

Coherence Between Discourses and Practices of Sustainability in the Pharmaceutical Multinational Companies in Brazil

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ABSTRACT

The boundaries between areas of communication and health have become less marked, since communication is crucial to change people's behavior. Survey of postdoctoral internship, funded by the National Council for Scientific and Technological Development - CNPq, with pharmaceutical industries, in the context of sustainability, demonstrates the importance of harmony between practices and discourses. If there is ambiguity and conflict in different approaches - environmental, economic and social - the employees of the organizations may have inaccurate knowledge about sustainability concept and understanding attitudes that are craved in the productive, communicative and interactional processes to show their commitment to this type of management. The instrument for data collection and information were two questionnaires, one for managers and the other for employees of these managements. Non-probabilistic sample of convenience was chosen depending on the sector of the economy. Of the 60 industries contacted, six agreed to participate and all these industries were multinationals.

Keywords: communication; organizational discourse; management practices; health; sustainability; pharmaceutical industries.

Introduction

Scientists in the field of communication have stepped into the field of health, which lacks dynamic communication. This interdisciplinary approach is fundamental for both domains. For some years, the line between communication and health has narrowed becoming less marked. This is because health communication is much more than a process, it may be considered as a placebo and even a medication.

In psychology, feelings, behaviors, actions, thoughts, desires and attitudes have in common the need of expression to become real and, to this end, fall back on communication. In the practice of psychology, it is very difficult to find a job that has no link with communication. Therapies, diagnostics, the psychologist-patient interaction, therapeutic sessions, assessments and intervention are made with bases in communication.

Communication in health has much to celebrate and contribute. The field is gaining recognition in part because of its emphasis on combining theory and practice in communication processes, understanding and changing human behavior. This approach is relevant at a time when many of the threats to global public health (through diseases and environmental disasters) are rooted in human behavior. By bringing together researchers and practitioners from diverse disciplines and theoretical approaches adopting various levels, health communicators have a unique opportunity to make a significant contribution to improving and saving lives.

The responsibility of pharmaceutical industries

It is important to discuss, even merely in the areas of communication and health, the responsibility of the pharmaceutical industry in the promotion of health. The post-doctoral research was conducted during the period 2012-2013, with the organizations in this segment; the discourse and practices of managers were analyzed in the context of sustainability.

Based on the diversity of discourses on sustainability within organizations, it was considered wise to inquire about the understanding that the individual attaches to this term and the factors that influence this perception. Thus, the research seeks to identify whether the three dimensions of sustainability, theoretically defined, are part of individual interpretation, verify which elements influence the interpretation of the concept of sustainability, and which phenomena that affect organizational discourses are transformed into effective practices for sustainability.

Pharmaceutical industry was chosen for the research for three reasons: 1) to inquire how they have invested in social area, since it is a booming industry, with increased economic potential; 2) how they have dealt with corporate social responsibility; 3) as they state themselves as health and wellness promoters, how intensely they act towards their employees not to cause them harm in these aspects.

The growth of the pharmaceutical industry

According to IMS Health, a company that audits the global pharmaceutical market, also the data on cost-effectiveness

(finance) this industry is growing consistently over the years, although the impact of the European crisis has shaken the structures of consumption of various nations (SAÚDE WEB, 2011). This is not the case of emerging countries, which are becoming increasingly representative in this market. Apart from Brazil, China, Russia and India, Korea and Turkey are also highlighted (invertiaordem). In Brazil, some important components of the expansion are the advancement of the generics segment - it emerged 12 years ago and accounted for 25.87% of the pharmaceutical sector in units sold - with the support of the National Bank for Economic and Social Development (BNDES) and purchases from the National Ministry of Health (GARRIDO, 2012). Regarding the end of the best-sellers patent medicines, the selling of generic brands increased, given the significant decrease of the final price to the consumer.

Types of pharmaceutical products

The researches quote the nomenclature of pharmaceutical products, which are divided into three main categories:

- **Branded Drugs:** also known as reference drugs, new drugs are launched by laboratories after large amounts of investments in research and development, extensive testing procedures and approval from competent government agencies. These chemicals, when they are released, are protected by patent, the period may vary according to the category of invention and legislation of the country (in Brazil, this period is up to 20 years). In this prospectus, the Branded Drugs definition refers to the reference medicines for which a prescription is required for sale, and they are also known as "ethical" drugs.
- **Generic Drugs:** Identical, or bioequivalent, drugs to their branded drugs in dosage, safety, efficacy, potency, quality, performance characteristics and intended use, developed after the expiration, waiver or breach of branded drugs patents that they are based, and using these formulas. The difference is in the name, the brand and the manner of disclosure – The Generic Drugs are not protected by patent, due to lower costs related to research, development and marketing, the Generic Drugs are sold, usually at a lower price by 30% to 70% on Branded Medicines.
- **OTC Drugs ("over-the-counter"):** Drugs whose sale do not require a medical prescription, used for the relief of a medical condition. This group includes drugs for the treatment of easy to be self-diagnosed acute conditions, such as antacids, cough, and pain and flu medicines. These medicines may be advertised in all mass media communication.

Performance of the pharmaceutical sector

In Brazil, sales of Branded and OTC Drugs accounted for 53% and 26%, respectively, of total pharmaceutical sales in 2011 (PROFARMA, 2013). The remaining 21% were represented by generic drugs, which have significantly increased their share of total sales.

The pharmaceutical sector has prospects of doubling its sales over the next five years, according to IMS Health data.

In 2012, the industry achieved a turnover of R\$ 49.6 billion (US\$ 21.9 billion), an increase of 15.8% over the previous year (ABRADILAN, 2013). Generics also had a positive performance in the same period and revenues reached R\$ 11.1 billion (US\$ 4.9 billion), indicating a growth of 26.8%.

Drugs in general, in volume units of medicines in 2012 grew by 10.6%, while generics rose 16.7%, both compared to 2011.

According to IMS Health, in 2015 Brazil will be the sixth largest consumer market for drugs in the world (SAÚDE WEB, 2011). This increase will be fueled, among other factors, by increasing changes in the industry and the rise of C class (middle class), which boosted domestic consumption in all segments, including the purchase of pharmaceuticals. In 2005, the Brazilian market represented the tenth place in the world ranking.

Beyond the purchasing power of the new middle class, which contributed to growth in sales of the pharmaceutical industry in Brazil, the creation of generic is considered a milestone for the industry. Experts argue that the combination of these two conditions caused a major shift in the market.

From January to October 2013, drug sales added up to R\$ 48.3 billion (US\$ 21.3 billion), an increase of 17% over the same period the year before, according to IMS Health data. In the same period, sales of generic only reached R\$ 11.4 billion (US\$ 5.0 billion), up 24%.

Brazil's spending on health

The Brazilian government spends less than the world average for the health of its citizens. Data released in May 2013, in Geneva, the World Health Organization (WHO) indicated that the country actually progressed in the last decade in relation to investments in the area (CHADE, 2013).

The result, however, still puts Brazil in a lower position than the global average. Currently, more than half of the health needs of a Brazilian citizen are paid by the citizens themselves, not by the public services.

These information's were disclosed the week before the World Health Assembly in May 2013. WHO also highlighted the gap that exists between Brazil and the world average on the percentage of the public budget for health care. According to WHO, 15.1% of the public budget in the world goes to health - in the country, the rate was 10.7% in 2010; among other emerging countries, 11.7%. Ten years earlier, the Brazilian government intended only 4.1%.

According to WHO, of the total expenditures of a citizen on health, the Brazilian government covers 47% of value annually (CHADE, 2013). The rate is higher than the 40% observed in 2000. This means that Brazilians are spending, in percentage terms, less money out of pocket to pay for their health.

Over the past decade, Brazilians spent significantly more money on health. Adding private spending and investment of the State, every citizen today invests US\$ 990 per year on health. In 2000, this figure was only US\$ 265.

The WHO states that within a decade, the sector's budget in the country has grown four times. In 2000, the government intended US\$ 107 to the health of each citizen. However, this increase was not enough to end the profound distance from Brazil towards rich countries.

Pharmaceutical industries: high-cost market

As the area of high-cost market is multidisciplinary, to work and understand the environment of the pharmaceutical industry as a whole, it is necessary to have knowledge of health policies and sciences as well as economics. The Health Technology Assessment (HTA) is one of the areas where it is necessary to combine an exact science (capable of quantitative expressions) as mathematics with an inexact science such as medicine. Most professionals in this sector have medical, pharmaceutical or economic background, and the main characteristic of this segment is teamwork. Being a multidisciplinary task it is underlying to unite all the essential parts and then build a single project that considers the characteristics of each one.

According to professionals in this field, particularly physicians, but also biomedical scientists, biologists and pharmacists, the main challenge is still in continuing education. It is increasingly necessary to train people to develop and evaluate the studies and research on medicines. In addition, health economics in Brazil, unlike a few years ago, is seen as a necessity and as selection criteria to guide the funding of medicines funding. This coverage is not only based on questions of efficacy and safety (register), as well as the cost-effectiveness (funding). It is also essential to understand the relationships with the government, assisting the industry in relation to the processes of the public channel and by health plans. This professional must have a systemic view of the market and he needs to be very agile. Among other advantages is the knowledge of the different players and stakeholders, strategic concepts for business and the versatility and be aware of the competition. It takes well-trained human resources (HR) for all positions in the pharmaceutical industry.

Sustainable management

Communication in the context of sustainability in organizational spheres happens through management. The action of high management area is leading to ensure that the initiatives and efforts towards the protection and environmental responsibilities have success. Studies by Hunt and Auster (1990), as well as Nonaka and Toyama (2005) regarding the integration of sustainability in this context, have found that often it is the middle managers who take the first steps when the organization is faced with environmental problems, often without an explicit support from higher levels until a certain maturity about thinking of the corporation has been reached. However, especially in cases where senior management effectively assumes a commitment and support

efforts to improve the environmental quality of processes and products of the company, is that such efforts are successful.

Thus, the performance of the high command is fundamental to understand and modify the sensitivity towards environmental problems, whether it is the company's external environment, or in the domestic. Accordingly, new approaches have emerged to strengthen proactive firms, through senior management, a commitment to sustainability (Sanchez, 2000). The participative style of management can encourage the understanding and commitment of employees; it is able to guide the organizational culture towards sustainability through the inclusion and cooperation in decision-making. Moreover, imposing a style of management can act on changes in the short term without necessarily changing the organizational culture, which can negatively determine the adoption of sustainability as a guiding strategy, processes and products and services offered by companies.

Schooling, or the highest level of formal education of the employee, can positively impact the understanding of sustainability (Alirol, 2001; Gliessman, 2000). The statement of an individual reflects the time devoted to studies and contact with comprehensive sustainability topics. These topics are essential to the understanding of this term; they are among others related to economic performance, social responsibility, quality of life, environmental impacts caused by human activities. It is believed that schooling positively influences employee to fully understand the term sustainability.

On the subject Kunsch (2009, p. 74) warns

The internal and administrative purposes communicational activities must turn to the involvement of employees and their families to the cause of sustainability. There are numerous actions that can be undertaken. Of social awareness campaigns about the real meaning of sustainability and purposes of organizations, to event planning, production of printed, audiovisual and digital media murals, conducting technical seminars and specialized conferences.

Kunsch also states that

Well planned internal communication is an excellent tool for conveying messages related to social and environmental awareness. The employees of an organization are very important multiplier audience. The assimilation of a social idea or cause of that nature can be relayed to many other people, whether in families or in other groups of living (2009, p.75).

For Kunsch (2009, p.75) "sustainability management in organizations, to be successful, depends crucially on a well-managed and participatory communication among various managerial and operational levels between the area of communication and human resources communication."

Behavioral actions on sustainability have been widely exploited by the media and it begins to raise some awareness about the issue, both on a personal level and from organizations, mostly private. This appears in the internal communication of the same, seeking to be aligned with the historical moment and also to identify their brand as protectors of the planet.

A new approach is a key factor to sustainable management

In this research, sustainable management in organizations is defined when the human element is considered part of the environmental dimension, as it influences and is influenced by the environmental conditions in which it is part of. The human factor value is assessed alongside the economic factor.

Unprecedented changes in society impact organizations, demanding new approaches. The belief that no new administration without processing managers, there is also a belief that sustainability goes necessarily through awareness of the role and the true core of their work: the human factor. With the bias from management sciences, we identify a more relational context, brought in a special way by the control model underlying the corporate social responsibility and that is reflected in the organizational context, causing profound revision of values. The ongoing changes require new configuration for the leadership role and impose new challenges. A leadership that turns first before demand from others and seeks continuity in the full implementation of ideas, enthusiasm and oversees the sense that people put in what they perform, and accept the contradictory element of the company as natural. A new context confirms, indeed, the existence of a living and not mechanical organization, contrary to what the genesis of management sciences believed for a long time. In acknowledging these elements, the conscious executive allows to flow the required forces for sustainable management.

The sample

The selection of participants was made by the industry that accepted to share. The author believes it was an intentional non-probabilistic sampling, despite the managers and employees have no prior knowledge of the content of the questionnaire that supported the interview, conducted solely by the researcher. Authors can infer that the Human Resources in partnership with the Communication Department made this selection, as these were the sectors they have kept contacts.

The end result of six industries, the researchers has 84 respondents, which comprised 35 managers and 49 employees.

The variables analyzed were: the academic training of managers and employees; whether they knew of the existence of a communication guide or manual; if they knew the concept of sustainability based on the Triple Bottom Line; whether sustainability was incorporated into business strategy; which content related to sustainability is disclosed by the organization; if employees participate in the decision process; whether the exercise of dialogue between management and employees exists and if one can say that the managerial discourses are aligned to their practice.

The academic education

There are multiple configurations of managers and employees. Administrators, pharmacists and biochemists, communicologists, biologists, physicians, engineers, psychologists, accountants, industrial designer, logistical and other that generate discoveries, ideas, solutions, processes etc., in a context in which the clash of opinions is permeated by ideology, many beliefs and values. The challenge facing the industry directors is efficiently managing the variety of opinions and knowledge to produce what is required, with competitive cost benefit. The higher the proportion of people with different training and perspectives, there is a better chance to find creative and constructive ways to equate complex problems such as teamwork, seeking solutions and results, which require specific knowledge and experience of each professional. This "baggage" will be exploited in common fields supported in practices and knowledge of the domain of all. What is important is that the goals and objectives of the organization are clear in all its phases. The diversity is therefore an asset to be cultivated.

In this scenario it is possible to infer that there is a concern of managers and employees with the update of academic sciences, being predominant agent to monitor the development of the organization and dynamics of the pharmaceutical, a highly competitive and active market.

The communication in the context of sustainable management

Most managers and employees do not follow a communication standard based on a guide, it is a significant amount who denies their existence or are unaware that this instrument would facilitate the understanding of vocation and values of the organization; to perceive the heterogeneity of its different audiences; to comprehend the habits and behavior of individuals whether as consumers or as citizens, are the result of a series of complex factors. Fundamentally would be a way to raise awareness of an individual awareness, focusing on behavior change towards more sustainable attitudes, which help to align the speeches of the managers and employees of various industry sectors. We can infer from the answers that communication flows empirically.

Regarding the knowledge of the sustainability concept based on Triple Bottom Line we understand that in order for the organization to acquire corporate sustainability, financial capital, human capital and environmental capital should be integrated and balanced.

Michel, Grijo e Machado state that

Sustainable business development in high period must be expressed in the environment that determines the quality and availability of human and natural capital associated with financial and industrial capital. As a result of this new business practice the concept of Triple Bottom Line (3P),

which indicates the interaction between financial, environmental and social outcomes in measuring corporate sustainability.

According to Brandão (2012), there is sustainable management, which is a management capable of meeting the needs of a society without compromising the ability to meet the needs of future generations. The triple bottom line, known as the three P's - People, Planet and Profit - a concept that can be applied both in general (country, planet) as a particular form (company, home, community).

The number of managers who ignore the concept of sustainability based on the Triple Bottom Line is virtually the same as the ones who know it and the number of employees who don't know it is very significant 62%; and only 38% distinguish this concept. Researchers believe that the concept is applied experimentally; since there is no doubt that it is part of the tactics of the business industry.

This result could be different if internal communication of the industry was effective. How alert Kunsch (2009, p 75). "Sustainability management depends on a well-managed and participatory among various managerial and operational levels between the area of communication and human resources communication."

Keeping an eye on employees' health

The surveyed industries of health take care of employees' health and it is roughly the same percentage of managers and staff who says they do. The pharmaceutical companies say they are promoting the quality of life and well-being of people. It is believe that these concepts are beginning to be implemented in their human resources and it is not surprising that so be it.

Mendes & Costa (1991) argue that the term worker health is the result of historical evolution. Starting from initial conception linked solely to occupational medicine - that restricted to a purely medical issue - pervaded called occupational health - already implied multi and interdisciplinary view of the subject, but still reduced the issues of occupational hygiene. Finally, assumed more politicized, incorporating notions such as multiple causality of disease or the theory of social determination of health-disease process, among others.

For them, the health worker is within the field of public health. Its object "can be defined as the process health and disease of human groups in their relationship to work." They want to change the hegemonic logic, "establishing a causal link between the disease and a particular agent, or a group of risk factors in the work environment" (Mendes & Costa, 1991, p. 348).

The Ordinance, 1.823, of August 23, 2012, establishing the Brazilian National Policy on Occupational Health and Working, has in its Article 2. and 3rd. as follows:

Article 2: The National Policy on Occupational Health and Working aims to define the principles, guidelines and

strategies to be followed by three levels of management of the Unified Health System (SUS), for the development of comprehensive health care worker, with emphasis on surveillance, aimed at promoting and protecting the health of workers and to reduce morbidity and mortality due to the development models and processes.

Article 3: All workers, men and women, regardless of their location, urban or rural, their way of entering the labor market, formal or informal, of their employment, public or private employee, autonomous, detached, temporary, cooperative, apprentice, trainee, domestic, retired or unemployed are subject to this Policy.

Ordinance assumes that labor is an important determinant of health and illness, with various expressions on the physical and mental health of workers. It takes the view that workers are subjects of their history and laborativa experience and key actors in achieving better working conditions and health. In his practice, articulates knowledge of various disciplines, the humanities, health, the sciences, as well as the knowledge and experiences of workers.

One can deduce that industries comply with the legislation on occupational health, and they also do so to avoid absenteeism and labor processes.

Improvement between discourse and practice

Given the high percentage of managers and employees who asserts that there is this alignment, and there is also agreement of the speeches of the managers with employees of different projects in various areas of the organization, we confirmed that thinking of theorists who claim that "the first so is the performance of HR as a strategic partner of the organization as a whole", being observed by Ulrich (2002) as one of the most important roles of HR, ie, focus on adjusting their strategies and practices to global strategy the organization. In this sense Schuler & Jackson (1987) also agree that "there is a fundamental alignment between the strategy chosen by the company and its HR practices and still claim that every HR practice should respond to a specific aspect of corporate strategy, in order to create capacity organization to facilitate the achievement of strategic objectives. "

Thus, one believes that management is entrenched in the role of HR, as this is its function, regarding the appropriateness of strategies and practices. If it were not, so they would fall into disrepute by employees losing their confidence. There would be a lot of skepticism as to the actions in the process, and to reach the goals and objectives of the organization.

Communication is a word well used and with multiple uses. It is the concept that embraces human, social, business, community, digital communication and others. What will be the ideal model of communication? It is impossible to answer because it varies according to the audience and context. It is present in our everyday, simple or complex, informal or formal way. It is essential for individuals and for organizations. Researcher's last question was about the researched elements that could improve their performance at work. The most distinguished management increased

frequency of communication within the organization; then with equal percentage positive or negative feedback of the direction; and the corresponding volume of work for the hours worked. For employees the positive or negative feedback manager is paramount. The increased frequency of communication within the organization appears last. Management believes that the involvement of employees in decision making is not as important as long as it appears as the last element. Only employees consider this a respectable item. The corresponding workload for hours worked has much the same significance for both groups.

Researchers' hypothesis was not confirmed, but the overall goal was, since there was no contradiction between the managerial discourses and practices. There is an understanding of what it is to have sustainable attitudes from both employees and managers. The communication between them is miscegenated and flows symmetrically, with dialogue and harnessing of ideas, regardless of hierarchical level.

Conclusion

It is important that researchers in the field of Communication Sciences who are interested in the subject to be extremely relevant not only to the area of communication, but also health, as this is one of the contexts where organizational communication, interactive processes, the management, the information, the conceptions of human resources and sustainable habits have been little studied, perhaps due to the difficulty of access to these industries as well as the food industry, and are part of our everyday lives, of our survival. The research will help one to not only live longer, but also live better in a complex and dynamic society, with less individualism and greater concern for the community.

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