rational use of natural resources through the conservation, improvement, rehabilitation and monitoring of the environment, as well as the control of human activity in this sphere. Accordingly, the Ministry of Science, Technology and Environment has developed guiding documents to govern the National Environmental Policy and its interrelation with other economic and social areas, such as: Law 81 on Environment, the National Program for Environment and Development, the National Environmental Strategy in the new strategic cycle (2016-2020) and the State Plan to confront climate change "Tarea Vida" (Task Life).

The National and Provincial Environmental Strategy identifies essential instruments for environmental work; in 2007 a management system was approved through Decree Law No. 281, Regulation for the implementation and consolidation of the State Business Management System, which defines the Enterprise Environmental Management System. Its article 469 establishes that enterprises, in order to achieve adequate environmental management, must implement an environmental management system, which allows for continuous improvement of performance; in other words, environmental management is based on the environmental policy established through a multidisciplinary approach,

taking into account the cultural heritage, accumulated national experience and participation.

According to González (2017) environmental management is made up of the set of policies and activities that companies develop in order to protect and conserve the elements that make up the environmental system through a comprehensive management of the same, leading to the prevention and mitigation of environmental problems.

On the other hand, Paez Egüez et al. (2018) consider that environmental management is currently a relevant strategy in the organizational process and environmental performance, which main purpose is to improve each of the eco-efficient activities for the extreme mitigation of the negative impacts originated by pollution or environmental degradation, which main causes are the conscious irresponsibility of enterprises and citizens when performing bad practices regarding the irrational use of natural resources.

Enterprise environmental management must be based on the principles of sustainability, so it is necessary to consider its multidimensional approach. In line with the above, Rodriguez (2021) highlights three fundamental dimensions: the economic one, related to the economic performance of the enterprise, the environmental dimension referred to the management of natural resources as support of the productive base and the management of waste generated during the productive process and the social dimension that takes into account the benefits that the enterprise can contribute to social development, from the corporate social responsibility.

In this sense, the present work emphasizes the importance of the Environmental Management System in enterprises, in terms of an adequate environmental management oriented to establish policies and objectives from the environmental dimension, in order to mitigate the negative impacts that enterprises productive activities may cause to the environment, strengthen the productive base from the increasingly rational use of the natural resources with which it operates, improving the levels of economic efficiency and betting on the contribution to social development.

In this order, Alzate et al. (2019) consider that for an environmental management system to be successful it must be designed in accordance with ISO 9001 and ISO 14001

standards, since these aim to optimize processes and reduce damage and depletion of natural resources, but without affecting the quality of goods or services provided. In other words, the implementation of an environmental management system resembles a strategic enterprise tool that will benefit all parties involved and contributes to the reduction of environmental costs.

In the case of cooperatives, environmental management represents an essential element in accordance with the nature of this type of entity. The background allows defining the general objective of the research, which is aimed at: designing an environmental strategy that allows providing a solution to the main environmental problems existing today in this entity, as well as having a strategic planning with an environmental approach that indicates the direction of the organization and turns it into an environmentally responsible organization committed to the environment.

For the purposes of this paper and taking the above criteria as a reference, the authors consider that environmental management is a process through which a set of activities, mechanisms and actions are developed to minimize the consumption of raw materials and materials, waste and pollution, which implies reducing the negative impacts on the environment and increasing the levels of social and environmental satisfaction and, therefore, the quality of life of human beings on the planet.

Developing an adequate environmental management requires the development of methods and the application of instruments that allow planning-coordinate, execute and evaluate actions and projects of environmental character. As a process, it is the result of the implementation of tools in terms of planning, control and continuous improvement of any system, where the strategy plays an essential role in achieving the sustainability of the organization.

MATERIALS AND METHODS

The general method used is the dialectical-materialist method that recognized the components of the object of study and the dialectical relations between them, as well as their contradictions. Theoretical methods such as induction-deduction and systemic-structural were assumed, in addition to the application of interviews together with field

work, direct observation and action-research completed the necessary information for the conceptual proposal developed.

For the analysis of the environmental problems of the organization under study, the methodology of Participatory Socio-environmental Diagnosis, developed by Bustio (2004), is used through the realization of reflection workshops with a participatory approach, turning them into a training and learning process for the organization, taking into account that training should not be considered a simple matter of conducting courses and providing information because it goes much further. It means managing the level of performance that the organization wants through the continuous development of the people who work in it. To achieve this, it is necessary to create and develop an internal culture that is conducive to learning and committed to organizational change (Chiavenato, 2009).

The methodology used takes as a basis for the study the main work functions of the cooperative organization and establishes a direct link between the strategic objectives and the short, medium and long term action plans.

RESULTS AND DISCUSSION

The environmental strategy as a tool for environmental management

Faced with the environmental situation that humanity is witnessing today as a result of the ever-increasing human activity, it is urgent to develop a more responsible and friendly behavior towards nature. Enterprises have been, to a great extent, responsible for the environmental deterioration that is endangering the life of the planet. In this sense, implementing environmental management systems, which allow to generate competitive advantages and improve the products and services they offer, consciously incorporating the environmental dimension in the comprehensive management strategies of organizations to answer the questions that arise in the face of such urgencies, becomes an imperative for the business sector.

The answer to these questions leads the organization to rethink its performance and establish plans, goals and actions to guide the way towards an environmentally responsible future. Through the strategy, the goals and objectives to be achieved by the

organization in the long term are defined, the actions to be followed are adopted and the resources necessary for their achievement are determined. The established policies, which allow the achievement of the goals proposed by the organization, constitute another essential element in this concept (Porter, 2009).

According to the objectives of this paper, the definition proposed by Rumelt (2011) is considered the most accurate, taking into account that the strategy involves the choice of a coordinated set of actions aimed at addressing the problems identified in the diagnosis of the main challenges of the enterprise.

Incorporating the environmental dimension into the strategic thinking of organizations is not new. Today, the vast majority of enterprises have incorporated environmental strategies into their integrated management systems as an imperative of the new times and with a view to competitiveness. These enterprises have the challenge of adequately managing the environment, showing, more and more, an environmentally responsible management, where they evaluate the impact of their activities with the objective of promoting environmental protection and contributing to sustainable development. Achieving the above implies reconciling human activities and the environment through instruments that stimulate and make this task feasible, which presupposes the modification of relations with environmental resources (Cabalé & Calves, 2013).

Cevallos et al. (2016) consider environmental management as a process aimed at achieving the optimal use of local environmental resources by minimizing negative environmental impacts. Environmental management is aimed at developing a set of actions to prevent, reduce and eliminate the negative impacts that could cause organizational practices to the environment, ensuring the protection and preservation of natural resources on which the production of goods and services is based.

Having environmentally responsible management processes will also provide competitive advantages to the organization. The environmental strategy allows to support decision making about the environmental work of the organization, to guide the path to be followed in the future to adapt to constant changes and achieve greater efficacy, efficiency and quality in the services and goods provided, as well as to define the course

of actions to achieve the desired performance scenarios in an innovative and proactive way.

Castro and Suysuy (2020) highlight the importance and benefits of implementing an environmental management system and social responsibility in organizations; in this sense, an adequate environmental management requires the development of methods and the application of instruments that allow planning, coordinating, executing and evaluating environmental actions and projects. As a process, it is the result of the implementation of tools for planning, control and continuous improvement of the system, where the strategy plays an essential role in achieving the sustainability of the organization.

In the same way, the enterprise environmental strategy allows establishing the objectives of the enterprise with an environmental approach and an integrating and interdisciplinary vision, responding to the systemic and complex nature of environmental problems, it is the path to follow to move from the current situation to the desired situation for the organization in environmental matters. It reflects the most important decisions to be taken by the organization in order to solve the main problems that affect the achievement of sustainability and to establish goals and actions for this purpose.

All of the above shows the need to incorporate the environmental dimension in the management strategy of the organization, which allows developing commitment and responsibility in relation to the reduction of raw material consumption, better waste management, reduction of pollution levels, which, in turn, contributes to optimize and simplify the decision-making process, achieving greater coherence and ease of environmental management together with the reduction of costs, economic performance, skills and training of the members of the organization in terms of achieving sustainability.

For this, training is vital in order to achieve environmental purposes, training management and training for management are processes that are interrelated and mutually presuppose each other, it is not possible to achieve the essential learning in the current Cuban reality, based on the improvement of production processes and services, without overcoming the usual limits of training in its conceptualization and

without rethinking its perspective within the organization. Therefore, the design of models, procedures, strategies and methodologies of the training activity, both for employees and for cadres and substitutes, must be reformulated in correspondence with the current Cuban reality (Labrador Machín et al., 2019).

As part of the process of updating the Cuban socioeconomic model, Non-Agro livestock Cooperatives (CNoA in Spanish) are created in different sectors of the economy, many of which have emerged from state enterprises; others, by initiatives of a collective of people. Decree-Law No. 366 "On Non-Agro livestock Cooperatives", registered in the Official Gazette of the Republic of Cuba on August 30, 2019, aims to perfect cooperativism as a socioeconomic movement and a viable alternative to mitigate the innumerable problems present in the Cuban economy. The document itself stresses that the cooperative's plans aim to contribute to the sustainable economic and social development of the nation, from the territorial area where they carry out their activities, working to promote a cooperative culture and meet their material, social, cultural, moral and spiritual needs, as well as those of their families and the community.

General information about CNoA in Cuba

The evolution of cooperativism in Cuba constitutes a phenomenon of great importance that can contribute, in a significant way, to overcome the situation that our country is going through in the economic order, through the consolidation of the experience of non-agro livestock cooperativism, a complement of the socialist state property.

Cooperative property is part of social property, it is one of its forms together with socialist state property, so that the improvement of the implementation of cooperativism in other sectors of the Cuban economy allows progress in the updating of the economic model, which grows in itself, in order to strengthen its socialist essence.

The CNoA in Cuba have functioned only experimentally. At present, it has been decided to continue their consolidation, since they present a group of strengths in their operation that are highlighted in order to visualize the lines of action to improve their contribution to the development of the Cuban economic and social model. Among the main strengths Piñeiro (2020), among others, refers to the following:

- An important source of employment for society, one of the main objectives pursued with the promotion of cooperatives in different activities
- Increased revenue to the state budget, which is freed from activities that can be managed cooperatively
- High professional level of the cooperative members which contributes to the use of the skilled workforce and management of the cooperatives
- Increased income for cooperative members, which allows them to purchase goods and services to meet their needs, as well as contribute to their prosperity and that of their families
- Autonomy and independence in the management of these entities
- Strengthening of labor relations through teamwork and a sense of belonging to the cooperative
- Advice between cooperatives on legal and accounting matters

The strengths show how cooperatives can be a viable alternative for the satisfaction of members, their families and society, the articulation of individual and collective interests through teamwork and to help raise productivity levels by providing greater incentives for innovation. According to the author himself and interviews conducted with the managers of different CNoA, however, the group of strengths that characterizes this new form of management still presents barriers that hinder its development and limit the fulfillment of the objectives for which they were originated. Among these, the most significant are:

- Lack of a general cooperative law that brings together agro livestock and non-agro livestock cooperatives
- Absence of an institution to supervise, promote and control the cooperative movement
- Low participation of bank credit to finance initial capital and investments, due to the lack of knowledge about the services provided by the bank and the delay in the process of granting credit, coupled with insufficient publicity of bank offers that are exercised
- Difficulty in obtaining premises for rooms and facilities

- Insufficient availability of inputs and materials in the wholesale network, accompanied by the lack of knowledge of the state entities that can sell to the CNoA, together with price negotiation problems and excessive bureaucracy
- Deficiencies with the application of established accounting standards, despite the fact that qualified accounting associates perform the accounting
- Excessive permanent hiring of labor and subcontracting of a relevant part of the work to self-employed workers in main activities, so that part of the partners' profit advances are not generated by them
- Irregularities in democratic decision-making processes that limit the action of partners in key processes
- Lack of education, training and capacity building in cooperativism, with the result that many of the principles laid down in this regard are not adhered to in practice.
- Limited vision of the cooperatives about their social contribution to counteract the problems of the territory, perceived only from the 1% contribution, in addition to the little information provided by the municipal governments to the cooperatives about their needs
- Absence of environmental management actions and lack of knowledge of their role in terms of their responsibility towards the environment

Taking as a reference the above mentioned, the authors are of the criterion that, in spite of the strengths that today demonstrate the CNoA, there still persist deficiencies in the fundamental and in correspondence with the objectives of the present work, related to the environmental management of the same as an essential dimension for the achievement of the sustainability of these and of the society in general. For all these reasons, it is necessary to explore the factors that influence the performance of these productive forms and the realization of their socioeconomic essence.

In this sense, the incorporation of the environmental dimension in their strategic management processes in order to become an environmentally responsible enterprise is emphasized as one of the fundamental challenges for the good performance of enterprise management in the CNoA.

Next, the goals, objectives and fundamental strategic actions to be taken into account in the CNoA are exposed, taking as a reference the experience developed in the CNoA

"Café Pinar" in the Municipality of Pinar, being conformed its environmental strategy that has as objective the strengthening of the environmental management and the conversion of the same one in an environmentally responsible organization.

Environmental management in cooperatives is linked to cooperative social responsibility programs, understood, according to the definition offered by Alfonso (2008), quoted in Mirabal et al. (2015) as the mandatory and conscious commitment of the cooperative to contribute to the development and improvement of the quality of life of its members and workers, their families, the community and society in general, based on efficient and effective economic processes.

Environmental responsibility is considered by Gallardo et al. (2016) as a goal for enterprise environmental management in the search for sustainability, with interests not only in the proper management of the environment within the organization, but also from an ethic of respect for society and customers. From this point of view, it is an intrinsic part of enterprise social responsibility.

Among the most important aspects to be taken into account in organizations in relation to environmental management, seen from the perspective of social responsibility, the following are mentioned:

- They must operate in an environmentally and socially responsible manner and, at the same time, be economically profitable for their associates, the community and society
- Perform economic activities and processes, but with less negative environmental impact
- Achieve less energy and water consumption and generate less waste
- To carry out an adequate recycling process
- Obtain production and profitability while reducing the consumption of natural resources (water and energy), generating less waste and less CO₂
- To achieve the proper synchronization of enterprise strategies and management systems, including the environmental strategy, it is not enough with a good design of them, it is urgent that they are integrated, impact and manifest themselves in concrete results

- To carry out an adequate environmental diagnosis in cooperative entities as a basis for the design and application of concrete actions and strategies
- Implement an adequate training management system based on environmental issues
- To achieve the articulation of environmental communication campaigns with enterprise systems that generate economic and social results
- Evaluate the impact of the environmental strategy in correspondence with the cooperative social responsibility

The constitution of the CNoA currently operating in Pinar del Río province has demonstrated the viability of this new form of management in the framework of the updating of the Cuban economic model. However, it is necessary to develop cooperation between the different actors in the sector, which will guarantee the success of non-agricultural cooperativism and the strengthening of cooperative entities as the basic cell of this sector.

The CNoA "Café Pinar" is located in the municipality of Pinar del Río, at 32, Gerardo Medina street, between Antonio Rubio and Isidro de Armas, it begins its operations as a non-agro livestock cooperative on July 7, 2014, but was created by Notarial Deed 242 on May 5, 2014, product to the voluntary unification of the workers who integrated it until then. The cooperative begins with an initial patrimony of \$3000.00 CUC pesos and \$800.00 CUP. Previously, it was a state unit subordinated to the Grupo Extrahotelero Palmares, belonging to the Ministry of Tourism of Pinar del Río, being the relationship organism the Palmares Group.

The place consists of reception areas, warehouse, offices, 3 bathrooms and a recreation room that includes a restaurant and recreation area. In total, the premises occupy an area of 404 square meters. The entity has an excellent location and ideal conditions for the provision of tourism and recreation services.

The cooperative has a state mandate to establish a nightclub, a tourist facility, which is established in the bylaws of the organization, approved in the notarial act of its incorporation, mentioned above.

The main activities carried out by the CNoA include:

- To provide gastronomic and recreational services
- Lease the place and spaces of it for festive events, according to their capacity and the facility's schedule
- Renting space for complementary activities approved by the landlord

The services are provided on the same place and in other places that require it, such as food service to enterprises and people from vulnerable groups in accordance with its social responsibility.

The cooperative operates in CUP, with account in People Saving Bank. The financial and accounting system of the cooperative is implemented by Resolution 426/2012 and 433/2012 of the Ministry of Finance and Prices.

Among the main inputs purchased by the cooperative are alcoholic beverages, soft drinks and inputs for kitchen and music equipment, and their suppliers are enterprises belonging to the Wholesale Enterprise System of the Ministry of Domestic Trade.

Many of the supplies for the repair and maintenance of equipment for the elaboration of meals are acquired by the cooperative in different ways and through contracts with different suppliers.

The Tourism Company of Pinar del Río, according to the decision of the cooperative and by means of contracts, provides the enterprise's, accounting services, training and introduction of solutions and transportation, among others.

Inputs such as liquefied gas and other industrial gases are sold to the cooperative at current prices, according to the plan and through contracts with suppliers.

Electricity, water and telephone services are paid for at the same rates as the state sector.

The cooperative has a Contingency Reserve Fund, however, it does not have an Investment Fund and has recently created a Socio-Cultural Activities Fund.

The impact of different aspects of the cooperative's operation on the services provided has been positive, reflected in a group of indicators and, above all, in the increase in the sense of belonging, an aspect that was not ensured when the entity was managed by the state.

The cooperative is made up of 12 members, 9 men and 3 women, 75% of the members are men and 25% are women.

The cost per weight of the services it provides, shown in figure 1, from the founding of the cooperative to the present time, has maintained a decreasing trend, which is evidence of its increased efficiency.

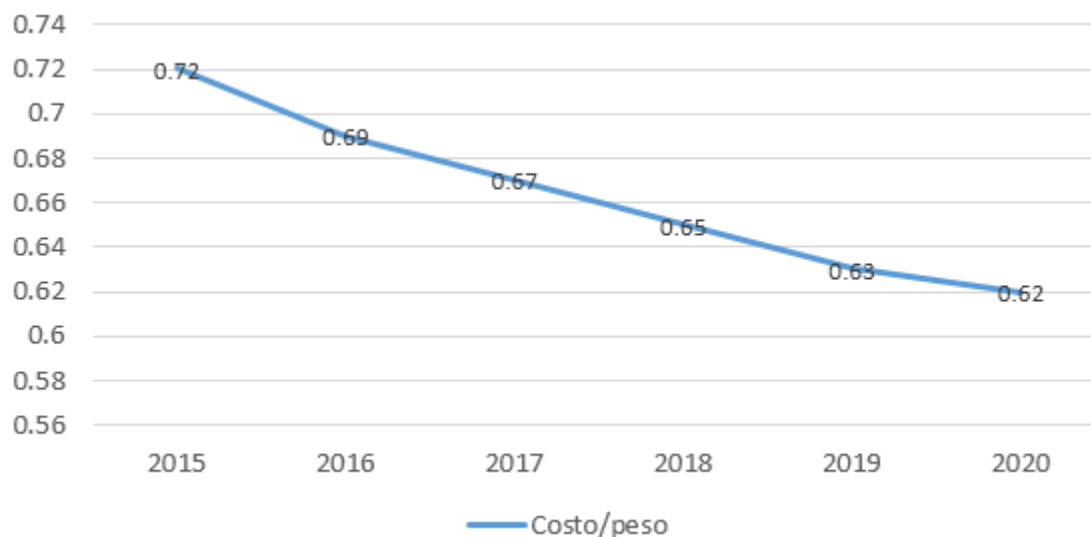


Fig. 1 - Cost per peso of sale in the CNoA "Café Pinar"

Source: own elaboration

The income obtained as part of the activities carried out by the cooperative goes directly to its account, the members are paid monthly advances and social security payments are made.

On the other hand, figure 2 shows the level of profits that maintain a growth trend, in spite of difficulties in the inputs for the realization of its fundamental activity.

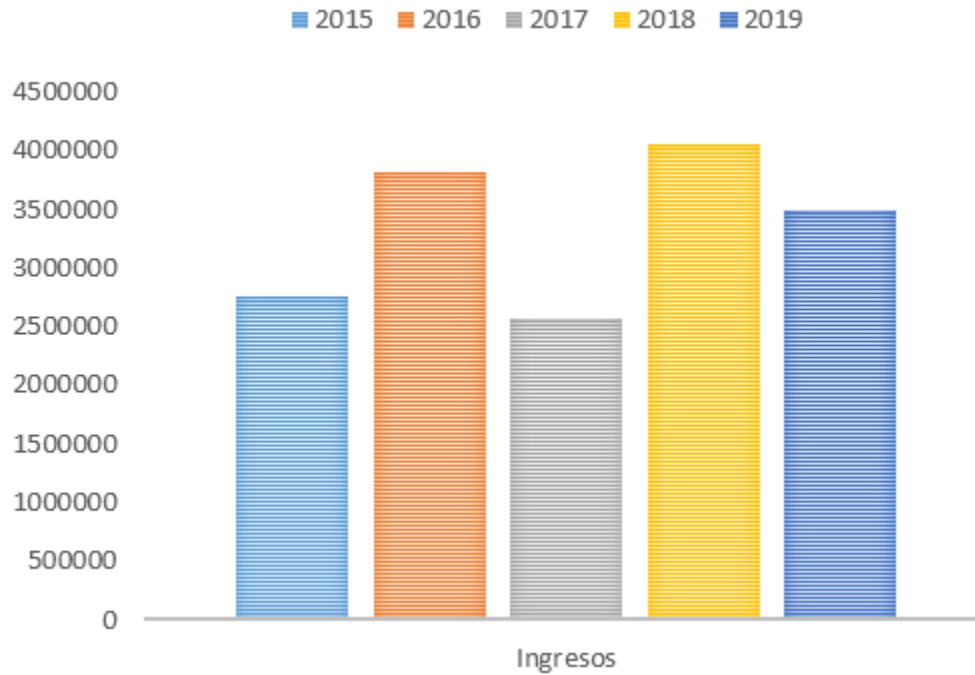


Fig. 2 - Profit level CNoA "Café Pinar"

Source: Own elaboration

Before "Café Pinar" was a CNoA, it constituted a Base Enterprise Unit of Palmares, after the constitution process, there have been changes in the prices of some products as part of the development strategies of this entity and, above all, influenced by the increases in the acquisition prices of the same from the constitution of the same, despite the fact that a discount of 20% is applied for it.

In addition, the advance that members receive is higher than the level of salary they received before becoming cooperatives. This is shown in figure 3.

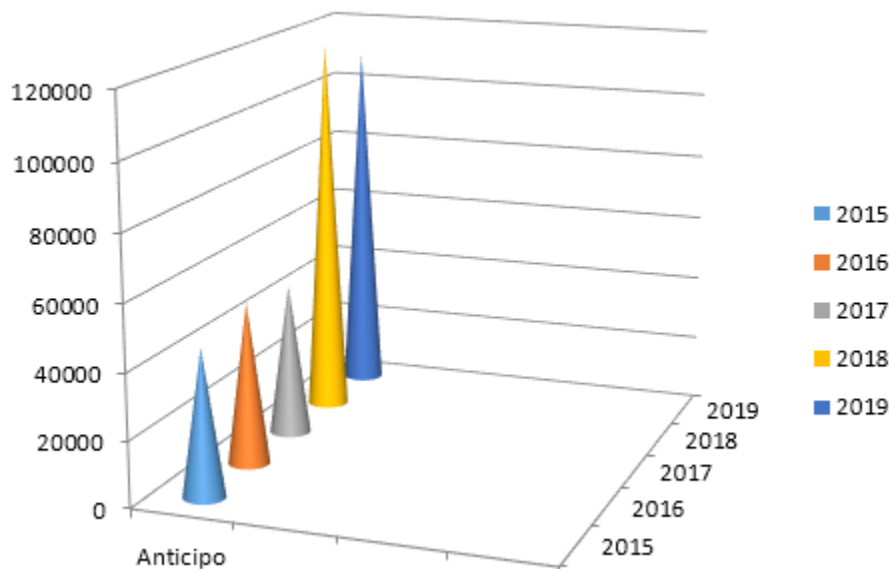


Fig. 3 - Level of advances received in the CNoA "Café Pinar"

Source: Own elaboration

Through the interviews and surveys carried out, as well as the results of the participatory diagnosis, it was possible to identify the main obstacles to the management of the CNoA, among which the following are mentioned:

- Lack of knowledge on the part of managers and members about the aspects contemplated in the legal framework that sustain cooperatives.
- Lack of knowledge of the particularities of cooperative management.
- Lack of knowledge of the particularities of cooperative environmental management.
- The Statutes are not fully responsive to the performance of the organization.
- No analysis of economic, financial and social results that contribute to the decision-making process as part of the management process
- High charges for the rental of premises by the Palmares entity, in relation to this case, consisting of 2500 CUP for each square meter of the premises they occupy, a matter that affects the expenses of the entity.
- The absence of a wholesale enterprise that supplies the necessary inputs for the services they offer.

- High prices of the products they obtain for sale.
- Insufficient initiatives to make up for the lack of inputs and to make the service more attractive.
- Lack of knowledge on the part of the rest of the business community of the ideal forms for establishing contractual relations with the CNoA
- Lack of systematization of training and training management processes
- Absence of environmental management strategies and actions

In general, in the CNoA "Café Pinar" in the municipality of Pinar del Río, problems are observed in the environmental management of the organization. The surveyed groups recognize that the environmental dimension is not a priority within the integral strategic management, environmental indicators are not taken into account, nor their impact on the management process of the organization, economic indicators are prioritized over social and environmental ones, slowing down the integral development of the organization.

Taking as a reference the triangulation of the information obtained from the different sources of information, both primary and secondary, the fundamental causes that cause the lack of integrality in the environmental management of the CNoA "Café Pinar" of the Municipality of Pinar del Rio were determined, among which the following are mentioned:

- There is no integrated management strategy that includes environmental management
- Deficiencies in the selection process of recruited personnel
- Low level of knowledge about environmental management
- Noise pollution
- Insufficient aerodynamic circulation in the recreation room
- Difficulties with the import of essential raw materials
- In the financial expenditure budget, they do not plan investment for environmental management
- The regulations related to environmental activities are not known or available.
- Insufficient environmental culture among workers
- Lack of policies and institutions that promote environmental management for non-agro livestock cooperatives

Environmental strategy of the CNoA "Café Pinar" as a management tool

The proposed strategy is based on the diagnosis of the main environmental problems and risks generated by the organizational activity and the study of the specific characteristics of the activity being carried out, with the direct and active participation of the main actors directly involved in the process. The analysis is carried out using the main organizational functions of work and its fundamental indicators, according to the specific characteristics of the enterprise in which it is carried out; this way of working with the organization allows a more complete measurement and analysis of the situation of environmental management in the external and internal environment.

The proposal aims to design an environmental strategy that allows to generate and improve, in a permanent way, the frameworks, spaces and processes that guarantee the organization a responsible environmental management in order to achieve its continuous development, based on a group of principles that support it, among which are: sustainability, interdisciplinarity, environmental ethics, participation and proactivity.

This result highlights as a transversal axis the implementation of the Environmental Strategy as an essential instrument for the gradual introduction of environmental knowledge, relevant to the achievement of sustainability, from its incorporation into the various management processes in the organization in which it has worked.

General elements taken into account for the elaboration of the environmental strategy

The proposed environmental strategy consists of 4 phases:

- **Phase I:** Awareness raising of the people involved with the need for the proposal
- **Phase II:** Participation of all stakeholders in the environmental diagnosis of the organization
- **Phase III:** To conceive the current state of environmental management based on the characteristics of the social object of the CNoA "Café Pinar"
- **Phase IV:** Presentation of the proposed environmental strategy for the organization

Principles underlying the proposed environmental strategy

- **The sustainable nature of development:** This requires the integral application of environmental policy to organizational management processes, so as to promote the necessary harmonious relationship between all the dimensions of social, economic, environmental and cultural development
- **The environmental dimension of organizational management:** It considers the environment as a transversal and articulating component of economic, social and cultural development. It recognizes the environmental issue as an integrating nexus of all the stages of the management process, where the interest, concern and attention of the actors involved converge in function of the solution of the environmental problems of the organization and its surroundings, allowing to identify the incidence of the negative environmental impacts in the results to be achieved
- **Environmental ethics:** Based on a new socio-environmental rationality that contributes to the achievement of a harmonious relationship between workers and their environment. It respects national environmental policies, strategies and norms as guiding elements of environmental management at the organizational level
- **Participatory and proactive character:** The environmental education and training of the workers of the organization should be aimed at promoting the participation of the members of the organization to the protection and conservation of the resources they have according to the social purpose of each one, as well as the prevention of environmental risks, timely identifying the danger of serious or irreversible damage and promoting the adoption of cost-effective measures to counteract the negative impacts of these on the organization and its environment
- **The educational nature of environmental management as a process:** The solution of environmental problems must be accompanied by educational processes that promote changes in behavior and the development of environmental values, which favor the consolidation of an environmentally responsible organization

The present strategy is conceived for the period 2021-2026, through the agreement of actions contemplated in the same one, directed to maintain the achievements reached in the matter of formation and environmental management, oriented to maintain the obtained achievements and to continue advancing with concrete actions in the incorporation of the environmental approach, in the actions of the organization, from all the processes that are developed in her, as well as in the actions that are carried out in function of the local development.

The main actors for its development are managers and workers in general. For the conformation of the strategic objectives, the characterization of the main environmental problems previously identified was taken as a reference.

The Environmental Strategy of the CNoA "Café Pinar" of the Municipality of Pinar del Río for the period 2020-2025 establishes as follows:

Mission: The Environmental Strategy of the CNoA "Café Pinar" of the Municipality of Pinar del Río responds to the interests of this organization and proposes through the management processes of the services the environmental education of partners, employees, family and community, the scientific-technical activity and exchange with state and non-state institutions, located in its surroundings, as well as the community, contribution to the environmental improvement of the organization, institutions and communities of the territory through creative and innovative proposals.

Vision: The CNoA "Café Pinar" of the Municipality of Pinar del Río achieves substantive progress in achieving an adequate environmental culture and in the prevention, mitigation or solution of negative environmental impacts in the socio-economic context and the scenery where it is located, through environmental actions towards the internal of the organization, as well as the implementation of joint actions with state institutions and the community in general and the development of projects that contribute to the development of harmonious relations and the improvement of the quality of life of its partners, employees, family and community in general, making it an environmentally responsible organization, positioning itself as a leader in environmental management.

General objective: To manage the gradual introduction of the environmental dimension in the integral management strategy of the organization from the conformation of the

environmental strategy, showing a high sense of identity with the environmental problematic, as well as an innovative and creative spirit that allows to turn it into an environmentally responsible organization.

Strategic objectives:

1. Raise environmental education in all managers and workers to promote a responsible image to the customers
2. Reduce pollution levels through proper management of waste generated and environmentally responsible procurement of inputs, goods and services
3. Minimize risks due to environmental emergencies in the use of available technologies
4. Identify and comply with all applicable legal and regulatory environmental requirements
5. Encourage technological innovation processes in order to provide solutions for the improvement and care of the environment
6. Encourage cooperation with other entities and organizations for the training of human resources and the development of environmental projects
7. Consolidate the Environmental Management System to achieve its certification

Projection: strategic objectives and actions until 2026

1. Raise environmental education in all managers and employees, while promoting a responsible image to the customers.

1.1. Based on the knowledge of the main environmental problems generated in the organization, incorporate environmental education and training issues in strategic planning.

1.2. To develop a program for the formation of values in the managers and workers of environmental responsibility, that propitiate their active and conscious participation in the improvement of the environmental problematic of the internal and external environment of the organization.

2. Reduce pollution levels through proper management of waste generated and environmentally responsible procurement of inputs, goods and services.

2.1. To carry out a characterization of the wastewater discharged into the sewage system.

2.2. Conduct monitoring of wastewater treatment systems

2.3. Develop action plan for hazardous waste management.

2.4. Formalize contracts and agreements with the Dirección Provincial de Comunales for the collection and transfer of waste.

2.5. Maintain compliance with the requirements set out in the orders and indications for energy carrier savings.

2.6. To design and implement the policy of rational use of the resources available to the organization.

2.7. Design and control compliance with environmental protection measures in the organization.

3. Minimize risks from environmental emergencies in the use of available technologies.

3.1. To design and update disaster reduction plans, including the prevention and management of these emergencies and their compatibility with the Territory's Civil Defense.

4. Identify and comply with all applicable legal and regulatory environmental requirements.

4.1. To keep permanently updated on changes in current environmental legislation.

5. Encourage technological innovation processes, in order to provide solutions for the improvement and care of the environment.

- 5.1. Encourage technological innovation tasks and projects in conjunction with other entities in the territory, in order to mitigate and prevent negative environmental impacts on the organization.
6. Encourage cooperation with other entities and organizations for the training of human resources and the development of environmental projects.
 - 6.1. Design an environmental training plan for both managers and employees of the organization.
7. Consolidate the Environmental Management System in order to achieve its certification.
 - 7.1. Maintain the organization's environmental diagnosis updated.
 - 7.2. Design, systematize and control the strict compliance of environmental programs in the organization.
 - 7.3. To carry out periodic internal audits to evaluate compliance with the environmental program with a focus on continuous improvement.
 - 7.4. Design and evaluate the environmental performance of the organization.

The work is also of environmental, social and economic importance. The proposed actions are directly related to specific activities and work functions that can be valued, both quantitatively and qualitatively. These measurements and evaluations of activities and functions are simultaneously the measurements and evaluations of the work of the people who are responsible for them, which should contribute to a greater interest and enthusiasm in managers and workers, with the objective of making this organization an environmentally responsible organization.

The consolidation of the environmental strategy, articulated with the development strategy of the cooperatives and its repercussion in the community and the territory, will also require a wise leadership that manages to integrate all the actors linked to the sector. From the above, the following can be synthesized:

- By identifying the theoretical aspects related to integrated management and environmental, organizational management, it was found that both disciplines are linked in a theoretical and practical way, generating synergies that make them interdependent in achieving the ultimate objectives of a CNoA
- The diagnosis carried out in the non-agro livestock Cooperative "Café Pinar" in the municipality of Pinar del Río revealed its main environmental problems with their characteristics and particularities, it was evidenced an insufficient incorporation of the environmental management in the integral strategy of development of the organization
- The proposed strategy facilitates the implementation of a set of actions derived from strategic objectives that will enable this organization to become an environmentally responsible organization

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Authors declare not to have any conflict of interest.

Authors' contribution:

Ania Bustio Ramos and Odalys Labrador Machín developed the research conception, designed the study, analyzed the data and elaborated the draft, as well as participated in the critical revision of the article with important contributions to its intellectual content until its final approval for publication.

Miriela Mitjans Madan was involved in the methodological design, and in the analysis and interpretation of the data.

All authors are responsible for the integrity and quality of the article submitted and eventually published.



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