

## **Relationship in a fair trade market: a means to practice CSR principles**

### **Abstract**

Organizations are considered as social structures created by individuals to support the collaborative pursuit of specified goals that use resources and adapt to environment rules (Pfeffer and Salancik, 1978; Hannan, and al. 1995). So they sometimes focus on social and environmental objectives in the relationship (Lichtenstein and al. 2004). They engage efforts towards social and environmental responsibility, consider all of the partners, the “stakeholders” (suppliers, clients, NGO’s: Non Governmental Organizations, etc.) and respond to their demand. This is the case in a fair trade market where business requires some attention for and collaboration between partners. Also, some degree of commitment is required from multiple partners to carry on in business and greater commitment to achieve new levels of performance (Giovannucci and Koekoek, 2003; Henderson, 2008; Huybrechts and Reed, 2010). Over the last years, lucrative organizations have found an opportunity to integrate a market by focusing on social responsibility (Lindgreen and al. 2009). Corporate social responsibility (CSR) is viewed as a technique to access to the fair trade market. Indeed, fair trade is based on standards that promote social responsibility, the respect of social norms between partners. By combining their resources, actors in a fair trade market aim to realize social objectives such as: to reduce differentiation between salaries of employees, to provide training, to avoid discrimination, to ensure that the quality of the fair trade’ product is respected by all of the partners (consumers, NGO’s, employees, distributors, suppliers, communities and shareholders etc.) not only by producers. Consequently, some questions emerge in the fair trade market: what kinds of partners are affected by CSR, what are their objectives and how do they exchange to apply social responsibility principles in the relationship? Our objective in this paper is to explain how organizations in their relationship use fair trade standards to apply CSR principles. We mobilize CSR literature (Lindgreen and Swaen, 2009; Wood, 2010; Carroll and Shabana, 2010) to identify the main principles of this concept and the link with the fair trade. By using a qualitative approach through a case study method (Yin, 2003) we give an example of the application of CSR principles in a fair trade market. We show that organizations that choose to integrate CSR principles are motivated by different objectives: integrating social and environmental criteria in their strategy, protecting their image or their reputation. Fair trade can help them to lay the foundations of social responsibility, and to guarantee the quality of their product in the market. However the application of CSR in a fair trade market depends on the nature and the structure of the organization.

**Keywords:** Fair trade, Corporate social responsibility (CSR), Relationship

## Introduction

Over the last years the increase in the demand from NGO's and consumers to respect environment (products and services of quality) and social principles (law, human rights) has compelled some firms to engage in CSR (corporate social responsibility). CSR is linked to a main idea: "firms are achieving or accomplishing in the realm of social responsibility policies, practices and results" (Carroll and Shabana, 2010: 86). According to these authors, social concerns and the general welfare were not the responsibility of business, but of government. They stress that business's job was to 'take care of the more material aspects of welfare' (Carroll and Shabana, 2010: 87). At the same time, "companies are realizing the importance of acting in a responsible way, as new communication tools have rendered them incapable of having a monopoly on the perceived brand image" (Davidson, 2010). In this way, in "2000, the oil company British Petroleum spent 4.5 million pounds on redesigning their logo and company name to BP; "Beyond Petroleum". Even more money was spent to support their new image of an environmental gas company (BBC News 2000)" (Davidson, 2010: 3). Another case developed by Davidson (2010) is the link between the strategy of a company and responsible actions. It is the case of Ben & Jerry (the ice-cream company) that shows its responsible actions via strong ethical values, social and environmental actions (ice-cream with chlorine-free, recycled packages, to create jobs, to work with nonprofit organizations). So we note that sometimes organizations orient their activities in a social way not only for financial reasons but also for businesses pursuing CSR strategies and policies (Carroll and Shabana, 2010). CSR implies for the companies, corporate responsibility in areas such as the environment, society and ethics.

In the fair trade market, the movement of CSR has taken more importance. Indeed, consumers have become more responsible, at the same time, in the world, the interest for producers in developing countries has increased (to help them: in a social and economic way). We can observe this attitude in the increase of products with a label Max Havelaar (a fair trade association). Fair trade is considered as a partnership based on commitment, transparency and respect. The main goal in this market is to respond to the sustainability focus on economic, social and environmental considerations (Giovannucci and Koekoek, 2003; Henderson, 2008) and the relationship is focused on some standards (norms).

Our objective in this paper is to explain how organizations in their relationship use fair trade standards to apply CSR principles. We mobilize CSR literature to identify the main principles of this concept and the link with the fair trade. Then we use previous research in the fair trade market to present the application of the CSR principles for the fair trade banana.

In the first part we define and identify CSR principles (Lindgreen and Swaen, 2009; Wood, 2010; Carroll and Shabana, 2010) and the link with fair trade. Then, we will explain how partners in concordance with fair trade market standards apply CSR principles. In the second part, we use a qualitative approach through a case study method (Yin, 2003) to analyze an example of the application of CSR principles in a fair trade market.

## **CSR PRINCIPLES AND THE FAIR TRADE MARKET**

In this part, we explain the origin of CSR, define the concept and explain the activities linked to CSR (CSR principles). Then we identify these principles in a fair trade market.

### **CSR PRINCIPLES**

The concept of CSR evolved over several years. For Carroll 1999 in the 1950's, CSR concerned SR (social responsibility) and is focused on businessmen's actions on behalf of society's responsibility and regulations. The next years, CSR was related to social movement for example civil and women's rights (1960's), and to corporate responsibility, responsiveness and performance (1970's) (Davidson, 2010: 5). For the past two decades, CSR has been based on global corporate citizenship and in the most recent years the environment and sustainability have represented the important interest (Carroll and Shabana 2010). The origin of CSR is linked to some literature: agency theory, institutional theory, and the resource-based view of the firm, the stakeholder theory, the stewardship theory and the theory of the firm (Lindgreen and Swaen, 2010: 1). So a number of definitions emerged for this concept.

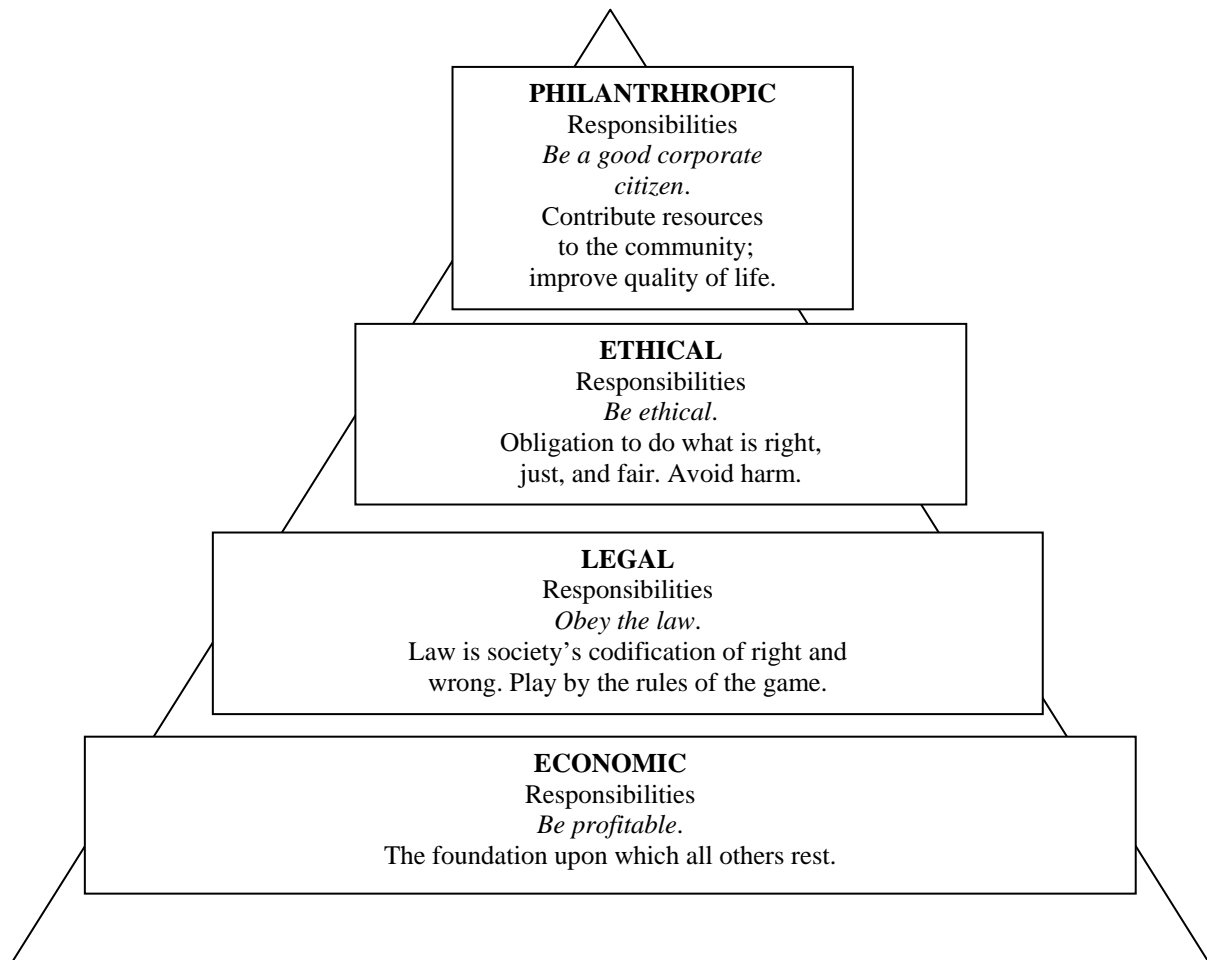
Kotler and Lee (2005) define CSR as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources" (Carroll and Shabana 2010: 90). Another way according to Bhattacharya and Sen (2004) business for social responsibility organization concerned achieving of commercial success in relation with ethical values, the respect of people, communities, and the natural environment (Davidson, 2010: 6). How are these definitions of CSR represented in practice?

By using Carroll's studies (1979; 1991), recent research (Wood, 2010; Carroll and Shabana, 2010, Davidson, 2010) present different categories of CSR: economic, legal, ethical and discretionary/philanthropic responsibilities (figure 1).

The economic responsibility of business is based on the production of goods and services that society desires and to sell them at a profit. This responsibility consist according to Friedman (1962), employing resources and engaging in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud. So, companies should fulfill the institutional role of resource conversion (Carroll and Shabana, 2010: 90). In addition to economic responsibility we have legal responsibilities based on positive and negative obligations put on businesses by the laws and regulations of the society where they operate (Carroll and Shabana, 2010: 91). Through legal responsibility, companies obey the law.

Also CSR is applied through ethical and philanthropic obligations of the corporation in society. The ethical responsibilities oblige companies to obey society's ethical guidelines. According to Kotler and Lee (2005), obligations allow the community well-being through discretionary business practices and contributions of corporate resources (Carroll and Shabana, 2010 89-91). All of these domains of CSR are added "(matrix) to social issues with which businesses should be concerned (consumerism, environment, discrimination, product safety, occupational safety and shareholders)". Then philosophies

of responsiveness (reaction, defense, accommodation, proaction) dimension are added (Wood 2010: 52-53) to these domains.



**Figure 1: Carroll's CSR pyramid (Davidson, 2010: 13)**

One of the main objectives of organizations that integrate CSR principles is to position their corporate brand in the eyes of consumers and other stakeholders, through their annual reports (Sweeney and Coughlan 2008) and websites (Maignan and Ralston 2002; Wanderley *et al.* 2008), (Lindgreen and Swaen, 2010: 2). So the application of CSR principles can influence customers' behaviors. According to (Pivato and al. 2008), CSR initiatives help customers to gain trust for a company and its products, which leads to brand loyalty. In this way firms can attain cost and risk reduction through CSR initiatives that focus on a cost-leadership strategy (Carroll and Shabana 2010: 98)<sup>1</sup>.

To improve relationships with consumers, it is necessary for firms to consider stakeholder demands and translate them into CSR objectives and policies because CSR holds that organizations exist within networks of stakeholders Lindgreen and Swaen,

<sup>1</sup> For example, after having moved to a green building with more sunlight, Japanese car manufacturer "Toyota" reported a drop in their employee absenteeism by 14 % (Carlton 2007), (Davidson, 2010: 6).

2010:2). Even if communication about CSR principles has some advantages for firms, they can present limits. For example it is possible that “CSR communication may trigger stakeholders’ scepticism and cynicism” (Mohr and al. 2001; Schlegelmilch and Pollach 2005 in Lindgreen and Swaen, 2010: 2). Also some consumers are skeptical towards companies’ claims of being environmentally and socially responsible and this has given birth to a phenomenon called “greenwashing” (Davidson, 2010: 3). For this author “greenwashing” is a scheme carried out by companies primarily in the tobacco and oil industry, who are obfuscating the hazards linked to their products. He stresses that this concept results in a decreasing trust among consumers towards media and advertising, as brands radiate images that are not always veracious.

We note that through CSR principles firms attempt to create win-win relationships with their stakeholders by realizing gains from cost and risk reduction and legitimacy and reputation benefits. So when CSR principles are correctly applied, it can be an opportunity for firms to respond to the stakeholders’ demand and at the same time pursue their profit goals (Carroll and Shabana, 2010: 101-102). The importance for organizations is to present their roles in the society and to practice ethical and social standards in a relationship (Lindgreen and Swaen, 2010; Lichtenstein, and al. 2004). This is the case in the fair trade market. How are the CSR principles presented (or applied) in the fair trade market?

### **CSR PRINCIPLES IN A FAIR TRADE MARKET**

Organizations in a relationship sometimes focus on social and environmental objectives (Lichtenstein and al. 2004). We study the case of the organizations in the fair trade market. The fair trade concept is initiated by social enterprises “social economy” associations or foundations that are not motivated by profit; they are motivated by social objectives. In a fair trade market partners must collaborate and take attention to each actor to be efficient and realize their mission in the society (Giovannucci and Koekoek, 2003; Henderson, 2008; Huybrechts and Reed, 2010).

One of the reasons that motivate organizations to engage in a fair trade market is to attract new consumers (responsible consumers); they can prove their social responsibility. Fair trade can be linked to social responsibility because it establishes a normative context and allows exchange between commercial, classic enterprises and associations. Indeed, the objective of these associations is mainly to reach social goals. Fair trade offers companies an important social responsibility through collaboration with organizations of the “social economy” (Huybrechts, 2007).

Fair trade is based on standards that promote social responsibility, the respect of social norms between partners. By combining their resources, actors in a fair trade market aim to realize social objectives such as: reducing differentiation between salaries of employees, making training, avoiding discrimination, ensuring that the quality of the fair trade’ product is respected by all of the partners (consumers, NGO’s, employees, distributors, suppliers, communities and shareholders etc.) not only by producers. So the concept of fair trade is one of the ways to reach social responsibility.

Also in a fair trade market, the degree of social commitment depends on all of the actors (their actions). In the relationship in this market some partners who are related to the “social economy” have more constraints according to the fair trade regulations. However these constraints do not automatically cause responsible practices. The

relationship between classical enterprises and producers, classical enterprises do not have social responsibility obligations in a fair trade market. That means a fair trade market needs external organizations to implement a normative context (Huybrechts, 2006). For example the author proposes a common objective according to the fair trade label. It is necessary to consider all partners and sector to apply CSR principles in a fair trade market. Labelling must focus not only on products but also on organizations in developing and developed countries. Also, it is necessary to encourage importers or distributors in developing countries to guarantee CSR principles.

Another characteristic in this market is to make actions that raise consumer's awareness because the fair trade brand is considered by them as a brand that guarantees social and environmental conditions. Social conditions rely on some elements: 1) to allow consumers to purchase their products directly, 2) to practice a minimum price, 3) to facilitate relationships between producers and buyers and the respect of human rights (minimum social security, refusal of child labor, etc.). Environmental conditions refer to other actions: 1) the limitation of the use of pesticides and artificial fertilizers, 2) waste recycling, 3) prevention of water pollution. The actions must be oriented towards a responsible communication by explaining clearly the specificities of the fair trade brand and to present real actions in the market (in developed and developing countries).

By referring to Carroll's CSR pyramid (Carroll and Shabana; Wood, 2010) we can deduce that in the fair trade market, partners apply economic, legal, ethical responsibilities, and philanthropic. How are these principles applied in a fair trade market for fair trade bananas?

## **APPLICATION OF CSR PRINCIPLES IN A FAIRTRADE MARKET: THE CASE OF THE FAIR TRADE BANANA**

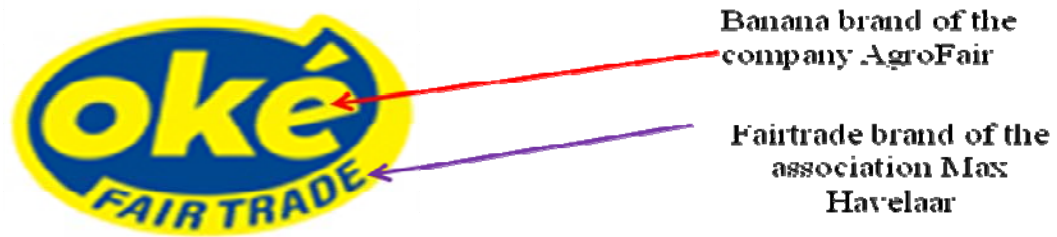
The second part of our paper consists in presenting a case study on a brand alliance on a fair trade market. Firstly we will explain the context of the case study by presenting the partners in the relationship and the qualitative methodology used to exploit data. Then we identify the CSR principles that are applied in this case study.

### **PRESENTATION OF THE CASE STUDY AND METHODOLOGY**

We are in a regulated market (fair trade market) that aims to allow reduce inequality between producers in developing countries and in developed countries. Our case study concerns a brand alliance between a company "Agrofair" and a company "Max Havelaar": Agrofair is an importer of bananas that trades us bananas in the world with the brand name "oké". A company Max Havelaar is an association that promotes marketing of fair trade products, it is the Netherlands member of Fairtrade Labelling Organizations International (Acronym: FLO). This label is the world's first International Fairtrade Certification Mark. In the fair trade banana we have the private brand of Agrofair "Oké" and the certification brand of MAX Havelaar "Fairtrade" (figure 2).

Agrofair and Max Havelaar exchange with direct partners: producers, ripening stores, distributors, certification organization (FLO: Fairtrade Labelling Organization), and consumers. Also the owners of the brands exchange with indirect partners as voluntary and government.





**Figure 2: A banana brand «oké » in a fair trade market**

We use a qualitative approach and case study method (Yin, 2003) to collect information in a fair trade market (for fair trade bananas). We collect data via interviews qualified as a rich source of information well adapted when the phenomena are either complex or occasional (Eisenhardt and Graebner, 2007). We realized several interviews (15) completed by questionnaires (5) with executive managers and sales directors of the organizations (the association Max Havelaar, the company Agrofair and their partners). The interviews took about 1 hour 30 minutes. The main questions of the interviews are focused on the activities, the motivation of the partners in the fair trade market, the context of their relationship (fair trade market conditions, regulations), their brand (the impact in the market), and the duration of the relationship (**appendices 1**).

In general, during the interview, the interviewee focused their answer on their relationship with consumers, producers and others partners, on the development of their activities in a fair trade market, on the business (**appendices 2**). This data are completed with annual reports, press information, and the websites of the owners of the brands and their partners. Indeed, the two principles organizations Max Havelaar and Agrofair give us their annual reports containing general information on the market, the turnover, the margin, and their projects. Also we exchanged with some managers during fair trade conferences to have others explanations about the market and the relationship with their partners.

To analyze the interviews, we use the “content analysis” method (Bardin, 2001) completed by the use of the qualitative software “QSR Nvivo 8.0”. The “content analysis” method allows us to identify the main themes related to CSR principles in a fair trade market during the interview (the respect of social, environmental and economical conditions).

#### **APPLICATION OF CSR IN THE CASE STUDY IN A FAIR TRADE MARKET**

Partners in the alliance have several objectives. First, owners of the brands attempt to ensure equality between organizations that collaborate in a fair trade market to sell bananas labeled “Oké Fair-trade”. Partners aim also to decrease the problems of producers who produce bananas and to protect the environment. To achieve these objectives they use several resources: financial resources (subsidies); strategy

communication around the “Fairtrade” brand: *“We make a special marketing event which facilitates action towards developing countries, give trust to the consumers: correct information on the product, show on the product the various components of the price of fair trade bananas”* (Interview with JM, Max Havelaar company, France, October. 2007).

The application of CSR principles is possible towards governance mechanisms: 1) Contracts between Agrofair and Max Havelaar: Max Havelaar gives Agrofair his agreement to put a “Fairtrade” brand on the banana and Agrofair pays royalty to Max Havelaar. 2) FLO verifies the respect of standards in the fair trade market by all of the actors: social and environment norms. 3) Cooperation and negotiation between organizations in applying standards and producing knowledge. 4) To implement trust between Agrofair and Max Havelaar.

By considering the relationship between partners in the brand alliance, we notice the application of CSR principles through Carroll’s CSR pyramid. The fair trade company (association) Max Havelaar exchanges with producers to determine a minimum price of purchase for different raw material. Then Max Havelaar checks that the minimum price is respected which must cover the production cost by considering environmental rules; and the main needs of the producers (such as food, hygiene, education, health). Also, if it is necessary producers can have an advance from the buyers (about 60 % of the price of their future harvest). So producers can avoid loans to finance their activities (Max Havelaar France, 2008). These actions contribute to improve the producer’s quality of life (**philanthropic domain**). By analyzing the first actions we deduce that fair trade can be profitable for actors in developing countries (producers) and developed countries (the importer: Agrofair, distributors, consumers) via the reduction of production costs, and the advance to producers (**economy domain**).

Also, we realize that actions to improve the quality of life for producers, to reduce production costs, and to facilitate the integration of producers in the economic system are considered as fair in this market. Other aims of partners in the brand alliance are to collaborate with all of the partners, to have common objectives, and to give an opportunity to partners to participate in the main decisions: *“Sometimes we have a common interest in the marketing; we can create promotions together, sometimes AgroFair supplies retailers. It was important that we had a direct connection with the retailers”* (Interview with KDK, Agrofair company, Netherlands, 2008). *“The interest is not only to buy and to resell, the interest is to have a common project, to accept the requirements that the customers can have”* (Interview with AB, Az Méditerranée company, France, may 2008). *“We do things together, like the fair trade week; (...) the day before yesterday we had a common meeting with Max Havelaar from other countries, so it’s a strong relationship...”* (Interview with KDK, AgroFair Company, Netherlands, October, 2007).

Moreover, a fair trade banana is linked to the fair trade concept (high quality, just and fair relationship); this image is respected and recognized by consumers and distributors in the world: *“Some distributors accept only to sell their products when they are labeled Max Havelaar. It is the same reaction for some partners who say that if bananas or fruits are not labeled Max Havelaar we cannot sell them as Fairtrade »* (Interview with GD, AgroFair France, June 2007). When partners respect this image of the fair trade banana, they aim to communicate also to consumers, to avoid criticism: *Max Havelaar aims to work in synergy with all of industrialists who are the users of*

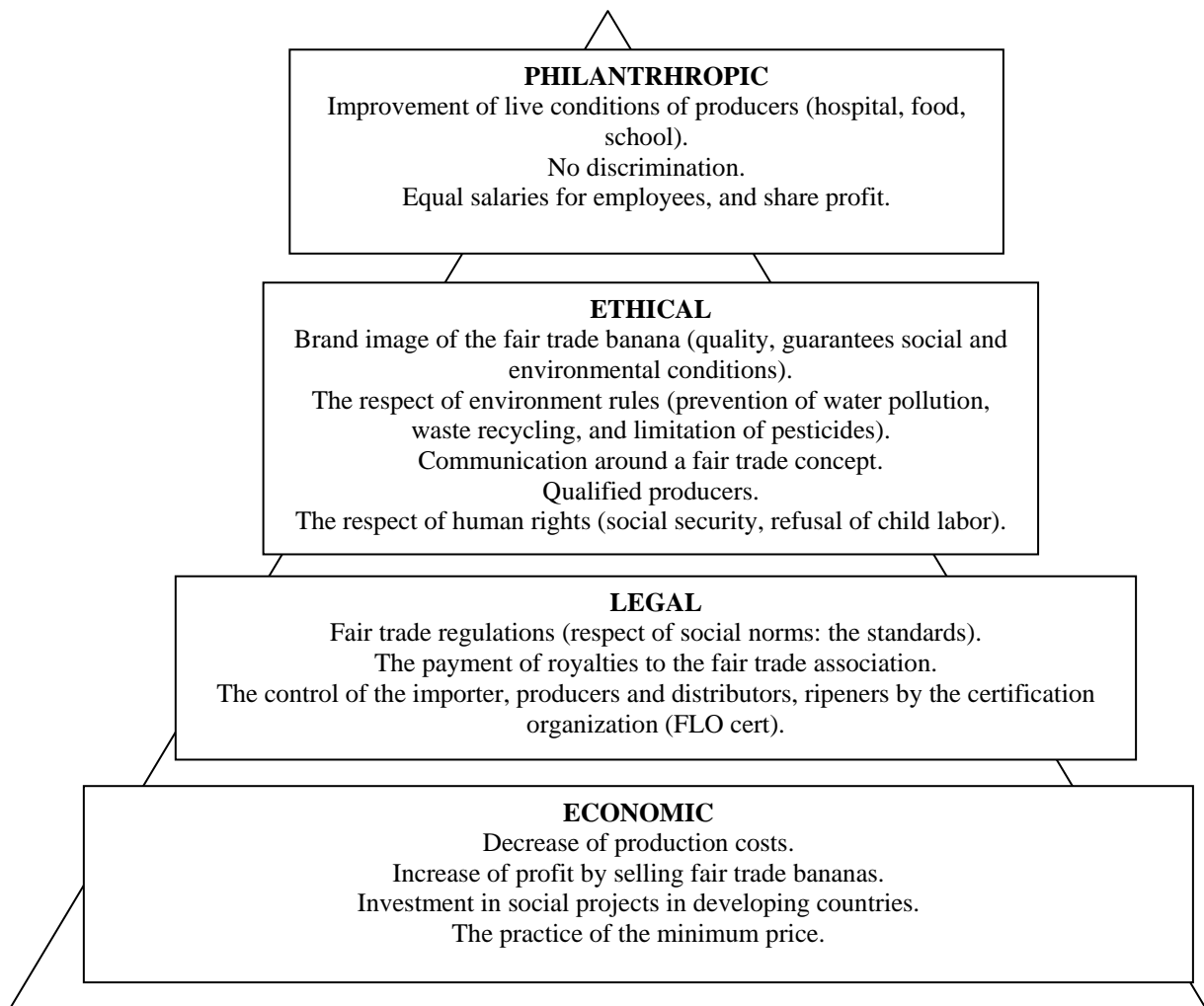


« fair trade », because it estimates that the final consumer don't know always to what corresponds the minimum price paid to the producer, the fruit of the producer. Also, this ignorance of the consumer originates from the lack of explanation in the display of the price by industrialist" (Interview with JM, Max Havelaar company, France, October. 2007). These second actions are considered as right, just and fair in the society, that expresses the **ethical domain** in the relationship between Agrofair, Max Havelaar and their partners.

The brand alliance is based on some rules. Max Havelaar, Agrofair and their partners must respect fair trade standards that are considered as regulations. In this context Max Havelaar accepts the use of the "Fairtrade" brand by Agrofair on its banana if Agrofair promises to respect fair trade standards (for example to work with selected producers that respect the production process). This agreement necessitates the payment of royalties by Agrofair to Max Havelaar, so Agrofair can be approved by the certification organization of FLO (FLO cert). FLO exchanges with all of the partners to approve standards: *"the revenues of the fair trade association Max Havelaar derives from royalties paid by organizations which commercialize fair trade products, about 2000 products"* (Interview with SG, Max Havelaar company, France, January 2009). FLO cert is in charge of certification, it controls the wages for producers: a guaranteed minimum price and the development subsidies which should help producers to improve their living conditions are paid (FINE<sup>2</sup>). Also FLO inspectors make a report each year and they transfer this report to the representatives of the producers, the importers, the national associations, cooperatives and plantations (the certification committee). For their part, FLO controls the activities of the importers, exporters and ripeners *"An audit is planned each year, one or two months in advance by checking invoices, accounts...Mainly movement that concerned fair trade bananas for the year and an audit unexpected. Each morning or afternoon, we have two inspectors of the certification organization FLO Cert or mandated by Max Havelaar France, independents that control our activities. They control if our declaration on quarterly declarations are conformed to reality"* (Interview with GL, Fruidor company, France, November 2007). These last actions show that the fair trade banana is regulated by some norms represented by standards that refer to **the law domain**. In the next figure (figure 3) we sum up the domains of Carroll's CSR pyramid (economic, legal, ethical responsibilities, and philanthropic) in the fair trade market particularly in for fair trade banana.

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<sup>2</sup> FINE: FLO INTERNATIONAL (Fair Trade Labelling Organizations); IFAT (International Fair Trade Association); NEWS (Network European Worldshops), and EFTA (European Fair Trade Association).



**Figure 3: Carroll' CSR pyramid applied in a fair trade market: the case of the fair trade banana (Adapted by the author)**

## Conclusion

To sum up, we can say that CSR is not only linked to economic and legal obligations but mainly social responsibilities to society which extend beyond these obligations by considering ethical and discretionary/philanthropic categories (Carroll and Shabana, 2010: 89). To be capable of applying CSR principles managers must cooperate and exchange with all of the stakeholders by using formal and informal mechanisms, engaging in practice, having common goals, and convincing stakeholders to follow organizations strategic decision (Andriof and Waddock 2002).

In a brand alliance (in the fair trade market) partners show us their actions are in concordance with fair trade standards, they apply CSR principles. Also, by considering Carroll's CSR principles, we remark in this market ethical aspects (many activities are linked to this domain) occupy a large part. So it is necessary that fair trade organizations insure that CSR principles are respected by all of the partners in the relationship. Then

they must focus their communication strategy on ethic activities, and present some real actions in developing countries. That means, they must engage in responsible communication in the market. In this way, organizations in the relationship can propose tools that allow consumers to know who producers are, which their plans are, which their envy are, and also producers need to know who consumers are.

In this paper we have analyzed CSR principles in a specific market (a fair trade market) which is a food market. We have identified some CSR principles in the relationship in a market that are normally based on social and environmental principles. However in the industrial market or chemical industries, the results would be different. Indeed, the objectives of partners in the second markets are mainly based on business and profit. However in a fair trade market main objectives are based on the improvement of the conditions of poverty even if some organizations must make profit. The respect of the fair trade concept “share equal profit” must be the first action of the organizations and their objectives are more oriented toward CSR principles.

In future research, it would be interesting to identify the main activities of CSR principles that are applied in industrial markets compared to the food market. This new orientation can help us to understand another impact of the environment in the application of CSR principles.

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## Appendices 1: Questionnaire applied in a fair trade market

1. How did the relation start between Agrofair and Max Havelaar? Oké Brand + Max Havelaar.
2. Who did initiate the relation?
3. Are there others partners? Such as distributors, suppliers, control organization?
4. How would you qualify the evolution of relationship with Max Havelaar?
5. Do you have more contact, less contact ?
6. How does the relation with max Havelaar evolve?
  - Marketing agreement
  - Decision rights
  - Exchange of information
  - Control
7. What are the links between Agrofair workers and Max Havelaar Workers?
8. Did the number of distributors increase? Are there privileged distributors?
9. Have you relationship with scientific partners? What is the main evolution?
10. Have you relationship with services providers (about marketing studies)?
11. Since the beginning of relationship between Agrofair and Max Havelaar, how did Agrofair's activities evolve?
12. Can you explain the place of royalty, logistic costs and supports of communication in this relationship?
13. How do partners apply the price premium in the relationship?
14. According to you, does the competing pressure increase? Which are the reasons?



## Appendices 2: Reports of some interviews in a fair trade market

- 1- Interviewer: What are the links between Agrofair workers and Max Havelaar Workers?

Interviewee (in Agrofair company): In Agrofair, we have many departments, one department is taking care of the producers, doing whatever they have to do with the production, another department is logistic, sales is another department : marketing, of course there are other departments. Marketing works mainly directly with the marketing department of Max Havelaar. We do things together, like the fair trade week; (...) the day before yesterday we had a common meeting with Max Havelaar from other countries, so it's a strong relationship.

- 2- Interviewer: How do partners apply the price premium in the relationship (communication, relation with producers and consumers)?

Interviewee (in Max Havelaar association): we make a special marketing event which facilitate action towards developing countries, give trust to the consumers: correct information on the product, show on the product the various components of the price of fair trade bananas. Max Havelaar aims to work in synergy with all of industrialists who are the users of « fair trade » because it estimates that the final consumer don't know always to what corresponds the minimum price paid to the producer, the fruit of the producer.

- 3- Interviewer: Do you think AgroFair activities have increased since beginning of relationship between AgroFair and Max Havelaar (the development of the activities)?

Interviewee (in Max Havelaar association): Yes, it is increasing, because Max Havelaar was already in some countries, working on other products, the coffee and tea. We use that to increase our...in Australia, Germany. It is supplied by Max Havelaar with coffee and tea. In exchange, what about fruits? So we got together and speak for Max Havelaar. Since the first meeting together, this is working well. I said before, these Monday enter, see the discharge of bananas, we had interesting meetings a workshop.