

In search of Responsible Excellence

How Corporate Social Responsibility stimulates innovation and creates value

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Responsible Excellence

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10 modules in 4 days

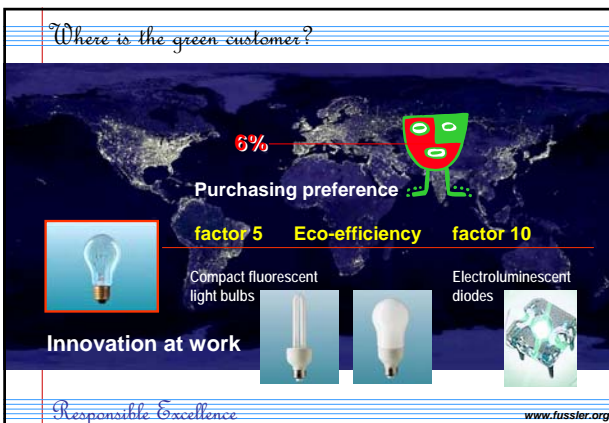


1 2 3 4 5 6 7 8 9 10

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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Where is the green customer?



6% Purchasing preference

factor 5 Eco-efficiency factor 10

Compact fluorescent light bulbs

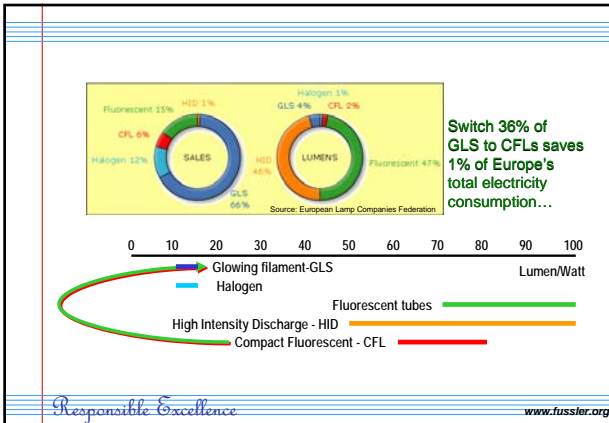
Electroluminescent diodes

Innovation at work

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The economics of substitution

Light bulb type	Energy saver	Normal
Power rating in watts	20	100
Service life in hours	12 000	1000
Unit purchase price in €	12.70	0,50
Electricity price €/kwh	0.154	0.154

WHAT IS YOUR MARKETING STRATEGY?

Share of European market in %	Energy saver	Normal
	6	66

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Provide & inform consumer choice

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Provide & inform consumer choice

Life cycle cost advantages

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for a better wash at lower impact,

A detergent industry initiative

Washright

Results per capita from 1996 to 2001:

Category	Reduction	Target
Energy	- 6.3%	(- 5%)
Detergent	- 7.9%	(- 10%)
Poorly degradable ingredients	- 23%	(- 10%)
Packaging	- 6.7%	(- 10%)

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Changing the ways we move,

100 000 produced

4.2 l gas & 104 g CO₂/km

Mobility solutions

60 000 customers

Transport causes 26% of the world's CO₂ and growing ...

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Eco-efficiency – necessary but not sufficient

- Low energy lighting,
- Hybrid cars, mobility systems,
- Green tyres,
- Biopolymers,
- Fair trade coffee and textiles,
- Low energy housing,
- Many others...

Can only succeed in the right market framework

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Eco-efficiency became also a policy concept

How eco-efficiency supports a competitive economy.

Ex: EU Lisbon process

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graph TD; EG(Economic Growth) <-->|How to decouple?| BV(Business Vision); BV --> ES(Eco-efficiency strategy); ES --> UN(Use of Nature); UN --> I(Innovation);
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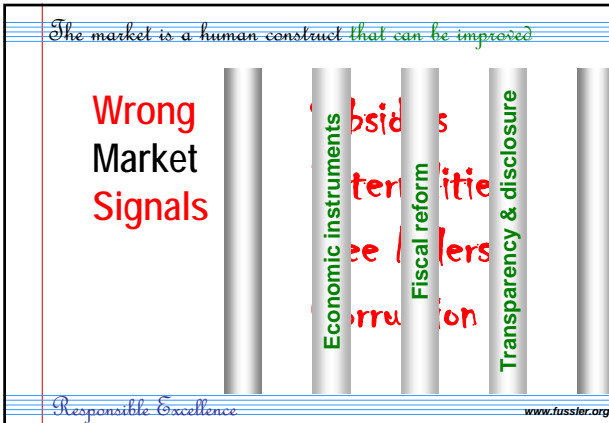
The market is a human construct

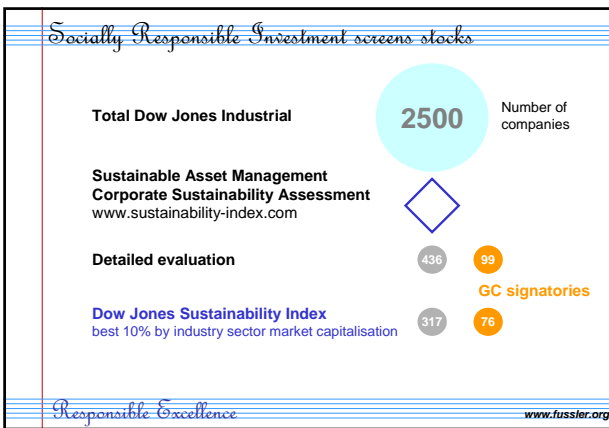
Wrong	Subsidies
Market	Externalities
Signals	Free Riders
	Corruption

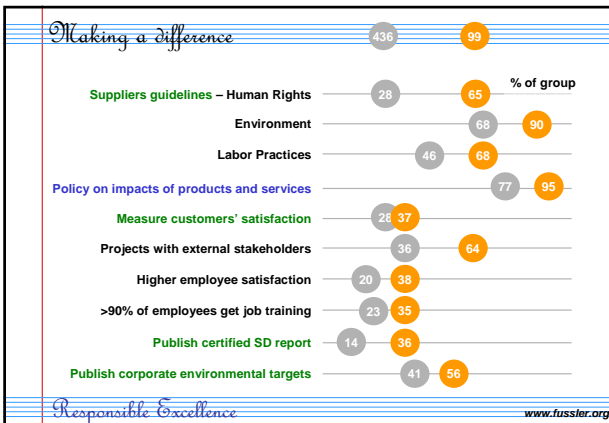
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The triple bottom line formula

$$P = me^i$$

P price
e earnings
m market multiple

i impacts
intangibles
innovation
integration
integrity...

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- Seven Bottom Line benefits
- Source: The Sustainability Advantage; Bob Willard; www.newsociety.com
1. Easier hiring of the best talent
 2. Higher retention of top talent
 3. Increased employee productivity
 4. Reduced expenses for manufacturing
 5. Reduced expenses at commercial sites
 6. Increased revenue/market share
 7. Reduced risk, easier financing
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