

Corporate social responsibility management and sustainability of a Peruvian agribusiness: analysis of invention, adaptability and organizational ambidexterity

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Abstract

This research article analyzes the management of corporate social responsibility and the sustainability of a Peruvian agribusiness, considering invention, adaptability and organizational ambidexterity. The importance of invention is highlighted to develop innovative practices that improve sustainability. Adaptability is crucial to respond to external changes and environmental regulations. Organizational ambidexterity, which combines efficiency in existing operations and innovation in new areas, is identified as a key factor in achieving a balance between economic, social and environmental objectives. The general objective of this research was to know the corporate social responsibility actions that contribute to the sustainability of a Peruvian agroindustry. The methodological design of this study was of an applied type,

with a qualitative approach at a descriptive level, it followed a cross-sectional, non-experimental approach, for data collection the technique of interviews and observation was used through the interview guide instruments and observation guide. The findings found in this research were sustainability actions, clean technologies, sustainable technologies, microbiological analysis, recycling, packaging design, pilot studies, food safety, sustainable development, sustainable practices, sustainable integration, awareness campaigns, local development, emissions reduction, ethical and sustainable practices, waste management. It is concluded that corporate social responsibility actions that contribute to the sustainability of Peruvian agribusiness represent a significant change in how this company approaches its roles and responsibilities towards society and the environment.

Keywords: adaptability; organizational ambidexterity; invention; social responsibility; sustainability.

1. Introduction

In today's global context, Corporate Social Responsibility (CSR) involves a strategic approach that merges decision-making and business operations, creating long-term value for its stakeholders. This drives better performance and the promotion of sustainable development in the economic, environmental and social spheres. CSR is understood as a business management model that requires companies to integrate ethical, social, and environmental considerations in all their activities and relationships with their different stakeholders, including employees, customers, suppliers, local communities, and society in general [54]. CSR has been on the rise due to the growing expectations of society, which demands that companies act more responsibly and ethically in their operations [3]. Consumers are increasingly informed and concerned about the social and environmental impact of companies, putting pressure on companies to adopt more sustainable practices. In addition, some countries and international organizations have established laws and regulations that require companies to meet minimum standards of social and environmental responsibility [23].

Corporate sustainability is characterized by its ability to generate value over time in the economic, environmental, and social spheres, thus contributing to the well-being and genuine progress of current and

future generations in a global context [10]. This approach entails a number of benefits for organizations, such as customer recognition of products or services that promote health and quality, incorporating processes that foster both environmental and social sustainability [1]. In addition, it implies improvements in employee satisfaction, loyalty, and performance through practices that improve their working and personal conditions, as well as the integration of suppliers into a sustainable supply chain that facilitates the production of sustainable goods and services [16].

In this research, the ontological foundations focus on understanding the Corporate Social Responsibility (CSR) actions that contribute to the sustainability of the company Agroindustrias Dane S.R.L. The epistemological foundations of this research consist of selecting and adequately justifying the methods used, such as interviews, observation, and data analysis, ensuring the validity and reliability of the data collected, and the proper interpretation of the results. In this study, axiological foundations involve maintaining rigorous ethics at all stages of research, from data collection and analysis to interpretation and presentation of results, ensuring that findings are used ethically and beneficially to society [5].

The problem investigated in this research on Corporate Social Responsibility (CSR) in the sustainability of Peruvian agribusiness companies focuses on the lack of effective integration of sustainable practices in organizational operations. In Tarapoto, some agro-industrial companies operate without adequately considering the environmental impact of their activities, which is reflected in the excessive use of agrochemicals that pollute soil and water resources, as well as in the generation of waste without proper management. This lack of commitment to CSR actions generates social problems in the community, such as the lack of decent and secure employment, inequity in the distribution of economic benefits, and the displacement or impact of local communities due to the expansion of agro-industrial activities. Tarapoto, being a region with great biodiversity, is threatened by agro-industries that lack CSR, as deforestation and the indiscriminate use of natural resources endanger fragile ecosystems and endemic species. Therefore, this study will identify the Corporate Social Responsibility actions that contribute to the sustainability of the company Agroindustrias Dane S.R.L.

The practical justification behind this research lies in the identification of the most effective CSR practices in the Peruvian agribusiness sector, which will allow companies to gain valuable insights on how to improve their performance in terms of sustainability. By understanding how CSR practices impact sustainability, companies will be able to optimize the use of natural resources, which in turn will reduce costs and improve their operational efficiency. From a social perspective, the rationale for research involves assessing the impact of entrepreneurial actions on local communities, addressing aspects such as employment, health, education and economic development. In terms of methodological justification, the research contributes to the generation of knowledge in the field of business sustainability by identifying new trends, challenges and opportunities for action. Through the use of rigorous methodologies, the research will empirically validate CSR actions and business sustainability, providing solid evidence to support decision-making [6].

The importance of this research lies in the preservation of the environment, given that Peruvian agribusiness companies have a considerable impact on the environment due to their intensive use of natural resources and waste generation. CSR requires them to adopt sustainable practices that minimise this impact, such as the efficient use of water and energy, proper waste management and the conservation of biodiversity; This is crucial to ensure the long-term availability of resources and mitigate the adverse effects of climate change. In addition, CSR promotes social and economic development in the communities where these companies operate, as these actions not only benefit local communities, but also contribute to social stability and long-term economic well-being [12].

The scientific contribution of this research in the field of administrative sciences focuses on promoting CSR practices aimed at innovation, adaptability and organizational ambidexterity in the agro-industrial sector. This encourages the search for sustainable solutions to social and environmental challenges, encouraging creativity and the generation of new ideas [15]. From a scientific perspective, this involves developing research and development methods to design and improve products, processes, and services that are more sustainable and socially responsible. Sustainable practices help reduce exposure to risks such as scarcity of natural resources, conflicts with local communities, and damage to organizational reputation. From a scientific perspective, this involves the identification, assessment, and mitigation of risks through the

use of risk management methodologies and tools. The adoption of CSR practices also leads to greater operational efficiency in agribusiness companies [18].

The philosophical contribution of this research lies in the deep reflection on ethics and justice, emphasizing the crucial role of CSR in business relations. In this context, Peruvian agribusiness companies adopt practices that ensure fair wages for their employees, respecting human rights and guaranteeing an equitable distribution of economic benefits. From a philosophical perspective, environmental sustainability is a fundamental element of CSR, as it involves a practice of environmental ethics and the philosophy of environmentalism. In this sense, agribusiness companies work to reduce their ecological footprint through sustainable water management, waste minimization and the protection of local biodiversity [69]. The political philosophy and ethics of care are intrinsically linked to CSR, as they imply a commitment to social welfare and community development. In this way, agribusiness companies contribute to the progress of local communities by generating employment, investing in infrastructure, and implementing education and health programs [58].

2. Method

The present research had an applied methodological design, at a descriptive level. According to [53], this type of research aims to generate knowledge that can be directly applied to specific problems in society or the productive sector. In this context, this study generated knowledge that was directly applied to specific problems on Corporate Social Responsibility actions that contribute to the sustainability of Peruvian agro-industries, focusing specifically on the company Agroindustrias Dane S.R.L.

The methodological design used in this research was non-experimental and had a qualitative approach, of a descriptive type. This qualitative approach is characterized by seeking a deep and contextualized understanding of social phenomena, employing flexible and participant-centered methods for data collection and analysis [7]. In line with this, non-experimental design implies that variables are not deliberately manipulated [8]. In the case of this study, the phenomena were observed in their original context, without manipulating the study variables, which allows the research to be carried out in their natural environment.

In addition, this study followed a cross-sectional approach, as defined by [48], who explain that cross-sectional research collects information at a single point in time. In this case, the research was carried out in a single period, during the year 2024. The object of analysis of this research was the company Agroindustrias Dane S.R.L., located in La Banda de Shilcayo, province and region of San Martín. According to [40] explanation, the population in research is made up of the organization or individuals who are the focus of study.

For the collection of data for this research, the interview technique was used through the interview guide instrument and the observation technique through the observation guide instrument in the company Agroindustrias Dane S.R.L. The validity of the content of the data collection instrument was evaluated through expert judgment, considering criteria such as clarity, pertinence, relevance and sufficiency. In this study, certain procedures were followed for data collection, which included obtaining informed consent from participants; This consent ensured that the corresponding authorization was obtained to apply the interview and observation guide [19]. The instrument for collecting the information was developed from the interviews and observations carried out, and the results obtained were analyzed using the qualitative software ATLAS.ti 24. In addition, the necessary steps were taken with the general manager of the company Agroindustrias Dane S.R.L. to obtain the necessary permit and authorization to carry out the investigation in said organization and use the business data.

3. Results

3.1. Corporate Social Responsibility (CSR)

CSR had its beginnings as a philanthropic action, in which companies contributed to social improvement through considerable monetary donations, but it has recently evolved into a strategic activity. Today, organizations are striving to address major economic, social, and environmental challenges because of stakeholder pressure. CSR can be defined as a social, economic, and environmental commitment that goes

beyond the established legal requirements, if it is consistent with the economic and strategic objectives of organizations [25].

This expanded approach to CSR is based on three main principles: firstly, the principle of mutual benefit, which seeks to achieve positive economic, political and social results for all parties involved; secondly, the legal principle, which implies respecting and expanding social rights; and thirdly, the ethical principle, which contributes to the preservation of future generations by addressing the main social, economic and environmental challenges. This new perspective and strategic management of CSR has been widely adopted by organizations, as it has a direct and positive impact on the behavior of current and potential customers and contributes to the achievement of strategic benefits by transmitting its value to stakeholders [28].



Fig 1. CSR actions that contribute to the sustainability of the agribusiness company.

Figure 1 details the findings found on the CSR actions that contribute to the sustainability of the company Agroindustrias Dane S.R.L. were innovation actions, adaptability actions, organizational ambidexterity actions, sustainability, clean technologies, sustainable technologies, microbiological analysis, recycling, packaging design, pilot studies, food safety, sustainable development, sustainable practices, sustainable integration, awareness campaigns, local development, emission reduction, ethical and sustainable practices, waste management.

3.1.1. Innovation

CSR-focused innovation focuses on the development and implementation of new ideas, products, services, or processes that consider not only the economic aspects, but also the social and environmental impacts of business activities; This type of innovation seeks to create value for both the company and society as a whole, addressing social and environmental challenges while promoting sustainable economic growth; in practice, CSR-oriented innovation involves understanding and recognizing the social and environmental challenges faced by society and that are linked to the company's activities; it includes problems such as poverty, inequality, climate change, and environmental degradation, among others [52].

It also involves generating innovative and creative ideas to address these social and environmental issues, whether through new products, services, processes, or business models. These solutions must be economically, socially and environmentally sustainable; In addition, it involves involving all relevant stakeholders, such as employees, customers, suppliers, local communities, and non-governmental organizations, in the innovation process [20]. Collaboration can generate more diverse and effective ideas, as well as increase commitment and acceptance of proposed solutions. It is important to evaluate the social, environmental and economic impact of the proposed innovative solutions, using appropriate metrics and tools. This allows for a better understanding of innovation outcomes and adjustments as needed. Finally, incorporating CSR-focused innovation into business strategy in a comprehensive and systematic manner is critical. This implies that CSR is not simply a separate initiative, but that it is integrated into the organizational culture and in all areas of the company [11].

Business model innovation involves the process by which organizations adjust their methods of creating and obtaining value, as well as generate new value propositions for customers through the integration of innovative resources and novel business processes; this leads to the development of new activities and organizational structures for the generation, transmission, and capture of value [4]. The mainstream in the logic of services stresses the importance of employing its concepts to design services that encompass economic exchange and value creation, which makes it an adequate framework for understanding innovation in services; This involves understanding the relationship between trading partners and value propositions as exchanges of services by integrating resources within the service ecosystem, incorporating the principles of

the dominant logic of the service [21]. In business model innovation, organizations can develop customer-centric models, with a collaborative understanding and creation of value at each stage, which is consistent with the pursuit of sustainable economic and social performance. Innovation in value creation encompasses the strategies that companies employ to generate value both internally and throughout their value chains [56].

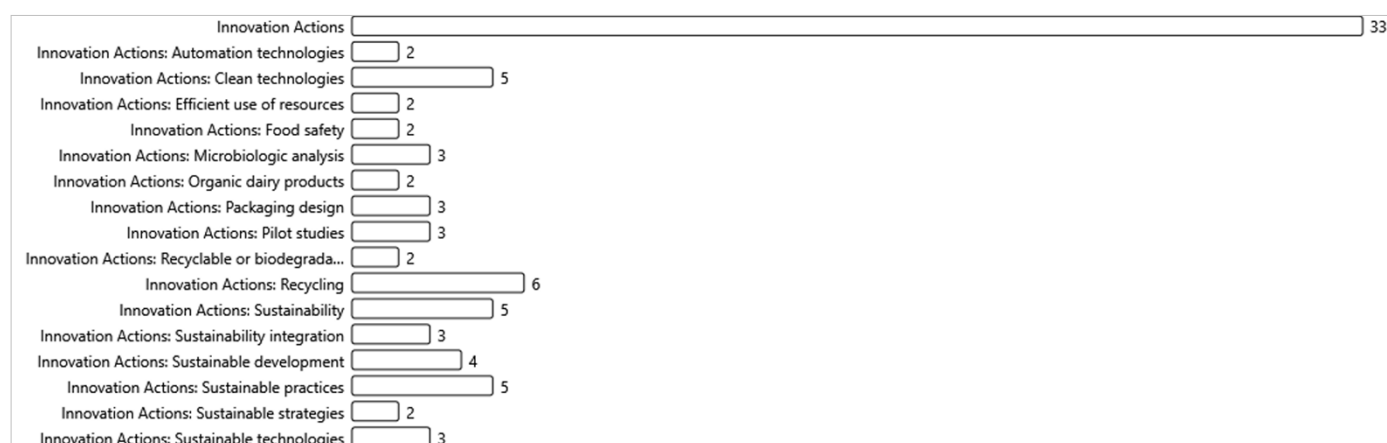


Fig 2. CSR actions in the field of invention of the agro-industrial company.

Figure 2 details the findings found on CSR actions in the field of invention that contribute to the sustainability of the company Agroindustrias Dane S.R.L., which were the following: automation technologies, clean technologies, efficient use of resources, food safety, microbiological analysis, organic dairy products, packaging design, pilot studies, recyclable or biodegradable materials, recycling, sustainability, integration of sustainability, sustainable development, sustainable practices, sustainable strategies, sustainable technologies.

3.1.2. Adaptability

Adaptability within the CSR framework refers to a company's ability to adjust its practices, policies, and strategies based on the changing demands and needs of its stakeholders, as well as the dynamics of the socioeconomic and environmental environment in which it operates [26]. Companies committed to social responsibility must have the ability to adapt their business and operational strategies to address new trends, challenges and opportunities in the area of sustainability and social responsibility. Adaptability requires taking into account the opinions, concerns, and expectations of stakeholders, such as employees, customers,

suppliers, local communities, and environmental groups; it is crucial that companies are receptive to feedback and requests from these groups and adapt their business practices accordingly to maintain their legitimacy and credibility in the CSR arena [65]. Adaptability also involves the ability to bounce back and adapt to adverse situations or unexpected changes in the business environment, such as economic crises, natural disasters, regulatory changes, or reputational scandals [27]. Adaptability is closely related to the ability to innovate and improve continuously; companies that take a CSR approach must be willing to experiment, collaborate with other organizations, and adopt new technologies and sustainable business practices. This allows them to anticipate emerging trends and stay ahead of the curve in terms of social and environmental responsibility [43].

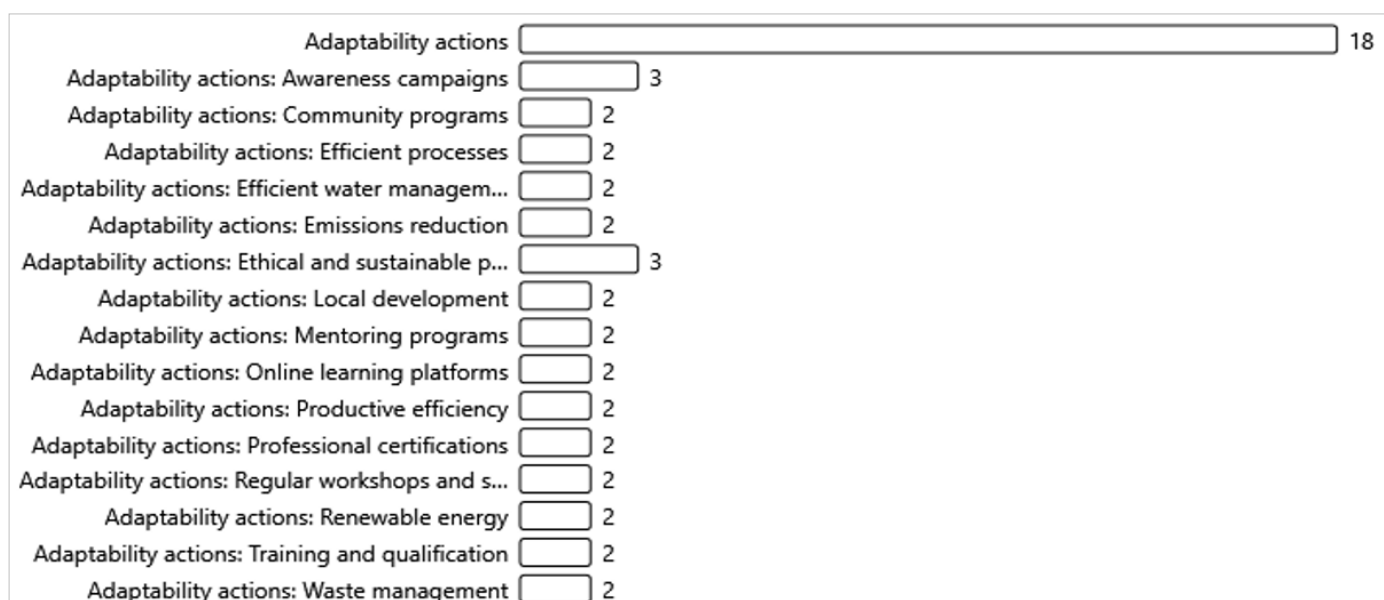


Fig 3. CSR actions in the field of adaptability of the agro-industrial company.

Figure 3 details the findings found on CSR actions in the field of adaptability that contribute to the sustainability of Agroindustrias Dane S.R.L., which were the following: awareness campaigns, community programs, efficient processes, efficient water management, emission reduction, ethical and sustainable practices, local development, mentoring programs, e-learning platforms, production efficiency, professional certifications, regular workshops and seminars, renewable energy, training and qualification, waste management.

3.1.3. Organizational ambidexterity

Business ambidexterity refers to the ability of a company to carry out both exploitation and exploration activities simultaneously. This involves the ability to pursue both incremental and disruptive innovation, as well as efficiency along with flexibility. In more specific terms, an ambidextrous organization manages to maintain its current operations while effectively adapting to changes in the environment [30]. Therefore, based on previous research and competitive demands, ambidexterity is defined as a company's dynamic ability to pursue alignment and adaptability at the same time [13]. Alignment refers to consistency between all activities in the business unit, which involves working towards a common vision and shared goals. Meanwhile, adaptability is the ability to quickly adjust activities in the business unit to meet the changing demands of the environment. Alignment is achieved when members of the company share consistent goals and collaborate to achieve common goals, reducing resource waste [64].

Organizational ambidexterity is a concept that refers to an organization's ability to be simultaneously adaptable and efficient, or exploratory and exploitative [32]. This implies that an ambidextrous organization can handle both incremental and disruptive innovation, as well as short- and long-term goals, at the same time. When this organizational ambidexterity focuses on CSR, it means that the organization is able to balance its economic goals with its social and environmental responsibilities. This approach recognizes that companies operate within a broader social context and that their success is linked to the well-being of the communities and environments in which they operate. The organization could seek new opportunities for CSR while leveraging its existing resources and capacities to achieve its economic goals [38].

The organization would be able to adapt to changing social expectations and regulations regarding CSR, while also being efficient in its operations and reducing its environmental impact. The organization could innovate new CSR initiatives and practices, while preserving and fostering important traditional values and practices for its stakeholders [67]. The organization could collaborate with other organizations, NGOs, and government agencies to address social and environmental challenges, while competing in the marketplace to achieve its economic goals. The organization would be transparent in its CSR practices and reporting and would be accountable to its stakeholders for its social and environmental impact [31].

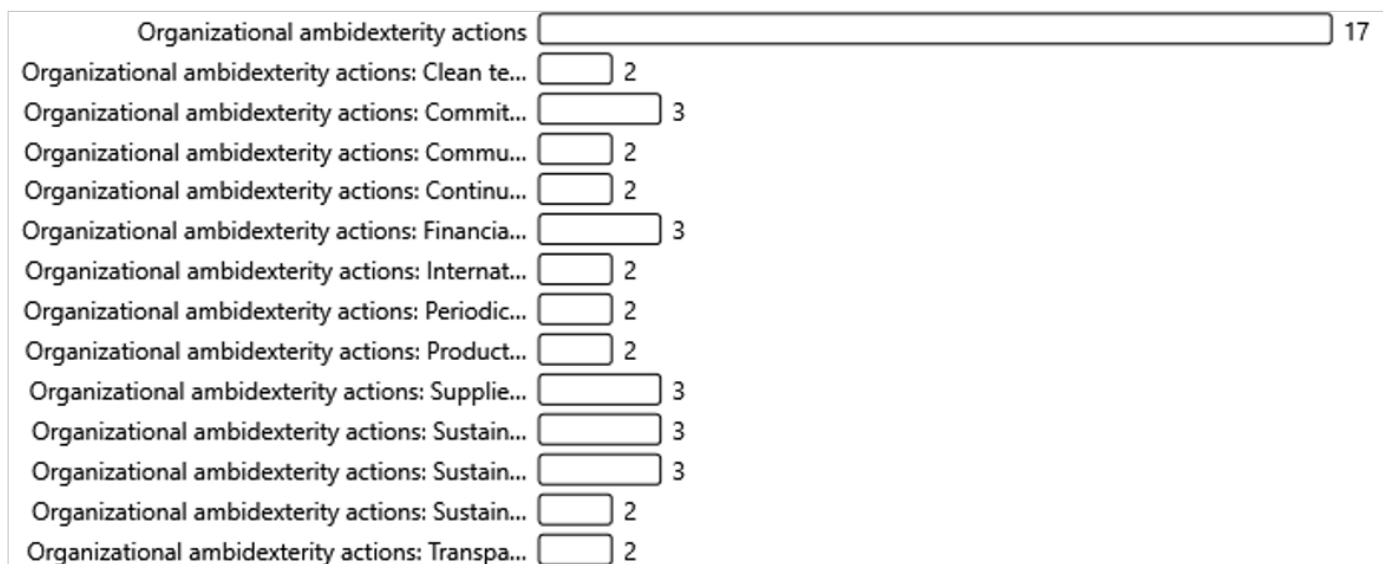


Fig 4. CSR actions in the field of organizational ambidexterity of the agro-industrial company.

Figure 4 details the findings found on CSR actions in the field of organizational ambidexterity that contribute to the sustainability of Agroindustrias Dane S.R.L., which were the following: clean technologies, commitment to responsible and ethical practices, community programs, continuous training, financial modeling, international quality standards, periodic audits of suppliers, productivity, supplier selection, sustainability criteria, integration of sustainability, sustainable practices, transparency.

3.2. Sustainability

Environmental sustainability is defined as a set of regulations that regulate both the use of renewable and non-renewable energy resources, as well as pollution management and waste disposal; that is, it refers to the ability to preserve the valuable characteristics of the physical environment [33]. In agribusiness, the essential aspects of environmental sustainability include recyclability, proper waste management, improved energy efficiency and reduced carbon dioxide (CO₂) emissions. In addition, a life cycle assessment is used as a useful tool to quantify the environmental impact of the built environment [62].

Corporate sustainability is social sustainability, which is receiving increased attention due to increasing pressure from society to consider the negative social implications of business activities and products [68]. Human capital, social capital and well-being are relevant elements in social sustainability, as it encompasses aspects aimed at improving and maintaining quality of life. Social equity, as well as social cohesion and capital, including participation, security and protection, are crucial aspects of social sustainability; other

fundamental aspects of social sustainability include ensuring people's health and proper waste management to prevent problems arising from pollution or harmful materials [2].

Sustainability is understood as a complex concept that seeks to meet current needs without compromising the ability of future generations to meet theirs [34]. This long-term approach seeks to balance economic growth, social development and environmental preservation. It is based on three interrelated pillars: economic, social, and environmental, often represented as the three legs of sustainability. In terms of the economic dimension, economic sustainability refers to the ability to generate wealth and value efficiently and equitably, without depleting natural resources or causing damage to the environment [63]. The social dimension of sustainability focuses on well-being and social cohesion, ensuring that the opportunities and benefits of development are distributed fairly and equitably among all members of society. Finally, the environmental dimension of sustainability refers to the care and preservation of the environment, ensuring that the use of natural resources is carried out responsibly and efficiently, and minimizing the negative impact of human activities on the planet [51].

Sustainability is a long-term goal that requires the collaboration and commitment of governments, businesses, organizations and citizens to strike a balance between economic growth, social development and environmental protection. Addressing these dimensions holistically can create opportunities for growth and development, while ensuring the preservation of natural resources and the well-being of future generations [39].

3.2.1. Environmental value

Environmental value in the context of sustainability refers to the benefits derived from the preservation, conservation and enhancement of the environment and natural resources [35]. This value manifests itself in various forms and scales as intrinsic value, which refers to the inherent value of nature and ecosystems, regardless of their usefulness to humans. It recognizes that living things and ecosystems have the right to exist and thrive on their own, and that their preservation and protection are valuable in themselves [61]. Instrumental value, which refers to the benefit humans derive from the environment and natural resources, such as the supply of fresh water, clean air, fertile soils, energy resources, raw materials, and biodiversity.

This value is manifested in the provision of ecosystem services, such as pollination, water and air purification, flood control, and climate regulation [17].

Cultural and recreational value, which relates to the opportunities provided by the environment and ecosystems for recreational activities, such as tourism, ecotourism, birdwatching, and sport fishing, as well as for spiritual and cultural connection with nature [59]. These values contribute to people's social and emotional well-being and can promote conservation and environmental protection. Economic value, which refers to the economic value of the environment and natural resources, as they are the basis of many industries and economic activities, such as agriculture, forestry, fisheries, tourism, and renewable energy [36]. Economic valuation of the environment can help to understand the costs and benefits of different policy and management options, informing decisions that maximize human well-being and long-term sustainability. The value of climate change adaptation and mitigation, which highlights the crucial role that the environment and ecosystems play in climate change adaptation and mitigation. They can help absorb and store carbon dioxide, reduce vulnerability to the impacts of climate change, and provide shelter and habitat for species affected by this phenomenon [22].

The findings found on the sustainability of environmental value of the company Agroindustrias Dane S.R.L. were energy efficiency, environmental management, waste management, efficient use of water and energy in its operations, cleaner production technologies and recycling systems to minimize waste, greenhouse gas emission reduction programs, reforestation and conservation of surrounding natural areas, circular economy in its business model, use of biodegradable packaging and has developed initiatives to reduce the use of plastic in its products, periodic environmental audits to identify and mitigate any negative impact on the environment, continuous training of its employees on sustainability issues, wastewater treatment technologies [50], It promotes sustainable agriculture among its suppliers, significant reduction in electricity consumption, thermal insulation and the use of clean energies, installation of solar panels, separation of waste at source, adoption of biodegradable packaging and the reuse of dairy by-products in the production of compost, awareness campaigns among its employees to promote a culture of sustainability.

3.2.2. Social value

Social value within the context of sustainability encompasses a broader understanding of value that is not limited to monetary indicators. It's about engaging people to understand how decisions impact their lives [41]. This approach focuses on people's well-being and quality of life, as opposed to focusing solely on financial aspects. This social value is evidenced in various everyday experiences that influence our well-being, such as satisfaction at home or at work, family and nature interactions, and a sense of security and tranquility in the local environment [49]. Measuring social value involves assessing and recording the relative importance that people assign to changes in their well-being. This helps to make more informed decisions that maximize the positive aspects and minimize the negative aspects in people's well-being [57].

Organizations such as Social Value UK offer support, training and advice in measuring and understanding social value, helping organizations to make decisions that improve the wellbeing of all those materially affected. This allows businesses and local authorities to understand the impact of their choices and assess risks and opportunities more effectively. Social value transcends financial or economic value and encompasses social impact in its entirety, involving affected people and respecting their opinions and experiences [29].

The findings found on the sustainability of the social value of the company Agroindustrias Dane S.R.L. were inclusion and diversity, contribution to the community, social innovation, inclusive hiring policies that promote equal opportunities, labor flexibility policies that support employees of different generations and abilities, non-discrimination policies and equal pay and opportunities are encouraged. education programs that benefit local children and youth, medical campaigns and the donation of medical equipment, technical and entrepreneurial training programs that empower local residents, economic development initiatives that support small local producers, educational resources and scholarships for talented students from low-income families, strategic alliances with NGOs and government entities to build essential community infrastructure, microfinance programs that support local entrepreneurship [47].

3.2.3. Economic value

The economic value associated with sustainability refers to the generation of wealth and prosperity in the long term, while minimizing negative impacts on the environment and society; This involves considering

economic, social, and environmental aspects when making decisions and managing resources [42]. Sustainability contributes to the reduction of operating and maintenance expenses by improving energy efficiency and resource management; this encompasses the implementation of sustainable technologies and practices, such as the adoption of LED lighting, the use of renewable energies and effective water management. Sustainability generates new job opportunities in emerging sectors and industries such as renewable energy, energy efficiency and the circular economy, stimulating economic growth and improving social well-being by increasing the number of available jobs [9].

Sustainability contributes to reducing the risks associated with climate change, resource scarcity, and market fluctuations by implementing adaptation and mitigation strategies, such as diversifying the supply chain and allocating resources to climate-resilient infrastructure [46]. Sustainability strengthens the reputation and trust of a company or organization, which can result in greater customer loyalty and a stronger relationship with investors and stakeholders, this factor contributes to increased revenue and improved financial performance in the long term. Sustainability can foster the creation of shared value by aligning the interests of companies with the needs of local communities, including investment in community development programs, the generation of training and employment opportunities, as well as the improvement of local infrastructure and services [60].

The findings found on the sustainability of economic value of the company Agroindustrias Dane S.R.L. were operational efficiency, risk management, reputation and brand, optimization of production processes to reduce time and waste, advanced technologies that automate repetitive tasks, integrated management systems that improve the planning and distribution of products more efficiently, innovative technologies in the production and distribution of its dairy products, strategic alliances with suppliers and carriers to optimize the supply chain and minimize logistics costs, inventory management through real-time control and monitoring systems, implementation of a comprehensive risk management system, training its employees in early identification and appropriate response to possible risks [44], exhaustive evaluation of potential impacts, transparent and ethical practices in all its operations, comprehensive focus on Corporate Social Responsibility and sustainability, quality and sustainability certifications, commitment to excellence and care

for the environment, advanced technologies and sustainable production practices, commitment to environmental sustainability and community well-being [45].

4. Discussion

The findings found in this research detail the CSR actions that contribute to the sustainability of the company Agroindustrias Dane S.R.L. Oriented towards innovation, adaptability, and organizational ambidexterity, these actions are sustainability, clean technologies, sustainable technologies, microbiological analysis, recycling, packaging design, pilot studies, food safety, sustainable development, sustainable practices, sustainable integration, awareness campaigns, local development, emission reduction, ethical and sustainable practices, waste management.

Corporate Social Responsibility (CSR) has gone from being a philanthropic action to an essential strategy for modern organizations. Initially, companies focused on considerable monetary contributions to improve society, but CSR now encompasses a comprehensive commitment to economic, social, and environmental challenges. This evolution responds to the growing pressure from stakeholders who demand that companies take an active role in sustainability and social welfare. According to [24], CSR implies a commitment that transcends legal requirements and is aligned with the strategic and economic objectives of organizations, highlighting its importance as a tool to generate value and reputation.

CSR-focused innovation plays a crucial role in the development of sustainable solutions. Companies must now consider the social and environmental impact of their activities, seeking to create value for both society and the company. This type of innovation not only addresses problems such as poverty and climate change, but also promotes sustainable economic growth. As [55] point out, innovation in CSR requires the collaboration of all stakeholders and the constant assessment of social, environmental and economic impacts, which ensures the effectiveness and acceptance of the solutions implemented.

Adaptability is essential for businesses to maintain their relevance and credibility in a dynamic environment. The ability to adjust practices and strategies in response to changing stakeholder expectations and environmental conditions is critical to success in CSR. [66] Stress that companies must be receptive to

stakeholder feedback and demands, adapting to new trends and challenges proactively. This flexibility not only enables recovery from crises, but also encourages continuous innovation and improved sustainable business practices.

Organizational ambidexterity is another key aspect in the effective implementation of CSR. Ambidextrous companies can balance exploiting their current capabilities with exploring new opportunities, achieving both efficiency and adaptability. [14] Explain that this skill allows organizations to innovate in their CSR practices while maintaining efficient operations. An ambidextrous company can respond to changing social and regulatory expectations, while pursuing its economic goals, thereby strengthening its competitive position and commitment to sustainability.

Sustainability is an integral goal that companies must pursue to strike a balance between economic growth, social development and environmental protection. [37] Highlights that sustainability requires the collaboration and commitment of all social actors to ensure that current needs are met without compromising those of future generations. This holistic approach creates opportunities for development and innovation, while ensuring the preservation of natural resources and the well-being of society. CSR, in this context, becomes a strategic tool that not only improves the reputation and competitiveness of companies, but also contributes significantly to global sustainable development.

5. Conclusions

In this research, it was concluded that the Corporate Social Responsibility (CSR) management actions and sustainability of the company Agroindustrias Dane S.R.L. represent a significant change in how this company approaches its roles and responsibilities towards society and the environment. What began as a philanthropic activity has evolved into a comprehensive strategy that not only seeks to comply with legal obligations, but also to generate economic value while addressing social and environmental challenges. This new CSR perspective focuses on mutual benefit, respect for social rights and the preservation of resources for future generations, promoting a more ethical and sustainable approach to business.

The integration of innovation, adaptability and organizational ambidexterity within this expanded CSR framework not only strengthens the competitive position of the company Agroindustrias Dane S.R.L. in global markets, but also ensures its ability to face emerging challenges and take advantage of opportunities in a sustainable way. As this organization continues to move toward more responsible and resilient business practices, it positions itself not only as a leader in its industry, but as an agent of positive change in building a more equitable and environmentally conscious future for all.

The CSR actions that contribute to the sustainability of the company Agroindustrias Dane S.R.L. aimed at innovation, adaptability, and organizational ambidexterity, are sustainability, clean technologies, sustainable technologies, microbiological analysis, recycling, packaging design, pilot studies, food safety, sustainable development, sustainable practices, sustainable integration, awareness campaigns, local development, emission reduction, ethical practices and sustainable waste management.

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Writing – review & editing: Reylis Michel Estela Yomona, Milagros Vanesa Arévalo Veintemilla.

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