

In search of Responsible Excellence

How Corporate Social Responsibility stimulates innovation and creates value

In search of

Responsible Excellence

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10 modules in 4 days 


1	2	3	4	5	6	7	8	9	10
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1. Sustainable Development – the political agenda
2. Corporate Social Responsibility – a business agenda
3. Sustainability and Innovation
4. Case study – A mobility breakthrough
5. A corporate case – Holcim
6. **Stakeholders and boundaries**
7. Case study – a mobility breakthrough
8. Value creation – difficulties and evidence
9. Responsible excellence – a performance model
10. Responsible Excellence and the real world

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Freedom and precaution

« What man wants is simply independent choice...



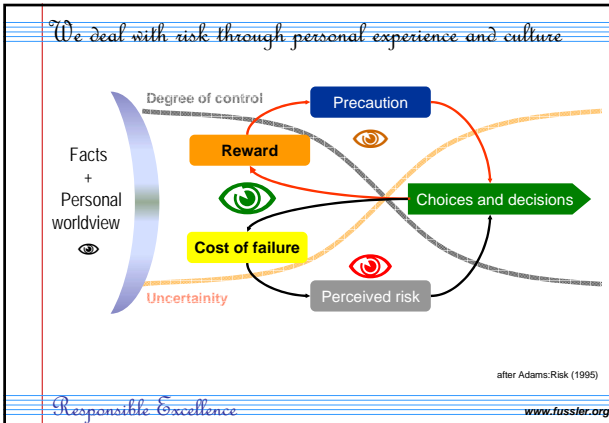
...whatever it may cost and wherever it may lead »

Dostoevski

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Stakeholders... Who?

Stakeholders

Individuals and groups affected by or affecting the conduct of the company

Employees should be associates, not stakeholders
(for the sake of using fancy names...)

Industry norms and initiatives

Host communities

Employees Suppliers

Management

Company purpose

Control & purpose

Shareholders Customers

Governments and international norms

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Stakeholders... Why? (reason One)

Goodwill

The art of relationships and credibility

Industry norms and initiatives

Host communities

Employees Suppliers

Management

Company purpose

Control & purpose

Shareholders Customers

Governments and international norms

Goodwill

Market value

Brand strength,
Market loyalty
Lower barriers of entry

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Credibility - 4 critical factors

Credibility

Honest Committed to a better future
Demonstrates high integrity

Competent Communicates and listens
Effective and efficient

Vision

Open

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Credibility – 4 critical factors

Many companies assume technical competence is a sufficient basis for success,

But the mismanagement of any one factor penalises credibility and goodwill value.

Honest
Competent
Vision
Open

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Stakeholders... Why? (reason Two)

Systemic change needs the contribution of all actors who

- ☞ have a real influence in the system
- ☞ Can share the purpose of system improvement
- ☞ Will live with the results of the system change (or its status quo)

Stakeholder

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Stakeholders... Forms of engagement?

- Newsletters,
- Open days
- Surveys
- Ad hoc consultations,
- Community Advisory Panels
- Corporate Advisory Panels
- Common Projects

Marine Stewardship Council
Global Reporting Initiative
Suez "Water for All"
Aventis-WHO-MSF
Lafarge WWF
GAIN
GBC HIV/AIDS
GAVI, GFATM

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Global Business Coalition on hiv / aids

www.businessfightsaids.org

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The tensions of expectations

Business purpose

We want to be the most responsible producer of paints

Certified ISO 14000, Eliminated solvents, Zero factory waste targets, 20% lower Greenhouse gases

How do you justify shipping so much water around the world?
How do you defend your low price for water?

Can you guarantee that your metal-based pigments are mined responsibly and not from zones of conflict?

How do you avoid end use wastes?

How do you cause customers to paint energy efficient surfaces?

How do you educate your drivers in developing countries about HIV/AIDS?

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The tensions of boundaries

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