

# Making Bread with Street Kids: Siemens Social Responsibility Projects in Curitiba, Brazil

Melissa O'Neill

Faculty Sponsor: John Betton, Department of Management

## ABSTRACT

Curitiba is known as the ecological capital of Brazil. The city has the highest area of green space per person in Brazil, the highest standard of living in Brazil and composts or recycles 70% of its "not garbage." An advanced transportation and recycling program reveals some of the reasons behind the city's ecological success. Another piece of the puzzle is the way in which the business interacts with the community in Brazil. Research on the community programs operated by Siemens shows a corporate motive different from the textbook American corporate bottom line. A community run bakery, onsite classroom for impoverished teenagers and a variety of other programs reveal a profitable corporation that partners well with the spirit of the ecological capital of Brazil.

## INTRODUCTION

I have been exposed to a traditional business education where I have been taught that the goal of a corporation is to maximize shareholder wealth and that increasing the bottom line is of primary importance. To be sure, a company needs to be profitable to survive, but recent research documents that some corporations have a very different focus. Many corporations worldwide place a greater emphasis on corporate social responsibility, sustainability and authentic efforts to improve the communities where these businesses are located. My research explores a different dimension of the corporate world; one in which the primary goal is not profit.

I first learned of Curitiba, Brazil in a management course. I was drawn in by the story of how the current mayor, Jamie Lerner, transformed the city overnight. As the architect chosen to redesign the downtown area, Lerner met with a great deal of opposition; largely from shop owners who protested his "vehicle free" remodeling plan for the downtown shopping area. When builders projected it would take two weeks to complete this transformation, Lerner ordered it remodeled overnight. When shop owners arrived, furious with Lerner, they found children painting in the streets. The shop owners were soon asking the mayor to extend the pedestrian only mall, as it resulted in increased business because there was no vehicular traffic. The plan expanded to include a fast paced, cost effective, highly efficient transit system, which was the genesis for the city to evolve towards becoming a unique, modern and environmentally friendly metropolis.

Today the city center remains a pedestrian zone and the children still paint every Saturday morning. The population of Curitiba has grown to 1.7 million, 3.2 million when including municipalities. The city attracts attention globally for its creative recycling programs and highly efficient public bus system. There are themed school buses converted into traveling classrooms covering topics such as personal hygiene and proper dental care. Other school buses are converted into mobile physical education classrooms and mini-markets that sell excess produce from farmers for one third of the price. The Garbage is Not Garbage program is an educational recycling program. In Curitiba, 35.5 tons of garbage are collected each day, furthermore 75% of the garbage is recycled or composted, compared to only 10 to 15% in New York City. Cambio Verde, which is Portuguese for "green change," is a program that allows impoverished citizens to turn in bags of collected trash for food or transportation tokens. For example, four kilos of trash can be turned in to any one of 78 stations around the city for one kilo of fresh produce. The city of Curitiba has found simple ways to take care of their citizens with programs that largely pay for themselves. While the city history and programs are fascinating, there is a whole other side to the city involving businesses and how they mesh and blend into the environmentally sensitive city.

To achieve a greater understanding of the interaction between a business and the community an in depth analysis of one company operating in a way which enhances the community was performed. Siemens, an international electronics and electrical engineering company with net income of \$2.7 billion in 2005, is one company that has found a way to prosper in Curitiba while simultaneously practicing business in the spirit of this innovative city. The company's involvement with the community would lead one to believe they are not doing

business according to the common definition of maximizing and focusing solely shareholder wealth. By interviewing and observing Siemens' employees insight is gained into the way another culture views business.

## METHOD

Research on Siemens corporate social responsibility projects was done through interviews and observation. Interviews were completed with program facilitators and participants. Siemens employees were interviewed as to how the program affects their daily lives at work. Community programs were observed and recorded with photos.

## RESULTS AND DISCUSSION

### *Siemens Background*

Siemens is an international electronics and electrical engineering company, based in Germany, which had a net income of \$2.7 billion in 2005. Siemens employs 184 million people in Brazil in the cities of Sao Paulo, Curitiba and Rio de Janeiro. The Curitiba plant was opened in 1975. Siemens purchased 245,456 m<sup>2</sup> of land, even though the plant only occupies a relatively small portion of the land. Siemens has committed to keeping 85% of the property in Curitiba green.



**Figure 1.** Illustration of Siemens property; notice the large amount of green space relative to the plant size.

Siemens employs 1099 employees at the Curitiba plant. The employees have onsite services available, such as a small hospital which has health, dental and physical therapy care, internet access, two small banks and continuing education opportunities. Inside the company any employee can anonymously email the director with any concerns. Bulletin boards help communicate information to employees. One board shows recent community projects. Another board shows each employee ID number and the net impact they had on the company in terms of profit for one year. Another board shows the results of an internal program where employees submit cost saving ideas and receive a percentage of the savings if the idea is used.



**Figure 2.** Example of a telephone and switchboard console produced in Curitiba, Brazil.

At this particular plant, employees produce telecommunication systems. The systems are used to link many land lines together to a central switchboard. At the time of the research, Siemens was in negotiations with Nokia to sell part of the telephone production capabilities.



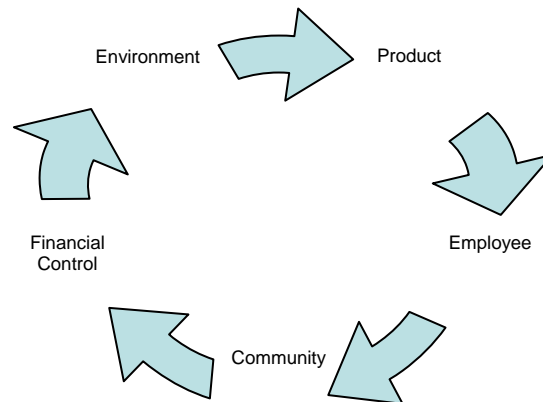
**Figure 3.** View of the main Siemens plant

Outside of the main plant there are soccer fields, a restaurant, a health and fitness club, nature trails and soccer fields. A trash area occupies the back of the building. There is a trash compactor and area to protect the accumulated trash if it rains. The area is kept extremely clean, washed down several times a day to keep the mice and insects away. Trash is sorted into glass, plastic, metal, organic and paper throughout the building. The people who manage the waste randomly audit the five bins in different departments to make sure employees are complying with the system. Waste managers have also been known to refuse to dispose of packaging sent over from Germany. It is often sent back to Germany if the Curitibaanos feel it can be reused.



**Figure 4.** Jason Rodrigues, Siemens employee, with one of many sets of trash receptacles

From the commitment to green space, employee services and waste program it is apparent Siemens Curitiba must have at least a slightly different corporate viewpoint than many American businesses. At Siemens the corporate philosophy includes a quality management model which shows quality improving for one stakeholder as the needs are met of other stakeholders.



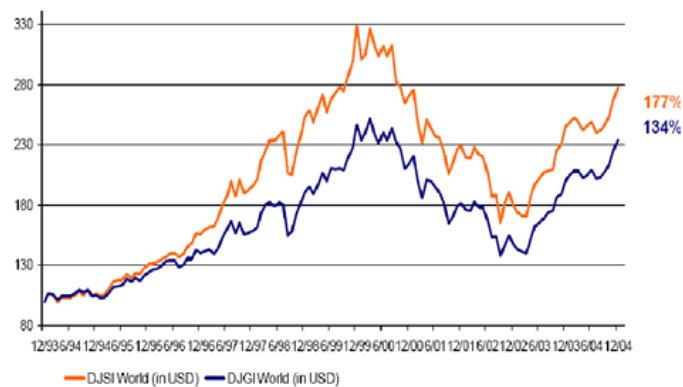
**Figure 5.** Quality management diagram showing the progression of stakeholders

Siemens has defined the relationship between the stakeholders as follows. If the environment is treated in a sustainable way, the product's quality and life will be improved. If the product is improved, the employee can be proud of what they are creating and selling. The employees help to make up, and have the most interaction with the community. Happy, well treated employees make a stronger community. A strong community base provides some degree of financial control. Better financial control allows Siemens to invest in and behave ethically towards the environment. All of the goals of the stakeholders work in harmony to result in a synergistic relationship. In the United States, businesses often define the goals of stakeholders in a strictly monetary sense: investors want profit, employees want higher pay for less work and the community wants the best product at the lowest price. An attitude adjustment can make a big difference in how a business operates. The Siemens model operates on the belief that the goals of the stakeholders are of the environmental sustainability and that the community wants an ethical company, employees and suppliers seek transparency and investors want quality.

Social accountability and behaving ethically are a high priority with Siemens. They have earned certifications from the SA8000, a global social accountability standard for positive working conditions and the AA1000, a standard for ethical performance. Siemens also signed on to the ten principles of the Global Compact, which encourages businesses to behave in a sustainable and socially accountable manner.

#### *Defining Corporate Social Responsibility*

Social accountability is not as common a phrase in the United States as it is in other parts of the world; the term does not even exist in the online encyclopedia, Wikipedia. It is somewhat an abstract concept. Social accountability is the idea that businesses should behave in such a way as to improve the community they located in. The company should try to improve the environment and employee lives while creating a high quality product or service in an ethical manner. Social accountability can be summed up by a simple saying, "treat others as you would want to be treated." There is also some degree of marketing involved with the social accountability concept. Peter Drucker, business textbook guru, defines marketing as "creating a customer." When a company starts to behave in an accountable way, this definition takes on a slightly different meaning. This definition is often interpreted in terms of a product, and to be sure, customers are often created by offering a high quality product at a low cost. However, marketing, when done truthfully, can also be used to show how responsible a company is, which may in turn create a customer. There is evidence to suggest that there is marketable value for companies that behave in a sustainable, or accountable way. In fact, Dow Jones has an index of sustainable companies which has exceeded the Dow Jones Global Index for the past 13 years.



**Figure 6.** The Dow Jones Sustainability Index in comparison to the Dow Jones World Index from 1993 to 2004.

Jason Rodrigues, a Siemens employee, has put considerable time and thought into creating a tiered definition of what social accountability actually is. His definition uses three levels to identify to what extent a company is behaving in a socially accountable way. The first and lowest level of corporate social responsibility is called social action. Social action shows one time donations or activities with the community. Companies engaging in social action may be motivated for public relations reasons. The second level of social accountability is social investment, which shows a greater commitment to the community in that there is more planning involved and more than just a one time donation. For example, a company may sponsor an annual Christmas event or send an employee to speak at a local school each month. A company practicing social investment may be motivated by public relations or tax deductions. Social investment is certainly good and beneficial to the community, but the corporation can take it one step further. The third tier is the only level Rodrigues recognizes as true social accountability. Social accountability is achieved when the company is an integral part of the community and the community is inside of the company. Siemens has community programs which fall into all three of these levels.

### *Programs*

#### *Childhood Dream Bakery*

The Panificador Comunitaria Soho de Crianca, translated as Childhood Dream Bakery, is a sustainable project Siemens supports. The bakery is located in Sabara, a very poor community outside of Curitiba. The neighborhood is not recognized on any government maps even though it is relatively large. Sabara, as a community, had a history of calling Siemens for help with various projects. Siemens identified one of the biggest problems as a lack of funding for the kindergarten. The kindergarten has the capacity for 220 four and five year olds. The cost per child is 234 reals per month, yet the government only provided 120 real per child, a 114 real gap per student. The kindergarten was about 25,000 real short per month on their bills, which meant there was little to no money available to purchase milk, snacks and other basic supplies. The individual in charge of running the school, Sister Anete Giordani, met with Jason Rodrigues from Siemens to discuss the problems. Sister Anete noticed there was a need in the community for a bakery, and thought perhaps the bakery could be used to solve her funding problems. She asked Siemens for a one time donation to help get a bakery into operation. Rodrigues brought the proposal back to Siemens. The decision came from the Sao Paulo Siemens headquarters to purchase baking machines and construct a shop in Sabara.





**Figure 7.** The outside of the Childhood Dream Bakery, undergoing remodeling to increase baking capacity.

Siemens' employees realized they didn't know how to bake, but did know about administration, logistics and pricing. In addition to the monetary donation Siemens employees volunteered to help with other aspect of the business. The result is a fully operational bakery which makes enough money to sustain the kindergarten by selling rolls to the community and local businesses. The Dream Bakery produces and sells about 800 rolls a day and is remodeling to expand operations. The kindergarten is flourishing. There is a 400 student waiting list of four and five year olds in the community who would like to attend the school.



**Figure 8.** The entrance to Divina Misericórdia, the kindergarten partially funded by the Dream Bakery.

The school has become more than just a kindergarten. The children receive five small meals a day, instruction and a shower each night before they return home. However, with the bakery's success has come a new set of challenges. For example, parents are reluctant to allow their children to graduate from kindergarten. At the public elementary schools the care will not be as good and parents will have to provide meals for their child. Also, the students have a month long vacation in January, and since they don't receive their monthly meals from school, often come back malnourished. Sister Anete would like to find a way to expand the care the kindergarten gives in the vacation months as well as to older children. Siemens' next step may be to start ordering rolls for the company restaurant from the bakery.

#### *Formare*

Formare is a program, founded by the Iochpe Foundation, which places small schools on the sites of corporations in Brazil. In 1988 the first Formare school started. Siemens is in their second year of having a Formare school. It is quite competitive to attend the Siemens Formare. The students who apply must be 17 years old, from the area and from a poor background. This year, about 136 students applied and sat for the entrance exam. If the student passes the entrance exam (36 students), Siemens' employees visit the home for an interview with the student and his or her family. Fifteen students were selected to enroll in this year's three, three month sessions of Formare.



**Figure 9.** This year's Formare students pictured in the lab at Siemens Curitiba.

These students attend Formare at Siemens during the day and public high school at night. To begin Formare at Siemens Jason Rodrigues became the coordinator responsible for preparing the space for the classroom and coordinating employees. He established an interest and commitment from employees that they would be willing to volunteer to teach the students and cover for their fellow workers who do volunteer teach.. He got the support of management to spend time and money to begin the program. After the commitment was made, Rodrigues and other employees visited the public schools to explain about Formare and began accepting applications. The final step to establish the program was to schedule the volunteer employee teachers and prepare the curriculum. The benefits of Formare to the student are great.



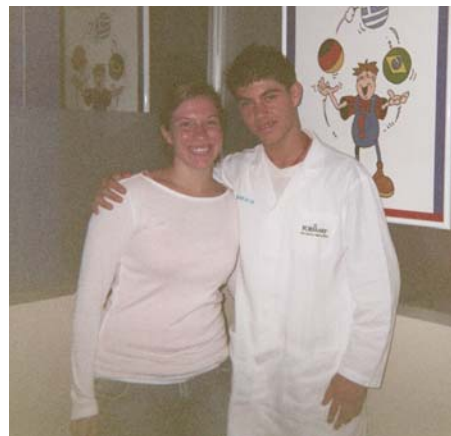
**Figure 10.** The first class of Formare students in Curitiba.

Formare students at Siemens receive half the salary of a Siemens line worker, two meals a day, access to the health club, public transportation vouchers and a grocery gift certificate. The total cost of these materials per student is 476 reals per month. These costs are completely paid by Siemens. These costs do not account for the opportunity cost of using the factory space for class instead of production and the cost of the volunteer teachers' missed work. From three Formare student interviews it seems the money is being well spent in proportion to how much the students are gaining.



**Figure 11.** The Formare classroom with the Siemens Curitiba production facilities.

A more personal view of the Formare program was gained by interviewing current students. Robson Bruno Batista is currently enrolled in the Formare program. His mother died when he was young and he is the oldest of five children. He is attending Formare instead of working during the day to help provide for his family. Bruno has felt himself change during Formare. Robson has a more positive personality, behaves more responsibly and feels more challenged.



**Figure 12.** Robson Bruno Batista, a current Formare student

In his free time, after Formare, public school and about an hour of homework a night, he likes to play the guitar and participate in church activities. He has learned a lot about science from Formare, but also has learned a lot about relationships and respecting the other students. After Formare Bruno hopes he will be competitive and receive a good job. He loves Siemens and hope to receive a job there, but, since Formare students are not given special consideration it might be difficult. If he cannot work at Siemens he hopes to work at another company in the area and bring a Formare program to that company. He wants to try to improve his community where there is a lot of alcohol and drugs. Formare is a good way to cut down on how much a student is exposed to these problems and has encouraged him to dream about his future. Robson is excited about what he is learning and the connections he is making.

Adriane da Silva is a current student of Formare. Her mom works cleaning houses two times a week and her father commutes to Colombo each day to work in a factory. Adriane also has two younger sisters and attends Formare during the day, public school until 11pm and then does homework until about 12:30am. In her free time she likes to read, draw and spend time with family and friends.

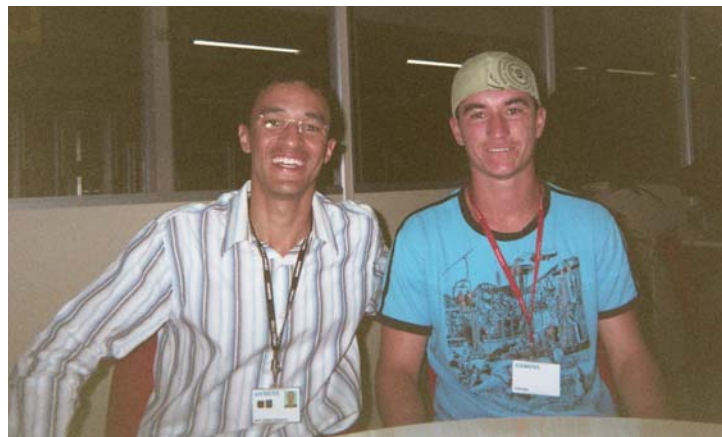




**Figure 13.** Adriane da Silva, a current Formare student

Adriane enjoys Formare because the students all want to learn and the class size is small enough that the teachers can interact with everyone. After Formare she would most like to attend the Air Force Academy, but if that doesn't work out she hopes to attend the University to study architecture or technology. She believes Formare is important because it shows everyone that poor people are capable of accomplishing great things.

Wiliam Santos de Melo is an alumnus of Formare. He has now graduated from Formare and high school and works at Siemens and takes English classes at the local University. At Formare he learned about telecommunications production, safety and the quality process. Wiliam feels Formare improved him as a person and was a good period in his life. He is still in touch with the other Formare students and finds the relationships invaluable. He learned a lot more at Formare than he did in the public school. Being a Formare student even helped him perform better at public school because he was more interested and had better study skills.



**Figure 14.** Wiliam Santos de Melo, a Formare alumni who now works at Siemens Curitiba

He admits that at first it was hard for him to give up a higher paying construction day job to attend Formare, but now recognizes he will earn more in the long run with a better education. Wiliam stresses that Formare is very different from public schools. Both the students and teachers expend more effort at Formare because it is all voluntary. At Formare there is a focus on teamwork, and staying on a subject until the entire class understands. Wiliam hopes to stay employed at Siemens, continue classes and become a volunteer teacher at Formare. Formare changed his life because the program surrounded him with people who were looking at him like he could really do something, and eventually he came to realize that he could do much more than he had ever imagined with his life.

Sonia Hannemann is a volunteer teacher for Formare. She studied business administration and has worked at Siemens for thirteen years. She teaches the students about industrial and communications organization, which includes information about the different structures and departments within a company. Sonia teaches the students two times per week. There are seven volunteer teachers who rotate teaching this subject. This year, Hannemann is the coordinator for the group of teachers, which means she spends an extra two to three hours each month planning

who will teach and communicating the kids' progress and exam results. While she teaches during her normal work time, all the preparation must be done outside of class. She uses the internet, books and articles to build interesting, current curriculum for the students. The type of homework or projects Sonia assigns to the students is article summaries and presentations to the class.



**Figure 15.** Sonia Hanemann, a volunteer teacher at Formare

There is a lot about Formare that makes it really special to Sonia. She has not done any other kinds of volunteer work and never has been exposed to children from a poor background. Growing up she went to private schools and never realized the hardship other kids her age were going through. Teaching at Formare is an easy way for her to volunteer because it is during her normal work hours. Working with the kids is very rewarding to her. Her goals for the students are for them to really understand the material and take advantage of this opportunity to make a better future for themselves.

Joao Gilberto Passarella is the general manager of the Siemens Curitiba factory and acts as a counselor to the Formare students. Passarella helped design the space Formare uses as classrooms. Many of the Formare volunteer teachers work underneath him. He encourages his employees to teach because he believes the program is important; the other employees pitch in and pick up the slack for the employees who do teach.



**Figure 16.** Joao Gilberto Passarella, the general manager of Siemens Curitiba

He meets with the students if there is a problem and also to discuss what they want to do in the future. Passarella also interviews the students who would like to work at Siemens and makes the hiring decisions. He hired seven out of the twenty Formare students that graduated in the first year.

The public school system in Brazil is very different than Formare. Private school is seen as far superior to public school, so it is often only the poorer children that are enrolled in public school. High school age students attend public school at night so they can work during the day to help support their family. Those that don't work during the day often find themselves getting in to trouble or experimenting with drugs and alcohol. Sandra Bizusco

Lima—Director of Public School Dirce Celestino of Amaral, with 1300 children, located near Siemens. Several of the Formare students attend her high school at night. The school is in poor shape. The roofs leak and the paint is peeling off the walls.



**Figure 17.** A picture of the public school, standing in stark contrast to the Formare space

The computer lab is without computers. There are major problems with theft; even the theft of things such as brooms is common. Sandra explained that the students don't show a lot of respect, they often show up late to class or not at all. She has started a program called "Guardian Angel," which matches someone in the community with a student. Sandra is hoping the culture of her school will begin to improve, but admits it is difficult because they are located in such an unsafe area. Sandra does see hope in the Formare students who attend her public high school. She says the Formare students are more responsible, and bring more enthusiasm to the classrooms by asking questions and talking about their experiences at Siemens.

Formare is a program that has touched the lives of many. The students from poor backgrounds are empowered, and develop a desire for further education. Employees are able to volunteer easily, during work hours. The public schools see changes in the classroom. The culture of Siemens has been affected; employees see young faces happy to be there every single day. Formare could be duplicated in the United States with relatively little difficulty. What a great way to reach young people and boost company morale.

#### *Voluntarios Ciudadania*

Voluntarios Ciudadania, Citizens Volunteer Group, began in 1997 to plan a way to get more money and materials to those in need. It is comprised of Siemens employees, schools, community members and other businesses. This group helps with large projects. For example, the group sponsors a year long food drive that in 2004 donated four million pounds of food.



**Figure 18.** The Citizen Volunteer Group with some food donations

*TEA*

Environmental Afternoons began 1997 and take place on Saturdays each month. The children are between six and eleven years old and come from the area Siemens is located in. One hundred and eighty students can participate in the Environmental Afternoon each Saturday. Siemens volunteers plan activities and curriculum for the children. Siemens donates snacks for the kids and lets the group use their property for the day. The kids hike through the undeveloped property, do craft projects and listen to presentations on things like recycling, stranger danger, the environment and the weather.



**Figure 19.** The children starting on an Environmental Afternoon hike through the woods on the Siemens property.

*Orphanages*

There are several orphanages with Siemens makes donations to and employees volunteer at. Sometimes employees visit the orphanages to educate, for example about oral hygiene. Sometimes Siemens sponsors a day for the children from the orphanages to go see a play, movie or take dances lessons. Sometimes employees just volunteer their time to visit with the children.



**Figure 20.** A female orphanage of 34 girls aged six to eighteen.

*Natal Araucaria*

Natal Araucaria takes place in a poor community outside of Curitiba. The children gather in the center of the community to celebrate Christmas. The event started as a group of friends who put on a barbeque for about 40 kids so they could experience Christmas. The event has grown from there. In 2006 2000 people gathered for the event. One thousand children celebrated Christmas by eating food, opening donated presents and playing games. Siemens donates some of the food and the gifts for the children. The event stresses the importance of the employees not just giving a gift, but also donating time and getting out there and seeing the problems.

*Coletores Sociais*



Coletores Sociais is a social collection program maintained by the Citizen Volunteer Group. Bins are located outside of Siemens and people drop off things they no longer want. The Volunteer group sorts, cleans and repairs the items before donating them. These bins make it very easy for people to donate things they don't want instead of just throwing them away.

#### *Liberdade de Expressao*

Liberdade de Expressao is a rap group located in Sabara, the same neighborhood the Childhood Dream Bakery is in. The rap group is trying to set a good example for the youth in the community. The group writes all its own music. The group raps about saying no to alcohol and drugs, their lives and their struggles. They perform for the community and at local schools. Jason Rodrigues helps the rap group by helping set up performances and giving critiques for their performances.



**Figure 21.** Liberdade de Expressao after a great performance

#### *Comite Consultivo*

The Consulting Committee is located at the Siemens Brazil headquarters in Sao Paulo. This committee is responsible for reviewing donation proposals and deciding how much funding, if any, the projects will receive.

## **CONCLUSIONS**

The butterfly effect is based on the idea that a small action can have far reaching, disproportionately large effects. In the context of this research project, the butterfly effect says that the small kind actions taken by Siemens have the potential to balloon, and touch the lives of many. Yes, this is a study of business, profits and corporate social responsibility, but more powerful than the business principles is the effect these programs are having on so many lives. The conclusions will summarize the behavior of Siemens Curitiba, the people behind the programs and the transferability of the programs to the United States.

On a personal level, "Making Bread with Street Kids" is so interesting, because it was unimaginable how a corporation could justify so much community involvement. Surely the community involvement has costs, and shareholders want to maximize profit. How can corporate responsibility operate in harmony with shareholder demands? Well, the answer is not as I expected. I'm not convinced all this philanthropy *isn't* maximizing shareholder wealth. The culture at Siemens Curitiba is heartwarming. The employees are treated very well, and in turn, the employees want to give back to the community. Employees enjoy volunteering, and having the Formare students on site bring a lot of energy to the building. Sure, at times there is friction when management refuses to fund a new program, however, this particular company seems to be operating under a different value set than many United States companies. Curitiba, as a city, recognizes that some programs are not necessarily profitable. For example, turning in trash for food isn't making the city money. But the city recognizes the program makes sense for its people, and is willing to continue the program. Similarly, although Siemens usually isn't seeing any tangible monetary return for behaving in a socially accountable way; it is still valuable because it makes their employees and community feel good about what they are doing. Siemens Curitiba recognizes they have duties that extend beyond maximizing shareholder wealth. I cannot say with certainty how the community programs are affecting the bottom line, but I can say it affects the bottom line of humanity for their employees.



So what makes these programs work? Why has Siemens Curitiba embraced the community in such an all consuming way? I have come to the conclusion that it just takes one person to set programs like these in motion-just one person, with conviction and charisma, that is in the community and can identify the problems. In a business setting such as this, there *must* be individuals willing to identify problems, think up solutions and mobilize people. Business acts as both the funding and conduit mechanism. During my experience in Brazil, there are three people who stand out as change-makers. Passarella is the general manager of the Siemens plant. Without his support and help persuading management the Formare program may not have gotten off the ground. Encouraging his employees to volunteer teach and willingness to donate plant space is invaluable. Sister Anete is the nun who oversees the kindergarten and Childhood Dream Bakery in Sabara. This woman did not speak a word of English, yet her excitement when talking was captivating; it was easy to imagine how she can rally the community to help the youth. Sister Anete is creative, resourceful and genuinely cares about saving the community. The third change-maker is unforgettable; Jason Rodrigues. Jason helped plan my trip to Siemens Curitiba and is an awesome example of how one person can have far reaching impact. Jason is involved with, and in many instances has started, all of the programs mentioned in this report. He freely gives of himself and expects everyone would be just as unselfish if they would only take the time to see and experience the problems. While it is admirable that Siemens gives money to projects, it takes employees, like Jason, to ask for the help the community needs. If no one asks, how will anyone get help? Jason has been able to accomplish so much with the community by dedicating time and effort, and asking for help from those around him. Although he has accomplished so much in Curitiba, his dreams of other programs and other ways to help are endless.

And finally, how can all this research be of value to the American corporation? Much of what is being done by Siemens Curitiba, such as volunteering with orphanages, food drives and volunteer groups, is already being done in the United States. While these programs are good, and help many, it is time for US companies to step up to the next level of corporate social responsibility. For example, Formare could easily exist in American culture. Disadvantaged high school students could have internships a couple nights a week. The students could be given responsibilities in the business and also receive special instruction on how the business operates. Also, the idea of a sustainable donation could flourish in the United States. Instead of continually donating money or food, a company can donate start-up money for something like a bakery, cash wash or coffee shop, which could help sustain the community. There is a lot we can learn from Siemens Curitiba.

In summary, Siemens is perhaps not behaving in a way which maximizes profit. But they are behaving in a way that employees and the community can be proud of. While the programs are helping many now, there is still a great need for help in Curitiba. These changes will undoubtedly take place due to the hard work of change-makers, those that are willing to do extra work and ask for help from the community and businesses. The work of Siemens Curitiba and Jason Rodrigues have improved the lives of so many. They have provided the bread that nourishes the community in so many ways.

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