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AREAS OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN SUBSIDIARY COMPANIES OF MOBILE TELEPHONY IN CAMEROON: WHAT GUIDELINES FOR A RELEVANT CSR?

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Abstract: The corporate social responsibility (C.S.R) is in full expansion throughout the world. However, in Africa this concept remains in embryonic stage despite some research. The purpose of this article is to understand the areas of corporate social responsibility of multinational companies of mobile telephony operating in Cameroon to provide relevant guidance. Our methodological posture calls for an analysis by case study. This one mobilizes an approach based on the documentary study, the realization of semi-structured interviews with the managers of the subsidiaries surveyed and non-participant observation. The CSR being appreciated under the prism of economic, social and environmental aspects, our results show that the subsidiaries studies tend to be effective in carrying out economic and social actions. They open up a reflection on the management capable of promoting environmental practices.

Keyswords: Corporate social responsibility, subsidiary companies, mobile telephony

1. INTRODUCTION

The pioneering work of Bowen H. published in 1953 and entitled Social responsibility of businessman laid the foundations for theoretical approaches to CSR. In his book, he already invited businessmen to adopt behavior acceptable

to society. Subsequently, this concept is gradually built and today, it encompasses economic, social and environmental aspects. Today it reconciles the company's activities with the expectations of society (Capron, M and Quairel-Lanoizelée, F. 2015). However, CSR has not always been unanimously accepted. The first related debates date from the 1970s and pit two contradictory theories against each other. According to the first, the responsibility of the company lies in maximizing the wealth of shareholders (Friedman, M. 1970). The second extends the responsibility of the company to partners other than shareholders (Freeman, R.E. 1984). Despite this debate which remains current, perceptions of CSR revolve around three aspects in this case: the economic one which consists of producing goods and services with a view to seeking a profit. The social one which refers to the interest that the company has in society and by extension in its citizenship. The environmental one. It results in actions aimed at protecting the environment and promoting sustainable development (Capron, M and Quairel-Lanoizelée, F. 2015).

In sub-Saharan Africa in general and in Cameroon in particular, the majority of work on CSR focuses mainly on small and medium-sized businesses (Bello, P. and Feudjo, J. R. 2022; Sangue Fotso, R. 2018). Those carried out on the subsidiaries of mobile telephone companies are rare. This is why it seemed relevant to us to conduct a case study in the Cameroonian context. With the globalization of markets, multinationals from Western countries operate in Africa through their subsidiaries. As a result, they adopt management that must reconcile the managerial practices of their parent companies and those of the host territory (Klaus, M.R. et al., 2011). This need for subsidiaries to adapt is essential since there are cultural differences between the practices of the subsidiaries' host territory and their countries of origin (Vial, V and Prevot, F. 2013). The objective of this article being to understand the CSR axes of mobile telephony subsidiary companies operating in Cameroon in order to propose a relevant orientation, we have structured it in three points: the first is devoted to the review of the literature. The second to the methodology adopted. The third to the presentation and discussion of our results.

1.   THEORETICAL APPROACHES TO CSR IN SUBSIDIARY COMPANIES

Several theoretical approaches to CSR exist. However, within the framework of our article, we have deliberately chosen to mobilize three (03) main theories,

namely: - Stakeholder theory. Neo-institutional theory. Resource dependence theory.

1.1. CSR Practices under the Prism of Stakeholder Theory

The work that laid the foundations of stakeholder theory is that published by Freeman, R.E in 1984 and entitled "strategic management: a stakeholder approach". According to the author, a stakeholder can be considered as any actor or group of individuals likely to influence or be influenced by the activities of an organization (Freeman, R.E.1984). His work, which contains a strategic dimension, proposes a framework for analyzing stakeholders at three levels: rational, processual and transactional. At the rational level, he recommends identifying the firm's stakeholders in order to assess their demands. The process level lies in the approach to adopt for the management of the identified stakeholders. The transactional level requires understanding the interrelationships between the organization and its partners.

In the vision of Freeman R.E, (1984), stakeholders occupy an important place and managers must identify legitimate ones, then undertake processes with them to satisfy their concerns. It is essential for managers to classify them according to their power, legitimacy and urgency (Mitchell; R.K. et al., 1997). Priority stakeholders are those who combine the three attributes and therefore can significantly influence the company's activity. Managers must take their social concerns into account and provide concrete responses. In the same vein, Donaldson, T and Preston, L.E (1995), used three approaches to this theory, notably: descriptive, instrumental and normative. The descriptive and instrumental visions show the importance for the company to implement responses adapted to the expectations of stakeholders. The normative approach transforms observations into concrete actions for fairer behavior. However, this theory has been the subject of several deconstructions. Among the latter, we can mention the fact that the deep involvement of companies in CSR can distract them from their main objective which remains the creation of value (Gond, JP and Mercier, S. 2005).

The mobile telephone subsidiary companies have their headquarters in their different countries of origin. These are major mobile telephony groups operating in several African countries and marketing their services in the rest of the world. Due to the impact of their activities on society and the environment, they must adopt responsible behavior. Seen from the perspective of stakeholder theory, the CSR practices of these subsidiaries should be civic-minded in order to enable them to achieve economic and non-economic objectives.

1.2. CSR practices from the perspective of neo-institutional theory

Work from the neo-institutionalism movement highlights the processes through which organizations ensure the legitimacy of their actions. The organization's vocation is not only the search for economic performance but it must also give legitimacy to the actions it takes (DiMaggio, P.J and Powell, W.W. 1983). This theory, the pioneers of which are DiMaggio, P.J. and Powell, W.W. (1983) then Meyer, J.W. and Rowan, B. (1977), supports the idea according to which the strategic decisions of organizations are the consequence of three processes which can be either coercive ; either normative or mimetic.

The process of coercion arises from the formal and informal constraints imposed on organizations. The normative process emerges following the establishment of the conditions linked to the exercise of a profession. Mimicry arises from a situation of uncertainty and can lead certain organizations to adopt practices similar to those of other organizations (Celka, A.2015; DiMaggio P.J and Powell, W.W. 1983). Following the work of DiMaggio, P.J and Powell, W.W. (1983), Scott, W.R. (2008) shows that institutions rely on three approaches to acquire the legitimacy of their actions. He mentions the regulatory approach, the normative one and the cultural-cognitive one. In the regulatory approach, it evokes the laws and rules in force within an environment. The normative one alludes to the values and social norms to be respected in order to be accepted within an environment. As for the cultural-cognitive approach, it refers to respect for a set of beliefs, symbols, rites and myths shared by a community (Scott, W.R., 2008).

According to neo-institutional theory, an institution's strategies can be influenced by factors external to the organization. As a result, a company's behavior is the result not only of market pressures but also of responses to concerns that come from regulatory authorities such as the State, NGOs, civil society, the media (Desreumaux, A. 2004). Neo-institutional theory makes it possible to understand CSR as a tool allowing the company to acquire legitimacy in a given environment. Based on social and environmental actions, the company responds to the expectations and pressures of stakeholders (Le Borgne-Larivière, M. et al., 2009). The willingness of companies to engage in social responsibility actions is also impacted by the socio-cultural context. The latter generates pressure on companies and they must adapt to changes in their cultural environment. However, the pressures that organizations experience due to their socio-cultural context can be either formal or informal. (Drouvot, C.M and Drouvot, 2010).

In view of what neo-institutional theory advocates, we can see that the CSR axes of mobile telephony subsidiary companies seem to be perceived as responses to the pressures of their institutional and cultural environment. It is with this in mind that Matten, D and Moon, J. (2008) highlight the fact that the enthusiasm of organizations for CSR actions depends on the context in which they carry out their activities.

1.3. CSR practices of subsidiary companies under the prism of the theory of resource dependence

The theory of resource dependence, of which Pfeffer, J. and Salancik, G. (1978), are the precursors, highlights the fact that the company depends on its environment. Consequently, its sustainability depends on its ability to manage requests from stakeholders, in particular those holding the resources necessary for its survival (Quairel Lanoizelée, F. 2012; Pfeffer, J and Salancik, G.1978). The resource dependence model is designed from three main ideas (Pfeffer, J and Salancik, G 1978), namely:

- The external environment and the social context are essential to understanding decision-making in a company;

- Managers must know the origin of their resources and environmental constraints, so as to capture opportunities and have power or autonomy with respect to the external environment for a certain period of time. Corporate strategy should focus on environmental actors who significantly influence the organization's resource flows;

- Power relations determine the dependence and interdependence between organizations, as well as the resulting constraints for them. The power relationship between companies has a central place in understanding organizations.

Dependence on external resources affects the distribution of decision-making power in the company. To cope with environmental constraints, the company must rely on actors who can reduce the uncertainty emanating from this environment in order to have more resources and more power to ensure its survival and success (Pfeffer, J and Salancik, G. 1978). This theory shows that the survival of the company depends on those who hold the resources essential to its operation. This observation can be made in mobile telephony subsidiary companies. Although they have considerable financial resources, they remain dependent on the environment in which they carry out their activities. It

is in this logic that Quairel-Lanoizelée, F. (2012) shows that the theory of dependence on resources pushes companies to take socially responsible actions without the perspective of providing responses to requests from stakeholders and attract the resources essential to its development. This theory shows the need for the company to build a strategy based on the resources and skills available within its environment Borchani, M. (2004)

The integration of CSR policies into the company's strategy requires harmony between the vision of the manager, the means made available to him to manage resource holders, and pressures from the environment (Sangue Fotso, R. 2018; Quairel-Lanoizelée, F. and Auberger, M.N 2004). Proponents of this point of view argue that companies should only engage in socially responsible practices if they are profitable and give them competitive advantages (Baba, S. et al. 2016). This theory shows that mobile telephony subsidiary companies opt for CSR practices and axes because they want to attract the resources and skills essential to their activity and their sustainability.

2.   THE METHODOLOGICAL APPROACH

Our methodological approach is exploratory and uses the case study method as recommended by (Spence, L.J. 2007). The analysis of social reports published by the subsidiaries of the mobile telephone companies studied constituted the starting point of our approach. Several other names refer to report type. Among these, we can cite: the societal report, the CSR report, the report on corporate citizenship, the report on responsibilities, the report on sustainable development, etc. Examining the CSR reports of mobile telephony subsidiaries with predominantly Western and Pan-African capital allowed us to highlight the areas below:

- Protection of human rights;
- The promotion of digital inclusion;
- Collaboration for a more united society;
- Limitation of the impacts of activities on the environment

Beyond the CSR themes addressed by the social reports of the subsidiaries surveyed, we summoned the intelligence of the managers of the subsidiary companies in our sample. The case study seemed relevant to us because we wanted to compare the CSR axes of each type of subsidiary surveyed. Not having enough empirical information on corporate social responsibility in mobile telephony subsidiaries in Cameroon, the choice of the survey by semi-structured interviews was part of our approach with the aim of to collect

more information from the actors who implement the CSR areas that we are exploring on a daily basis. We have oriented our choice towards the mobile telephony subsidiaries because they present themselves as corporate citizens through the numerous actions they take on a social level. In addition, their tendency to offer more services that tend towards financial inclusion has also attracted our attention. Initially, we wanted to contact those responsible for the foundation (general secretary and chairman of the board of directors). After multiple unsuccessful follow-ups and categorical refusals, we deliberately chose to direct our study towards other managers. In this case marketing and human resources managers or their deputies. This choice was motivated by the fact that they are key players in the CSR policy of each type of subsidiary in our sample.

Entering into relationships with the actors contacted was made possible thanks to our social capital in terms of friends. The Cameroonian mobile telephony market is made up of two subsidiary companies with their headquarters respectively in Europe and Africa and a company with majority national capital. As our study is oriented towards subsidiary companies, the sample obtained for our study is made up of a subsidiary with predominantly Western capital and another with predominantly Pan-African capital. Based on this sample, we carried out a case study.

- Case 1: this is a subsidiary with predominantly Western capital established in Cameroon after the liberalization of telephony in 1998. It carries out its activities in the telecommunications sector and is increasingly moving towards financial intermediation. It has within it a foundation created in 2009 and managed by a secretary general under the responsibility of the chairman of the board of directors. Its headquarters is in the city of Douala, the economic capital of Cameroon.

- Case 2: this is a subsidiary with mainly pan-African capital established in Cameroon in the 2000s. It operates in the telecommunications sector and is increasingly moving towards mobile banking. It has a corporate foundation which was created in 2005. It is managed by a foundation manager under the responsibility of the chairman of the board of directors.

To collect the data for our study, we conducted semi-structured interviews between January and February 2024 in Douala, the economic capital of

Cameroon. They lasted on average 40 minutes per actor interviewed. Some of them were carried out within the company and others outside the company. Since recording is a necessary step in coding, each interview was recorded in its entirety and respondents were not always informed of the recording. During the course of our interviews, the respondents addressed certain CSR aspects that we did not mention spontaneously, thus confirming the recommendations of Blanchet, A. and Gotman, A. (2007). This is justified by the fact that the managers interviewed expressed themselves freely on the CSR areas of their subsidiaries. (Kauffman, J.C. 2016). At the end of our semi-structured interviews, we were able to obtain relatively homogeneous data and reached saturation in the sense of Mc Cracken, G. (1988) since the data collected had become redundant. All of the themes that we wanted to address were all able to be discussed and sub-themes emerged. The box below illustrates the content of our interview guide:

Box 1: interview guide for marketing and human resources managers

1-Responsibility towards customers
-Quality of service
-Financial inclusion
-The customer charter
-Taking complaints into account
2-Responsibility towards employees
-Code of ethics
-Social climate and working conditions
-Training and promotion
-Staff mutual insurance
3-Responsibility towards the community
-The founding of the group
-The foundation's financing axes
-Image and reputation
4-Responsibility towards the environment
-Ecological practices
-the actions carried out
-Practices to combat global warming
-publication of reports

Source: author

Each interview was recorded and transcribed by us in order to avoid bias. We then carried out a thematic content analysis in order to highlight the salient themes and sub-themes that we discussed with the interviewees. This phase of our analysis did not require the use of software since the coding was done

manually. The table below shows the characteristics of the subsidiaries, the actors interviewed as well as the duration of the interviews.

Table 1: Characteristics of the subsidiaries studied in our case study

Case	Year of creation of the subsidiary	Year the foundation was founded	Majority capital	Function of respondent	Seniority in position	Gender of manager	Interview location	Durée de l'entretien
1	1998	2009	Westerners	Marketing Manager	3 years	Male	Douala	48 minutes
1	1998	2009	Westerners	Human resources manager	5 years	Female	Douala	32 minutes
2	2000	2005	Pan-Africans	Marketing Manager	7 years	Female	Douala	42 minutes
2	2000	2005	Pan-Africans	Human resources manager	1,5 years	Female	Douala	38 minutes

Source: author

3.   PRESENTATION AND DISCUSSION OF RESULTS

This point highlights the CSR axes of the subsidiaries surveyed. They are divided into four components in this case: responsibility towards customers, that towards employees, that towards the community and that towards the environment.

3.1. Responsibility towards customers in the subsidiaries studied

Responsibility towards customers is one of the CSR axes that we highlighted in our semi-structured interviews. It is also mentioned in the CSR reports published by the subsidiaries surveyed. Whether it is case 1 or case 2, we have noted that the related CSR practices are directed towards the quality of service, availability, listening, innovation as well as customer satisfaction.

Case 1 places emphasis on the quality of services offered, customer satisfaction and their expectations, consumer protection, innovation and the development of new products and services such as mobile banking. In this perspective, the manager interviewed declared: "We have a customer charter which highlights what is acceptable as well as what we do not tolerate. The customer remains at the center of our concerns, actions and decisions. We attach great importance to it. The quality of the services we offer them must be impeccable" [Interview with a marketing manager from case 1].

Case 2, for its part, directs its customer responsibility towards understanding customer needs in order to provide adequate responses, perpetuating the relationship with customers, and financial inclusion through the promotion of mobile banking. As in the previous case, the manager interviewed declared "Our ethics charter is full of seven points revealing our professional ethics. We provide our customers with quality service and are constantly listening to them with a view to providing them with innovative solutions" [Interview with a marketing manager from case 2].

Based on the theory of stakeholders Freeman R.E. (1984), it appears that customers constitute a key stakeholder for the mobile telephone subsidiaries investigated in cases 1 and case 2. The latter integrate them into their various strategies by providing responses to their concerns. However, the consideration of customer complaints and the quality of the services offered remain mixed aspects with regard to the subsidiaries surveyed.

3.2. Responsibility towards employees in the subsidiaries surveyed

Responsibility towards employees is a theme that we discussed with the respondents in our study. The study of the social relations of the subsidiaries studied shows that case 1 places emphasis on areas such as: the ethical charter, the fight against corruption, working conditions, the full development of staff in their work. The analysis of the interviews with the human resources manager interviewed in case 1 allowed us to note the following statements: "We have an ethical code. The latter drives our values within our staff. We organize seminars to raise awareness among our employees about offenses and fraud and encourage innovation and team spirit to encourage their full development at work." [Interview with a human resources manager from case 1].

Responsibility towards employees in case 2 highlights aspects such as: integrity, capacity for initiative, sense of responsibility, staff motivation, improvement of working conditions, non-discrimination, equality of opportunity. From the investigations with the manager investigated, we recorded the following statements: "To ensure the health of our employees, we have recruited an occupational physician. Who watches over their health? To motivate our staff for their hard work throughout the year, we offer those bonuses and other rewards. All these actions are part of our policy of motivation and development of our staff." [Interview with a human resources manager from case 2].

These statements from the human resources managers interviewed (case 1 and case 2) show that responsibility towards employed staff occupies a central

place in the strategy of each subsidiary surveyed. Personnel stands out as a fundamental resource on which each subsidiary emphasizes its strategy.

3.3. Responsibility towards the community in the subsidiaries surveyed

Responsibility towards the community is one of the major axes of the CSR policy of the subsidiaries studied. The study of the social relations of the subsidiaries studied (case 1 and case 2) gives a primordial place to responsibility towards the community. Examination of social relations shows that case 1 favors areas such as: education, health and culture. Several actions are being undertaken in this direction to boost community development. In the field of health, the manager interviewed declared: "Through our foundation, we work in the field of health by helping people who suffer from autism, vision and hearing problems. We also have programs aimed at reducing maternal and infant mortality. Still in the same direction, we offer, within our means, medical equipment to local hospital training courses" [Interview with a marketing manager from case 1].

The analysis of the social relations of case 2 also shows that the CSR axes of this subsidiary are also oriented towards education, health, art and culture, access to digital technology, help to disadvantaged communities and rural. In the same vein, the marketing manager of case 2 interviewed declared: "our foundation helps to fight illiteracy among vulnerable populations. We work to stimulate the development of digital technology by offering professional training to unemployed young people. We are also participating in the construction and equipment of health centers in certain areas of the country." [Interview with a marketing manager from case 2].

In the same vein, the manager interviewed continued: "Our action plan for this year gives priority to the digitalization of the continent in accordance with our group's strategy. We are financing water supply projects across the country, particularly in remote areas, and have built and equipped certain classrooms in certain localities in the country." [Interview with a marketing manager from case 2].

Whether it is case 1 or case 2, we noted that each of these subsidiaries has a foundation within it which manages the CSR aspect. The CSR axes and financing of each subsidiary are well defined by each foundation. Drawing on neo-institutional theory, we can note that the CSR practices of the mobile telephone subsidiary companies surveyed seem to be a means of legitimizing their activities in their environment in the sense of DiMaggio, P.J. and Powell, W.W. (1983).

3.4. Responsibility towards the environment in the subsidiaries studied

The analysis of the interviews in case 1 shows that the responsibility towards the environment of this subsidiary is reflected in the desire to reduce the environmental footprint, the reduction of greenhouse gases, and the promotion of sustainable development. With this in mind, the marketing manager of case 1 declared "From digital, we opt for practices that contribute to effectively combating global warming in the telecoms sector. Our Green ITN program has helped significantly reduce tons of CO_2" [Interview with a marketing manager from case 1].

In the same vein, examination of the interviews conducted with the manager of case 2 also highlights actions such as: the fight against global warming, the desire to reduce CO_2 emissions, sustainable development. Along these lines, the marketing manager from case 2 interviewed stated: "most of our telecoms sites operate with solar panels. We have built new eco-efficient equipment in our data centers to boost solar energy. We also have periods during which we organize collection and recycling operations for waste and electrical and electronic equipment in the cities of Yaoundé and Douala. » [Interview with a marketing manager from case 2].

However, it should be noted that whether it is case 1 or case 2, the commitments to reduce the environmental footprint correspond to scopes 1, 2 and 3 of the Greenhouse Gas protocol for which each of the subsidiaries surveyed presented a plan action validated by SBTI (Science Based Targets Initiative) which is the international scientific reference in the evaluation of companies' climate objectives. In the quest for the zero carbon objective, the environmental policy of each subsidiary surveyed focuses on three pillars, namely: reducing its own emissions, modifying downwards indirect emissions linked to energy consumption and reducing emissions generated by stakeholders. The review of the literature shows that the enthusiasm of firms for CSR is most often explained by the search for an image, a reputation and legitimacy in the sense of DiMaggio, P.J and Powell, W. W (1983). We found that the commitment of the subsidiaries studied with regard to environmental responsibility remains mixed. The officials surveyed did not express themselves sufficiently on this topic despite numerous reminders. This seems to be a greewatching posture which consists of a subsidiary giving a misleading image of its environmental responsibility. This observation was made with regard to case 1 and case 2.

The dimensions of CSR are circumscribed around economic, social and environmental aspects. We found that the subsidiaries studied stand out more

for their social actions with a view to contributing to the development of the community. The emphasis placed on the social aspect of CSR seems to be justified by the desire of the subsidiaries surveyed to appear as civic entities. The social anchoring observed also seems to be justified by the vision of neo-institutional theory (DiMaggio, P.J. and Powell, W. W., 1983). The subsidiaries surveyed (case 1 and case 2) mobilize social actions as a means of legitimizing themselves within their environment in order to better establish their economic activities. In the same vein, we can mobilize the theory of dependence on resources (Pfeffer, J. and Salancik, G. 1978) to understand the interest of these subsidiaries (case 1 and case 2) towards social aspect. The subsidiary companies surveyed (cass1 and case2) take CSR actions to achieve their objectives which are primarily economic by drawing on the necessary resources in their environment to ensure the sustainability of their activities. The focus of the subsidiary companies studied on the social aspect of CSR s This is also explained by the search for an image, a reputation and legitimacy. By displaying an image consistent with society's expectations, we noted that the subsidiaries surveyed (case1 and case2) aim to improve their images, reputations and legitimacy in the sense of (Orlitzky, M. 2001; DiMaggio, P.J. & Powell , W.W.,1983). The social aspect which tends to emerge in relation to the environmental one is led in each subsidiary surveyed (case1 and case2) by the foundations housed at the headquarters. Through their subsidiaries, foundations adapt to local realities in which they operate in accordance with the orientations of the parent company. However, our results reveal a marginalized environmental aspect. This results in sporadic actions by the subsidiaries investigated (case1 and case2) on the environmental level. This seems to be explained by the fact that in Africa, different national legislations include in texts and decrees laws aimed at boosting the environmental aspect, however updates, monitoring and controls are not always carried out (Visser, W. 2008). This lack of monitoring leads to a certain laxity and leaves the subsidiaries studied (case1 and case2) to choose the environmental actions to carry out.

CONCLUSION

The ambition of this study was to understand the CSR axes of mobile telephony subsidiaries operating in Cameroon in order to propose a relevant orientation. The qualitative approach was mobilized and a case study was convened. Two mobile telephone subsidiaries constituted our sample. The first is predominantly Western capital and constitutes case 1. The second is predominantly Pan-

African capital and is materialized by case 2 Based on the documentary review, non-participant observations and semi-structured interviews carried out with four (04) managers, notably two human resources and marketing managers, we collected the data essential to our study. These were subject to manual coding and thematic content analysis in order to bring out the verbatim statements of the interviewees.

Our results revealed that the subsidiaries surveyed (case1 and case2) tend to be efficient in carrying out economic-social actions. As a result, the social actions of the subsidiaries studied (cases 1 and cases 2) tend to focus primarily on areas such as health, education, art, culture and sport. They confirm the precepts of stakeholder theory (Freeman, R.E, 1984), neo-institutional theory (DiMaggio, P.J. and Powell, W.W., 1983) and that of resource dependence. (Pfeffer, J. and Salancik, G. 1978). However, our results highlight the weak involvement of the subsidiary companies interviewed (case1 and case2) in the environmental aspect. Indeed, we have observed a tendency for these subsidiaries to want to acquire a misleading image which does not really reflect their interest in the fight against global warming. This trend shows the need for the establishment of a hybrid governance model capable of boosting the environmental aspect. Our results attract the attention of business associations such as the Cameroon Business Group (GECAM), and the Cameroonian government on the environmental aspect of the activities of subsidiary companies of mobile telephony so that they become more involved in the fight against global warming.

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