

•Corporate Social Responsibility

Crystallization of ethical imagination & responsible leadership in corporates ?

(MGEST2107)



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Program

1	CSR foundations: Ethical Imagination – why & how?	-	27/01
2	CSR evolution 1: Which is the true story?	Ch. 1	
3	CSR evolution 2: Which age are we in?	Ch. 2-4	
4	CSR evolution 3: Why the management age failed?	Ch. 5-6	
5	CSR 2.0 principles: Creativity, scalability & responsiveness	Ch. 7-9	
6	CSR 2.0 principles: Glocality & Circularity?	Ch. 10-11	
7	CSR leadership: Is adaptive leadership necessary?	-	
8	CSR change management: how to be a CSR change agent	Ch. 12-13	
9	Presentation of business cases 1	-	
10	Presentation of business cases 2	-	

Visser's 5 CSR approaches

THE AGE OF RESPONSIBILITY

CSR 2.0 and the New DNA of Business

WAYNE VISSER

Stage of CSR

**Defensive
CSR in
The Age of
Greed**

Defensive

**Charitable
CSR in
The Age of
Philantropy**

Charitable

**Promotional
CSR in
The Age of
Marketing**

Promotional

**Strategic
CSR in
The Age of
Management**

Strategic

**Transformative
CSR in
The Age of
Responsibility**

Systemic

Modus operandi

**Ad Hoc
interventions**

Donations

Public relations

**Management
Systems**

**Business
models**

Key enabler

Investments

Projects

Media

Codes

Products

Stakeholder
target

**Shareholders,
government &
employees**

Communities

General public

**Shareholders
& NGOs/CSOs**

**Regulators &
customers**

CSR 1.0

CSR 2.0



- ➔ Lock this computer
- ➔ Switch User
- ➔ Log off
- ➔ Start Task Manager

Cancel

CSR 1.0 to CSR 2.0: macro shifts

CSR 1.0	CSR 2.0
Philanthropic	Collaborative
Risk-based	Reward-based
Image-driven	Performance-driven
Specialized	Integrated
Standardized	Diversified
Marginal	Scalable
Western	Global

CSR 1.0 to CSR 2.0: micro shifts

CSR 1.0	CSR 2.0
CSR Premium	Base of pyramid
Charity projects	Social enterprise
CSR indexes	CSR ratings
CSR departments	CSR incentives
Product liability	Choice editing
Ethical consumerism	Service agreements
CSR reporting cycles	CSR data streams
Stakeholder groups	Social networks
Process standards	Performance standards

CSR 2.0 principles

Creativity: no tick-box approach anymore


Scalability: large scale « choice-editing »

Responsiveness: stakeholder-driven partnerships

2 Glocality: international norms with local contexts

0 Circularity: cradle-to-cradle approach

The principle of creativity (1980 -)

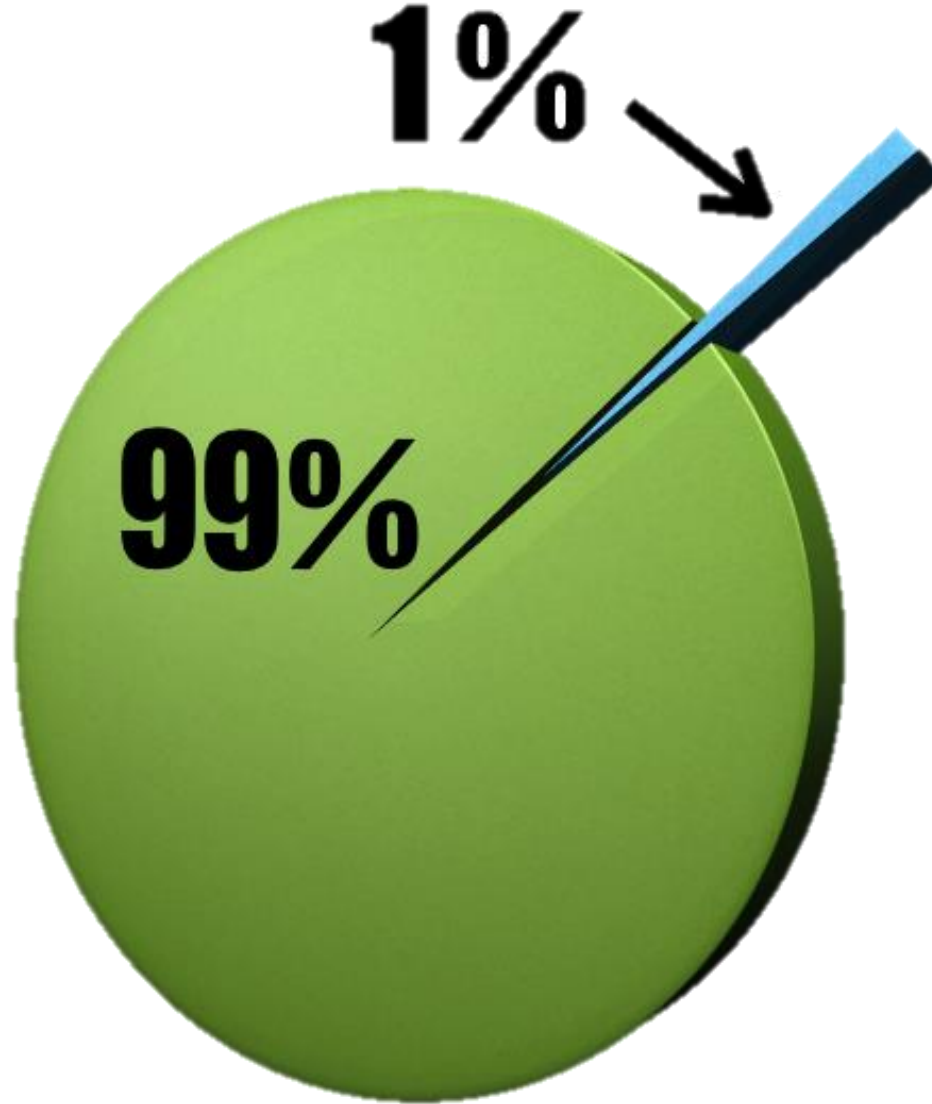
- Complex problems require creative solutions
 - Don't expect dinosaurs to change
 - Diversity and cross-discipline thinking breeds creativity
 - Investments in innovators and early adopters is key
 - Social and environmental entrepreneurship must be unleashed
- 

Creativity

- **Making more money**
 - CDO and Ninja's mortgages
 - Accounting
 - Crazy app's
 - ...

not towards minimizing the negative impacts of business on society)

Creative destruction



Inefficient use of resources: 500 billions tons used every year : 1% product !!!
(Lovins , 2008)

Creative construction

- Making more money: cleantech



Cleantech: Shi Shengrong



Creative construction

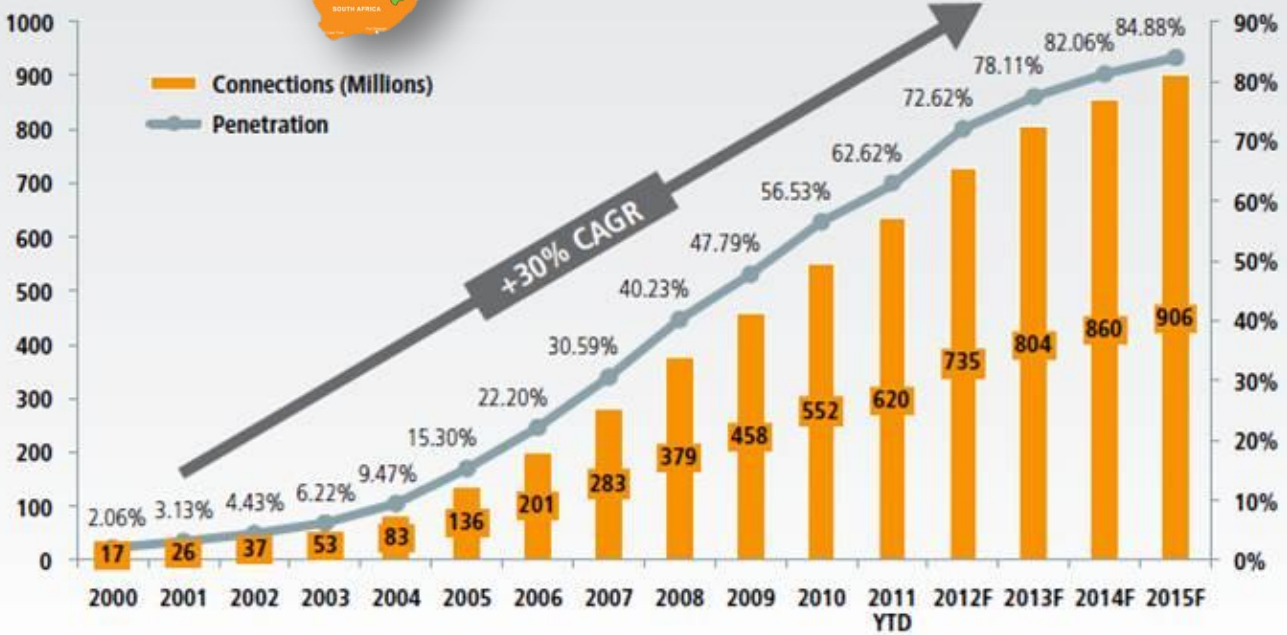
Developing Countries as eco /social labs

M-Pesa (SMS) 2005

 Vodafone

UK Dvlpt Fund

Faulu Kenya Microfinance



Creative construction

Developing Countries as eco /social labs



Freeplay Radio 1996

Freeplay Energy

Liberty Life

The Body Shop

« Disabled People South Africa »

Bristol Univ Electronics Engineering Dept

Freeplay Energy supporting
national election in Vanuatu



Electronics products for deep-rural
environments

Making Energy available for
everybody all of the time



Creative construction

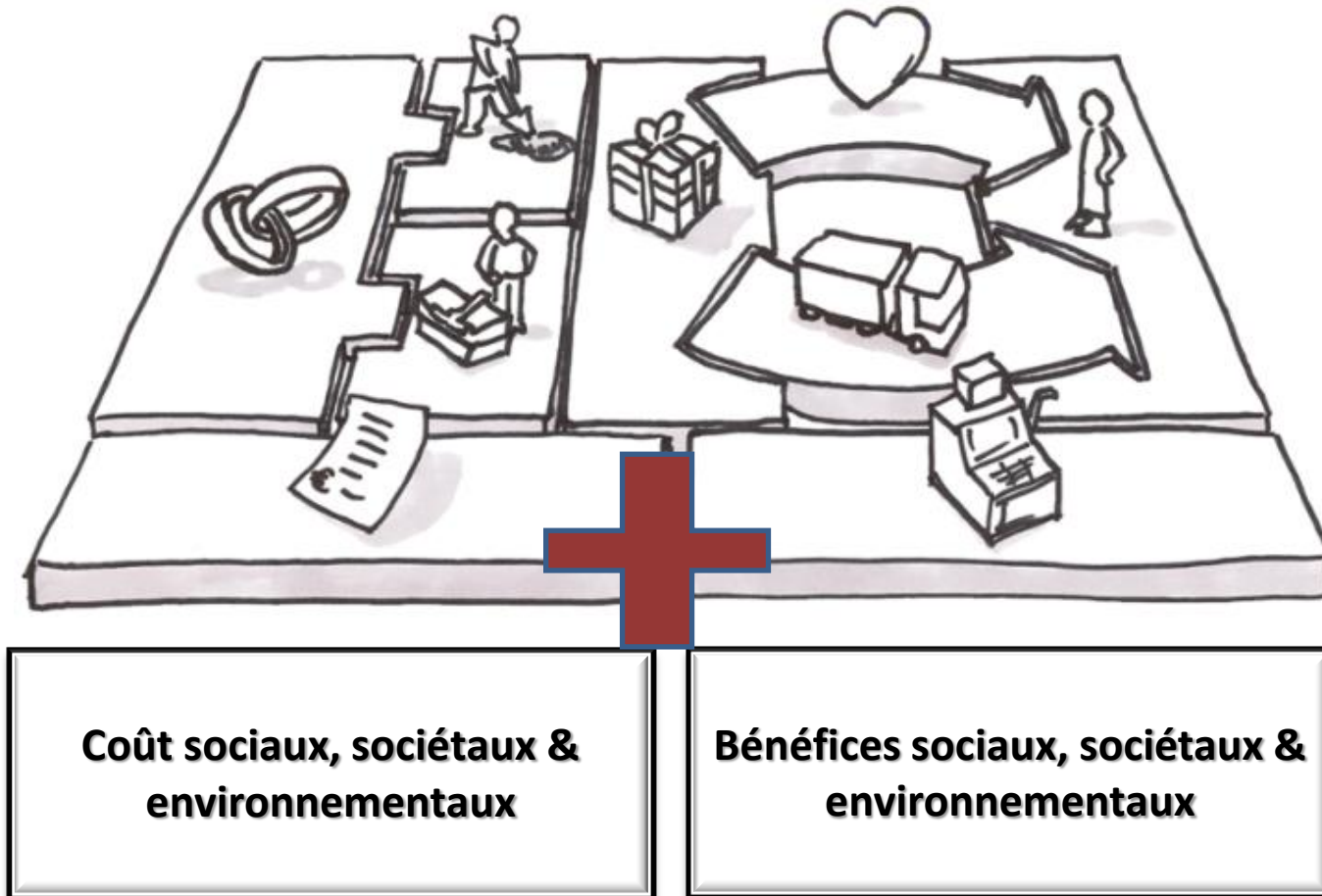


Business « Mindset 3.0 » in relation to social & environmental issues is about **creative destruction and creative reconstruction**

5 main components

1. System thinking & design: cradle 2 cradle
2. Consumer engagement (Seattle Food Corp)
3. New business model (Toms, Groupe SOS , Mudjeans...)
4. 360° accountability (Patagonia)
5. Base of the Pyramid markets (M-Pesa)

New Business Model





Shoes for Tomorrow



WE ARE IN BUSINESS TO HELP CHANGE LIVES

It's a big job, and we don't do it alone. With our customers and Giving Partners, we're transforming everyday purchases into a force for good around the world. **One for One.**[®]

LEARN HOW CHANGE HAPPENS WITH

The style is basic. *The mission is extraordinary.*

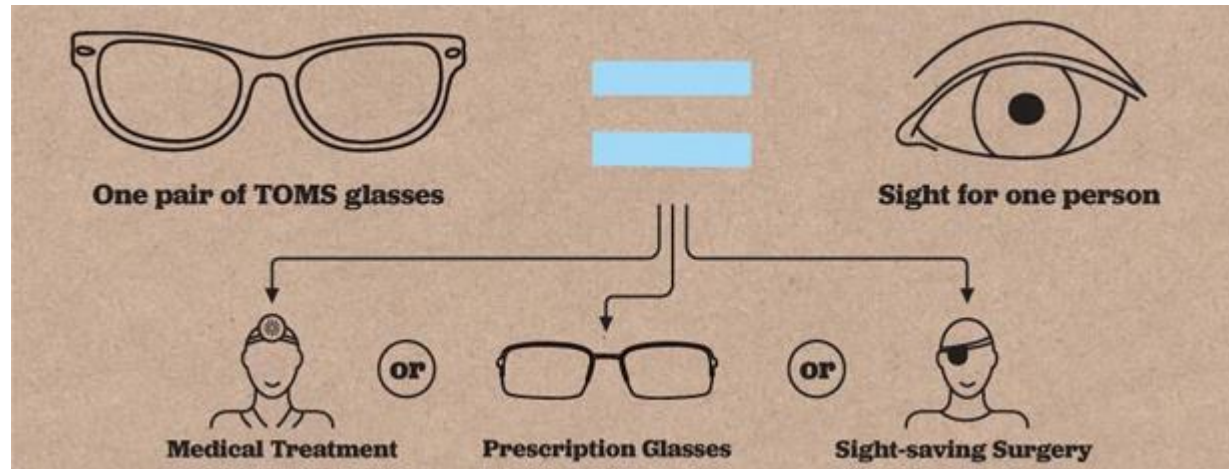
Try the shoes that sparked a global movement to improve children's lives.

SHOP CLASSICS



TOMS

Shoes for Tomorrow



TOMS BUSINESS MODEL

PARTNERS



- SHOE FACTORIES
- AFFILIATES
- HUMANITARIAN ORGANIZATIONS
- LOCAL EXPERT EYE CARE ORGANIZATIONS

PROCESSES



- DESIGN
- SALES & DISTRIBUTION
- MARKETING FOR THE CAUSE
- SHOE GIVING
- EYE CARE GIVING

PRODUCTS



- SHOES + GIVING
- EYEWEAR + GIVING
- FREE SHOES, HEALTH CARE
- FREE GLASSES, EYE CARE

COMMUNICATION CHANNELS

- WORD OF MOUTH
- SOCIAL MEDIA
- AFFILIATES
- EVENTS

CUSTOMER SEGMENTS




- „LOHAS“ CUSTOMERS (LIFESTYLE OF HEALTH & SUSTAINABILITY)
- ONE FOR ONE MOVEMENT
- PEOPLE IN NEED

RESOURCES



- MISSION
- BRAND TRUST
- DESIGN
- COMPANY CULTURE
- FAN COMMUNITY

JOBS DONE



- LOOK GOOD
- DO GOOD
- BE PART OF THE MOVEMENT / COMMUNITY
- PROTECT FEET
- PREVENT OR CURE HEALTH PROBLEMS
- GIVE OPPORTUNITY

SALES & DELIVERY CHANNELS

- WWW.TOMS.COM
- OTHER RETAIL STORES
- AFFILIATES
- GIVING PARTNERS

PRICING MODELS



- BUY ONE GIVE ONE
- FREE

COSTS



- GOODS GIVEN AWAY
- HEALTH CARE SERVICE
- SALES & DISTRIBUTION COSTS
- MANUFACTURING COSTS

REVENUES



- SALE OF SHOES & EYEWEAR

SOCIAL COSTS

ENVIRONMENTAL COSTS

SOCIAL BENEFITS

- SOLVING HEALTH PROBLEMS
- BETTER ACCESS TO EDUCATION
- 3. PARTY AUDITED FACTORIES

ENVIRONMENTAL BENEFITS



GROUPE SOS

L'efficacité économique
au service de l'intérêt général.

1 MILLION
de bénéficiaires par an

330
établissements

11 000
salariés

19
régions

20
pays



Ashoka: social entrepreneur



... have innovative solutions to social problems and the potential to change patterns across society.

They demonstrate unrivalled commitment to bold new ideas and prove that passion, creativity and collaboration are tremendous forces for change”

“The life purpose of the true social entrepreneur is to change the world”

Bill Drayton, Founder, 1981



Ashoka: social entrepreneur

Who have innovative solutions to social problems and the potential to change patterns across society. them as consumers, producers and entrepreneurs – this is often termed “**inclusive business**”.



Ashoka

ASHOKA
FELLOWS



37 OFFICES

82 COUNTRIES

6 SECTORS

EUROPE

US & CANADA

MIDDLE EAST/NORTH AFRICA

ASIA

AFRICA

LATIN AMERICA

242
FELLOWS

397
FELLOWS

83
FELLOWS

399
FELLOWS

925
FELLOWS

916
FELLOWS

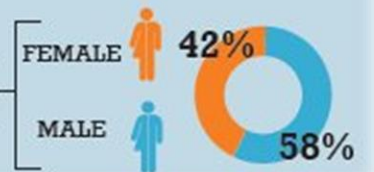


FISCAL YEAR 2013

\$6,422,372
INVESTED IN STIPENDS
ALLOWING FELLOWS TO WORK
FULL-TIME ON THEIR NEW IDEA

EXPANDED OUR WORK TO
5 COUNTRIES
SOUTH KOREA, HAITI, MALAWI, PHILIPPINES, RWANDA

FELLOW
GENDER



Social entrepreneur

... Pragmatic visionaries who achieve large scale, systemic and sustainable social change through new invention, a different approach or a more rigorous application of known technologies or strategies”



“I like to support causes where the positive social returns vastly exceed the amount of time and money invested”



Mapping of Belgian social entrepreneurs

by i-propeller ©



Mapping of Belgian social entrepreneurs

by i-propeller ©

Configurations used to create social and economic value

1. Employment model

The organization provides employment opportunities and job training to its target population or people with high barriers to employment.

2. Market intermediary model

The organization provides services to its target population or clients, small producers to help them access markets.

3. Entrepreneur support model

The organization sells business support and/or financial services to its target population or clients which are self-employed individuals or firms. Its mission centres on facilitating the financial security of its clients by supporting their entrepreneurial activities.

4. Fee for service and/or product model

The organization commercializes its social services and/or products, and sells them directly to the target population or clients, individuals, firms, communities, or to a third party player.

Mapping of Belgian social entrepreneurs

by i-propeller ©

Configurations used to create social and economic value

5. Fee for service and/or product model – Low-income client model

6. Cooperative model

The organization provides direct benefits to its target population or clients, cooperative members, through member services: market information, technical assistance, collective bargaining power, economies of bulk purchase, access to products and services etc.

7. Service subsidization model

The organization sells products or services to an external market and uses the income it generates to fund its social programs. Some alignment of social and business activities.

8. Organizational support model

Similar to service subsidization model but now business activities are separate from social programs.

Mapping of Belgian social entrepreneurs

by i-propeller ©

MAIN SOCIAL PERFORMANCE INDICATORS

- 1. Lives touched**
 - 1.1. Number of beneficiaries and/or clients served/attended
 - 1.2. Number of volunteers
 - 1.3. Number of member organizations
 - 1.4. Number of people empowered
 - 1.5. Other lives touched
- 2. Employment**
 - 2.1. Number of beneficiaries employed
 - 2.2. Number of beneficiaries placed in external jobs
 - 2.3. Other employment indicator
- 3. Economic indicators**
 - 3.1. Productivity
 - 3.2. Sales
 - 3.3. Revenues
 - 3.4. Profitability/surpluses
 - 3.5. Other economic indicator
- 4. Environmental indicators**
 - 4.1. Amount recycled
 - 4.2. Carbon footprint
 - 4.3. Other environmental indicators
- 5. Activity measure**
 - 5.1. Number of projects, services and/or products provided to clients/beneficiaries
 - 5.2. Number of new projects, services and/or products provided to clients/beneficiaries
 - 5.3. Other activity measure
- 6. Quality measure**
 - 6.1. Success of projects, initiatives, etc
 - 6.2. Client and beneficiary satisfaction
 - 6.3. Quality of participation or involvement of beneficiaries and/or volunteers
 - 6.4. Other quality measures
- 7. Social audits (SROI etc.)**
- 8. Media**
 - 8.1. No. of website visits,
 - 8.2. No. of appearances in the media
 - 8.3. Other media indicators
- 9. No. of public policy changes that we have influenced**
- 10. No. of other organizations replicating our model**
- 11. Other**



Vision

Participer à la création d'un monde démocratique et solidaire où chaque être humain a le droit de vivre dans la dignité, de se réaliser dans le respect mutuel et celui des générations futures.

Missions

Donner à chacun une place dans la Société, en particulier aux personnes en situation d'exclusion et/ou de pauvreté

Promouvoir l'économie sociale et solidaire ;

Développer la solidarité locale et internationale ;

Préserver l'environnement et encourager une attitude responsable.

Stratégies

Nous nous concentrons sur le monde du travail, essentiellement celui de la récupération ;



- Activités économiques basées sur un mode de gestion participatif (décision sur base démocratique directe) ;
- Actions de renforcement de capacités (formations, accompagnement, etc.) ;
- Filières de production respectueuses des ressources naturelles ;
- Partenariats locaux et internationaux.

Terre asbl (217 travailleurs).

Active dans la récupération de vêtements et d'encombrants.

Haute intensité de main-d'œuvre permettent de créer des emplois stables pour des personnes éloignées des circuits traditionnels de l'emploi.

"Ressourcerie » + organisme d'Éducation permanente

Terre est titulaire du label SOLID'R, une garantie de sérieux et de transparence. Pour plus de renseignements <http://www.solid-r.be>



Pan-terre saf

Pan-terre est une société anonyme à finalité sociale (9 travailleurs.) produit des panneaux d'isolation acoustique performants et écologiques, fabriqués à base de papier et de paille de lin.

Autre Terre asbl

ONG de développement (9 personnes.)

En Belgique, elle réalise des activités d'**éducation** en rapport avec les relations Nord/Sud et l'économie sociale.

Au Sud, Autre Terre accompagne des communautés paysannes et divers types d'associations locales dans des **programmes de développement sociaux et économiques**. (Burkina Faso, le Mali, le Sénégal et le Pérou. Elle appuie également des projets plus ponctuels au Brésil et aux Philippines)

Récol'Terre safs

Elle s'occupe, au sein du groupe, du **transport** et de la **collecte sélective des recyclables d'origine ménagère**: collecte des papier-carton, PMC et verre.

Co-Terre safs

Elle compte actuellement 20 travailleurs, répartis en deux secteurs d'activité:

Cloisons amovibles et isolation acoustique

Inspirations

- Groupe Terre
- Vlaspit
- Damnet
- Renovassistance
- Passwerk
- Close the gap



Mieux vaut allumer des petites
lumières que de se plaindre
de l'obscurité.
(Lao Tseu)

Social entrepreneurs put their values into practice

Natural born social entrepreneur ?

- Environmental champions: change agents

CSR = key innovation driver: Google mindset !!

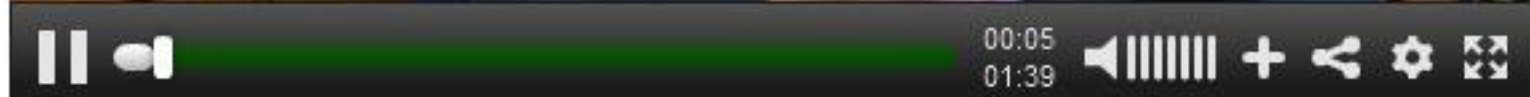




WE COVER
YOU DISCOVER



Bill Drayton
Founder of Ashoka



Anurag Gupta A little World



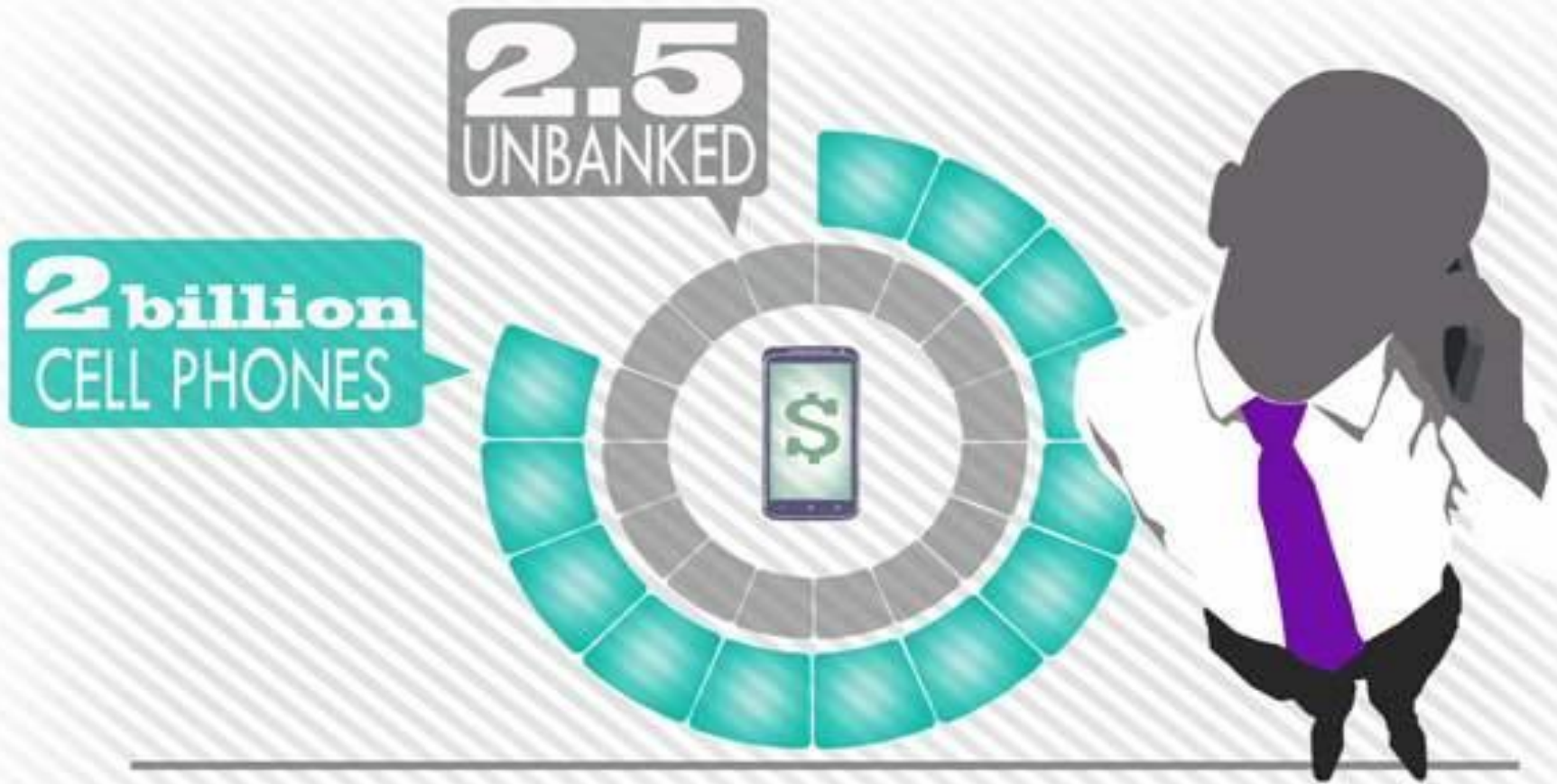
Mobile money man

Anurag Gupta A little World

- Architect: earthquake resistant houses
 - Challenge: only 40% Indians have access to a bank account
- TACKLE FINANCIAL INCLUSION**
- Response to corruption, social benefits, entrepreneurship
 - Belgium
 - 2006: non-profit entities allowed to act as intermediaries of mainstream bank in rural areas

Mobile money man

Anurag Gupta A little World



Mobile money man



Peer to Peer payment product (mChek)


ALW = technology operator of full-featured transactional services .

Develops applications on mobile SIMs with technology focus on biometrics based ID, RFID smart cards, and NFC (Near Field Communication) mobile phones as acceptance and enabling devices (with merchants, field forces and as cashless automated teller machines (ATMs)).

Collaboration with banks and ICT companies

Zero Microfinance and Savings Support (ZMF) closely affiliated to ALW, = Business Correspondent by 15 Banks, and provides field operations

- account creation,
- appointment of Customer Service Points (CSPs),
- management of cash and other logistics at the last mile. (transfer, cash-free payments, micro-credit)

ZMF in turn collaborates with  local organizations, district and state administration to ensure smooth deployment and operations.



+ 30,000 agents, mostly women, in 8,300 *gram panchayats* across 22 states, reaching out to 35 lakh people. These women carry a smart-card-enabled mobile phone which acts like a 'tiny branch.' When a customer wants to deposit or withdraw cash from his bank account the agent punches in the details on the mobile. The transaction is then verified by using a fingerprint scanner and a receipt is printed immediately. The technology is being used to pay National Rural Employment Guarantee Act wages in some states

Anurag Gupta A little World

- Deliver all kinds of essential services to India's rural poor
- LED Lights
- Cooking fans

Mobile money man

Base of pyramid

Social enterprise

Why CSR 2.0 ?

Social entrepreneurs around the world



MoneyMaker Pump

Stabilized Soil Block/Cooking oil Press

Our mission is to get millions of people out of poverty quickly, cost-effectively and sustainably. And, in doing so, change the way the world fights poverty.

5 Step Process

1. Identify Opportunities
2. Design Products
3. Establish a Supply Chain
4. Develop the Market
5. Measure and Move Alone

AS OF DECEMBER 1, 2013

770,000

People out of Poverty

150,000

New Businesses Created

***The Poor are Not Victims
The Number One Need of the Poor is a Way to
Make Money.***

Individuals. Not Communities.

***The Majority of the Poor are Rural
High Quantity = High Quality***

Sell Don't Give

It's All About the Supply Chain

Giveaways Create Dependency

***Good Governance Comes From a Thriving
Middle Class.***



- Next challenge: 95% des enfants qui nécessitent une aide médicale sont dans des zones qui ne bénéficient que de 5% des technologies disponibles ... »
- « Providing benefits of modern technology to people who otherwise would be completely excluded » ...

Vos exemples ?

Creativity?

**DON'T BUY
THIS JACKET**



COMMON THREADS INITIATIVE
Together we can reduce our environmental footprint.

TAKE THE PLEDGE

Creativity?

“buy only what I need (and will last), repair what breaks, reuse (share) what I no longer need and recycle everything else.”

Worn Wear

a film about the stories we wear

patagonia

yerdle
sharing is the new shopping.™

*i*fixit

CSR 2.0 principles

Creativity: no tick-box approach anymore

Scalability: large scale « choice-editing »

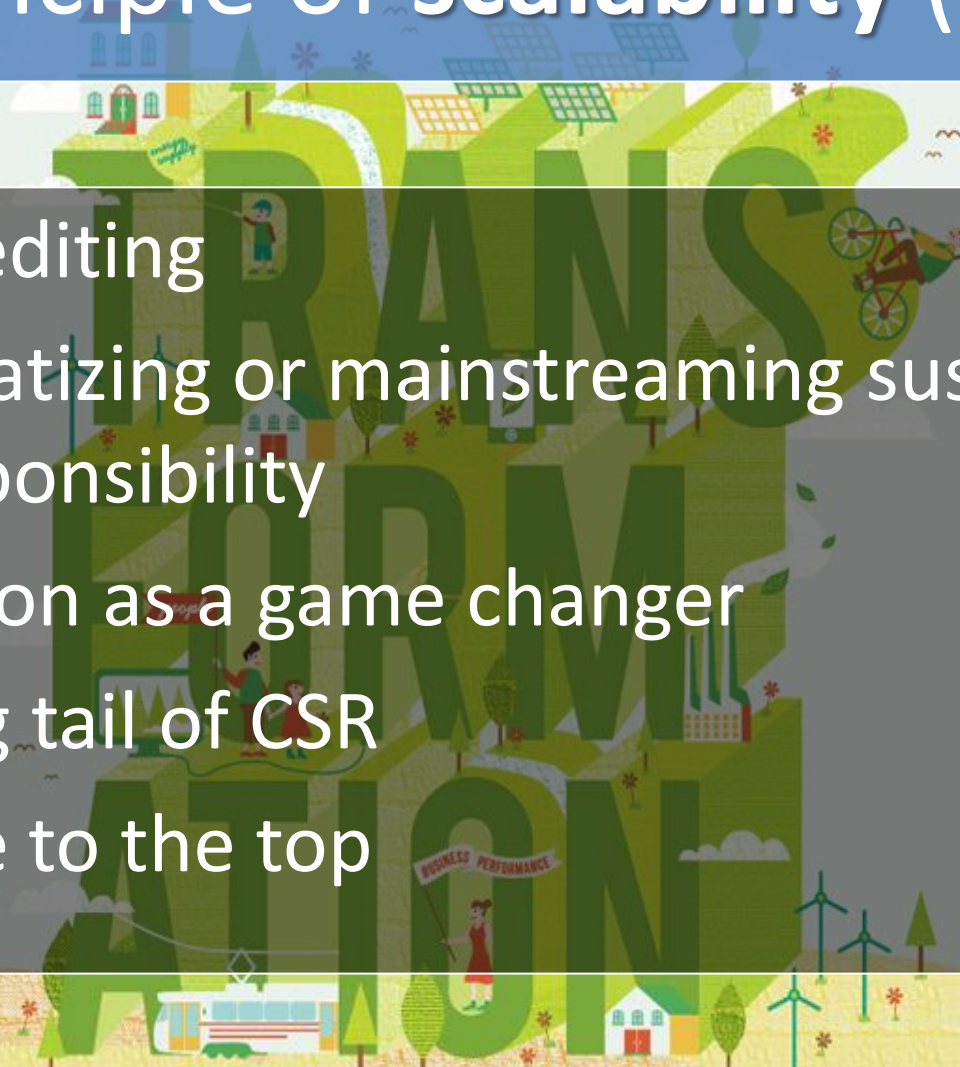
Responsiveness: stakeholder-driven partnerships

2 Glocality: international norms with local contexts

0 Circularity: cradle-to-cradle approach

The principle of scalability (2004 -)

- Choice editing
- Democratizing or mainstreaming sustainability and responsibility
- Legislation as a game changer
- The long tail of CSR
- The race to the top





Walmart operates more than **11,000 retail units** under 69 banners in **27 countries** and e-commerce websites in **10 countries**. We employ **2.2 million associates** around the world — 1.3 million in the U.S. alone.



- 
- People
 - Competitors
 - Suppliers
 - Planet: waste, air&water pollution, carbon, ...
 - Encourage mass consumption

WALMART

THE HIGH COST OF LOW PRICE

Wal-Mart Transformation

Scott Walton

Février 2004



« We need to change the way industry works. And you can have an influence »

Wal-Mart Transformation

Scott Walton



- Win-win eco-efficiency
 - Toys packaging: 2,4 m\$/y, 3800 trees, 1 million barrels
 - Auxiliary power units on trucks: 26 m\$/y fuel costs

Wal-Mart Transformation

Katrina Hurricane (2005)

An aerial photograph showing a vast residential area completely inundated with floodwater. The water is a deep blue color, and numerous houses, trees, and utility poles are visible as islands in the sea. The layout of the neighborhood is clearly visible, with rows of houses and streets. The overall scene depicts the extensive damage caused by Hurricane Katrina in 2005.

Wal-Mart Transformation

Scott Walton

- 3 RADICAL goals
 - To be supplied by 100% renewable energy
 - To create zero waste
 - To sell products that sustain people and the environment

Wal-Mart Transformation

Scott Walton

3 areas

- **Fish:** 100% US fish from MSC certified fisheries + collaboration with Aquaculture Certification Council (2009: 50%) ex: 20 000 000 kg shrimps
 - **Cotton:** phased out chemically-treated textile crops. World largest buyer of organic (&conversion) cotton
 - **Light bulbs:** 100 millions of energy save CFL bulbs, 3 billions dollars energy savings fo US

*Drive innovation, and build acceptance:
consolidate sustainable markets*

Wal-Mart Transformation

Scott Walton

- Wal-Mart Sustainability 360° programme
 - **100000 suppliers**
 - Sustainable Product Index:
 1. Evaluation of suppliers (energy/climate, people/som , material efficiency, natural resources)
 2. Public Global database over products' lifecycle
 3. Simple rating for customers
 - Reduce carbon footprint 2010-2015: 20 millions tons GHG emissions = 3,8 m cars (70%)

We believe working families should not have to choose between a product they can afford and a sustainable product ... »

Wal-Mart Transformation

Scott Walton

- Set the bar for the market !



Grande Distribution belge



1. Des produits plus sains
2. Des citoyens plus sains
3. Une planète plus saine

<http://fr.delhaize.be/fr-be/a-propos-de-delhaize/developpement-durable/pourquoi>

- Une pêche 100% durable (MSC) : partenariat avec WWF, Natuurpunt, Stichting de Noordzee 2009-2013
- Huile de palme durable
- 100% fournisseurs BSCI (50%)
- Transparence sur détergents
- Partenariats: Réseau pour une Consommation Durable et Responsable, Bxl-Environnement, Banque alimentaire, ...
- 100% énergie verte

Espèce	 Le meilleur choix	 Très bon choix	 Avec modération	 A éviter
Aiglefin (Eglefin)	[MSC] océan Atl. NE, océan Arctique NE	[s] mer du Nord (ligne de traîne*)	[s] mer du Nord (filet maillant*), Ecosse, Islande (ligne de traîne, filet maillant*)	[s] océan Atl. NE (chalut à perche)
Anchois	[MSC] océan Atl. SO	[s] Golfe de Gascogne	[s] Amérique S, Maroc, mer Noire, Baléares	[s] mer Médit. (chalut)

Grande Distribution belge



NL | FR | EN



l'humain



L'environnement



Les produits



Une espèce de poisson menacée chez Colruyt et OKay

Désormais, Colruyt et OKay ne proposent plus aucune espèce de poisson menacée dans leur assortiment...

Colruyt Group récompense une étudiante de la HUB

Colruyt Group a, comme chaque année, primé la thèse d'un étudiant de la HUB. Edith Moyaert, la...

Bienvenue sur l'application de durabilité du Groupe Colruyt.

- Le riz du Bénin
- Présentoirs promotionnels fixes (77t carton, 26t plastique)

Source: Value², Sabine Denis, 2014



01:15

HD vimeo

Historique



Quelques jalons de notre politique de durabilité.

Hydrogène durable



Colruyt Group étudie depuis début 2012 le potentiel...

Livraisons silencieuses



Rien de plus important que de livrer dans le calme pour le...

Pour du poisson plus durable



Vers un assortiment de poisson sans espèces menacées...

En France ...



Plusieurs associations de consommateurs ont été consultées tout au long du projet.

" Casino s'engage pour l'environnement en collaboration avec ses fournisseurs pour réduire ses émissions de gaz à effet de serre "

L'INDICE CARBONE*

est une estimation de la quantité de gaz à effet de serre (CO₂...) émise lors des principales étapes du cycle de vie du produit (production + transformation + emballage + transport + distribution).

Cette méthode d'évaluation est issue d'une collaboration avec un organisme indépendant. La mesure est exprimée en g équivalent CO₂ pour 100 g de produit.

* Valable en France Métropolitaine

L'INDICE CARBONE de ce produit



Faible impact environnemental

Fort impact environnemental

Plus d'informations : www.produits-casino.fr
ou SERVICE CONSOMMATEURS

RECYCLAGE*

Vous aussi vous pouvez agir !



de l'emballage sera recyclé compte tenu du tri actuel des ménages



de l'emballage pourra être recyclé si on trie tous !

En France ...



Face avant du produit

" Casino s'engage pour l'environnement en collaboration avec ses fournisseurs pour réduire ses émissions de gaz à effet de serre "

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Face arrière du produit

New consumers ?

- **LOHAS** (Lifestyles of Health and Sustainability)
market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice.
- **Créatifs culturels** intègrent 4 pôles de valeurs mises en pratique:
 - **l'ouverture aux valeurs féminines** (place des femmes dans la sphère publique, question de la violence faite aux femmes...)
 - **l'intégration des valeurs écologiques et du développement durable** (avec un intérêt pour l'alimentation biologique et les méthodes "naturelles" de santé)
 - **l'implication sociétale** (implication individuelle et solidaire dans la société)
 - **le développement personnel** (un intérêt pour les nouvelles formes de spiritualité, "connais toi toi-même si tu veux agir sur le monde")

New consumers ?

- GAC(s)
- SEL
- Crowdsourcing ...

New citizens ?

- 1,5 millions organizations working towards ecologic, sustainable and social justice. (P Hawken)
- Collaborative social entrepreneurship
- World Index of Social and Environmental Responsibility:
www.wiser.org
- Newmanity
- Ouishare
- CROWDSOURCING

Crowdsourcing CSR

Mission 4636 (Haïti)

- FrontlineSMS: translation volunteers
- Ushahidi: collect translated messages
- Samasource: training, recruiting, coordoning
- Crowdfunder: financing



Crowdsourcing ?

There is power in our money.

Let's use it to change business for the better.



Limits of ethical consumerism

Market size is very limited ... after 40 years of fairtrade, organic, eco-friendly products & services

...

- Premium pricing
- Voluntary nature



Are we « all » active ethical consumers ?

What about you ?

Limits of ethical consumerism

Value-action gap

We have fairtrade coffee !



 TÓMALO CALIENTE	ESPRESSO \$20	 TÓMALO M&C Americano \$25 \$29 \$32	 DEL CACAO CON LECHE CHOCOLATE BLANCO CE \$32 M \$36 G \$39	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA  \$33 \$37 \$42	OTÉS E INFUSIONES VERDE AZAHAR NEGRO MENTA ROJO MARZANILLA CE \$19 M \$22 G \$25 <i>Fruites!</i> CEREZA MANZANA FRESA-ARWY PONCHE MORAS SILVESTRES PIÑA COLADA CE \$20 M \$23 G \$26	Cielito QUESOCHEESE COMO CAIDO DEL CIELO	TÓMALO FRÍO 
	ESPRESSO CORTADO \$21	CAFÉ de OLLA CE \$27 M \$32 G \$37	CHOCOLATE CE \$32 M \$36 G \$39	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA  \$33 \$37 \$42	OTÉS E INFUSIONES VERDE AZAHAR NEGRO MENTA ROJO MARZANILLA CE \$19 M \$22 G \$25 <i>Fruites!</i> CEREZA MANZANA FRESA-ARWY PONCHE MORAS SILVESTRES PIÑA COLADA CE \$20 M \$23 G \$26	Cielito QUESOCHEESE COMO CAIDO DEL CIELO	TÓMALO FRÍO 
	ESPRESSO CON CREMA \$22	 CAFÉ y LECHE café con LECHE \$30 \$34 \$37	CHOCOLATE CE \$32 M \$36 G \$39	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA  \$33 \$37 \$42	OTÉS E INFUSIONES VERDE AZAHAR NEGRO MENTA ROJO MARZANILLA CE \$19 M \$22 G \$25 <i>Fruites!</i> CEREZA MANZANA FRESA-ARWY PONCHE MORAS SILVESTRES PIÑA COLADA CE \$20 M \$23 G \$26	Cielito QUESOCHEESE COMO CAIDO DEL CIELO	TÓMALO FRÍO 
	CAPPUCCINO \$29 \$33 \$36 CAPPUCCINO M-O-C-H-A \$34 \$38 \$41 CAPPUCCINO (CAJETA) \$34 \$38 \$41 CAPPUCCINO ROMPOPE \$34 \$38 \$41	mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	CHOCOLATE CON CHILE CE \$33 M \$38 G \$43 CACAO PURO CE \$32 M \$36 G \$42	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA  \$33 \$37 \$42	OTÉS E INFUSIONES VERDE AZAHAR NEGRO MENTA ROJO MARZANILLA CE \$19 M \$22 G \$25 <i>Fruites!</i> CEREZA MANZANA FRESA-ARWY PONCHE MORAS SILVESTRES PIÑA COLADA CE \$20 M \$23 G \$26	Cielito QUESOCHEESE COMO CAIDO DEL CIELO	TÓMALO FRÍO 

« We have fairtrade coffee. No extra charge, just ask »





1%

 TÓMALO CALIENTE	ESPRESSO	\$20	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	LECHE CACAO CON LECHE CHOCOLATE BLANCO CE \$32 M \$36 G \$39 CON AGUADO LECHE Chocolate CE \$32 M \$36 G \$39 CHOCOLATE CON CHILE CE \$33 M \$38 G \$43 CACAO PURO CE \$32 M \$36 G \$42	ESPECIAS CON NUEZ CON CANELA CON VAINILLA \$33 \$37 \$42 	ESPECIAS E INFUSIONES VERDE AZAHAR NEGRO MENTA ROJO MANZANILLA CE \$19 M \$22 G \$25 Fruites! CEREZA MANZANA FRESA-PIÑA CANELA MORAS SILVESTRES POCHE TRADICIONAL PEÑA COLADA CE \$20 M \$23 G \$26	Cielito BEBIDO CAFE COMO CAIDO DEL CIELO	TÓMALO FRÍO 
	ESPRESSO CORTADO	\$21		CAFÉ de OLLA CE \$27 M \$32 G \$37	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA \$33 \$37 \$42	VERDE AZAHAR NEGRO MENTA ROJO MANZANILLA CE \$19 M \$22 G \$25 Fruites! CEREZA MANZANA FRESA-PIÑA CANELA MORAS SILVESTRES POCHE TRADICIONAL PEÑA COLADA CE \$20 M \$23 G \$26	Cielito BEBIDO CAFE COMO CAIDO DEL CIELO	TÓMALO FRÍO 
	ESPRESSO CON CREMA	\$22	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA \$33 \$37 \$42	VERDE AZAHAR NEGRO MENTA ROJO MANZANILLA CE \$19 M \$22 G \$25 Fruites! CEREZA MANZANA FRESA-PIÑA CANELA MORAS SILVESTRES POCHE TRADICIONAL PEÑA COLADA CE \$20 M \$23 G \$26	Cielito BEBIDO CAFE COMO CAIDO DEL CIELO	TÓMALO FRÍO 	
	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA \$33 \$37 \$42	VERDE AZAHAR NEGRO MENTA ROJO MANZANILLA CE \$19 M \$22 G \$25 Fruites! CEREZA MANZANA FRESA-PIÑA CANELA MORAS SILVESTRES POCHE TRADICIONAL PEÑA COLADA CE \$20 M \$23 G \$26	Cielito BEBIDO CAFE COMO CAIDO DEL CIELO	TÓMALO FRÍO 		
	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	CAFÉ y LECHE CAFÉ CON LECHE \$30 \$34 \$37 mocha \$35 \$39 \$42 CAJETA \$35 \$39 \$42 ROMPOPE \$35 \$39 \$42	(CHOCOLATE CON) ESPECIAS CON NUEZ CON CANELA CON VAINILLA \$33 \$37 \$42	VERDE AZAHAR NEGRO MENTA ROJO MANZANILLA CE \$19 M \$22 G \$25 Fruites! CEREZA MANZANA FRESA-PIÑA CANELA MORAS SILVESTRES POCHE TRADICIONAL PEÑA COLADA CE \$20 M \$23 G \$26	Cielito BEBIDO CAFE COMO CAIDO DEL CIELO	TÓMALO FRÍO 		

Barrister prompted customers: « We have fairtrade coffee. No extra charge»





30%

 TÓMALO CALIENTE	ESPRESSO	\$20	CAFÉ y LECHE <small>CAFÉ CON LECHE</small>	 CAFÉ y LECHE	 CACAO	ESPECIAS CON NUEZ CON CANELA CON VAINILLA	TÉS E INFUSIONES VERDE NEGRO ROJO FRUTALES!	Cielito COMO CAIDO DEL CIELO	TÓM FR
	ESPRESSO CORTADO	\$21		<small>CAFÉ CON LECHE</small>	<small>CHOCOLATE</small>	<small>CON CANELA</small> <small>CON VAINILLA</small>	AZAHAR MENTA MANZANILLA		
	ESPRESSO CON CREMA	\$22	<small>CAFÉ CON LECHE</small>	<small>CHOCOLATE</small>	<small>CON CANELA</small> <small>CON VAINILLA</small>	VERDE NEGRO ROJO			
	CAFÉ y LECHE <small>CAFÉ CON LECHE</small>								
	CAPPUCCINO	\$29 \$33 \$36	mocha	CHOCOLATE CON CHILE					
	CAPPUCCINO M-O-C-H-A	\$34 \$38 \$41	CAJETA						
	CAPPUCCINO (CAJETA)	\$34 \$38 \$41							

Barrister prompted customers: « We have fairtrade coffee. No extra charge»
 & someone standing next to him at the counter





70%



Value-action gap

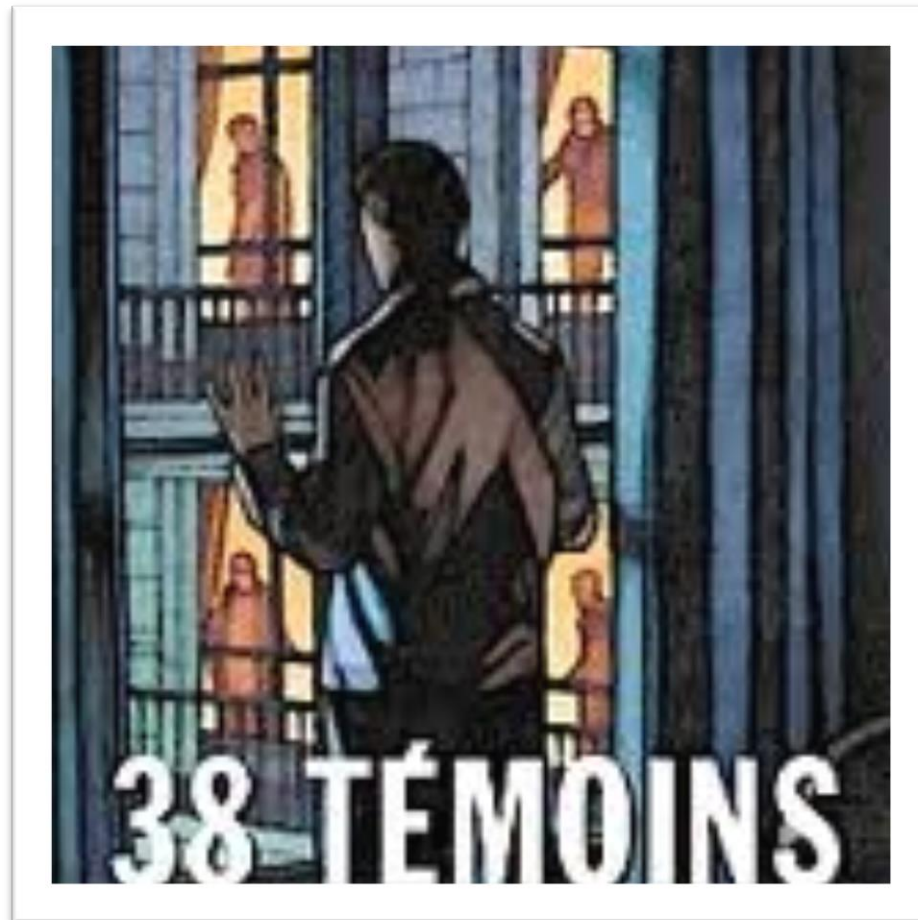
« When a customer chose a fairtrade alternative, his/her decision was based entirely on the context we had created, it had nothing to do with that person's values & preferences »

« The myth of ethical consumer, » Timothy Devinney, Auger, Eckhard, 2010

« If we want to achieve scalability of sustainable & responsible products & services, we cannot leave it to the **PASSIVE** choices of customers » p201

Effet du témoin: Darley et Latané, 1968

- Fait observé: Meurtre Kitty Genovese



Effet du témoin: Darley et Latané, 1968

- **Expérience scientifique** : les participants sont amenés à travailler soit seul, soit en présence d'autres participants sur une tâche prétendument importante pendant laquelle ils seront subitement témoins d'une situation d'urgence.
- **Observation**: La probabilité d'intervention, ainsi que sa rapidité, de la part des participants dans la condition « seule » sera ensuite comparée avec celle des sujets dans la condition multiple.
- **Théorie**: plus le nombre de témoins est important, plus les chances que chaque témoin intervienne est réduite. La présence des autres inhibait l'action.

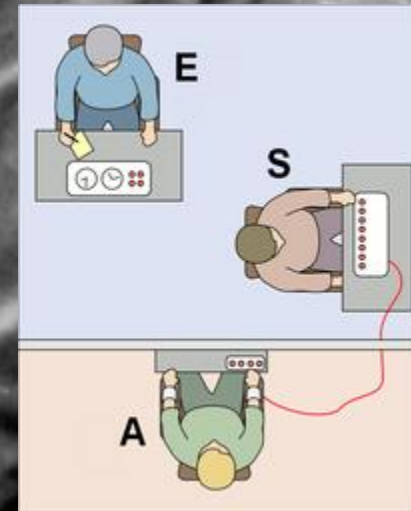
Effet du témoin

- Pourquoi ?
 - Influence sociale: surveiller l'attitude des autres, pour voir s'ils pensent qu'il faut intervenir. Comme tout le monde fait la même chose, chacun déduit de l'inaction générale qu'une aide n'est pas nécessaire.
 - *Pourquoi moi plutôt qu'un autre ?*
 - *De quoi vais-je avoir l'air si je me trompe ?*
 - *Que font les autres ?*
 - Phénomène de diffusion de la responsabilité : les témoins supposent tous que quelqu'un d'autre va agir, par exemple quelqu'un de plus qualifié, et leur responsabilité s'atténue proportionnellement au nombre de gens présents.

Effet du témoin: Chekroun, & Brauer

- l'influence modulatrice de l'implication personnelle sur l'effet spectateur dans le domaine du contrôle social
- l'effet spectateur pourrait être influencé par le fait que les témoins d'un acte déviant **se sentent impliqués personnellement ou non dans la situation.**

Stanley Milgram

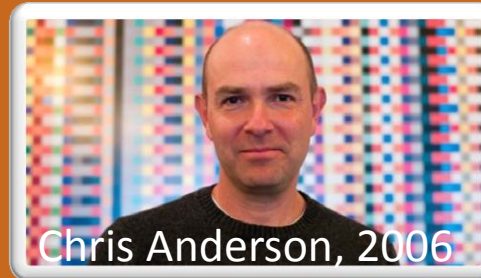
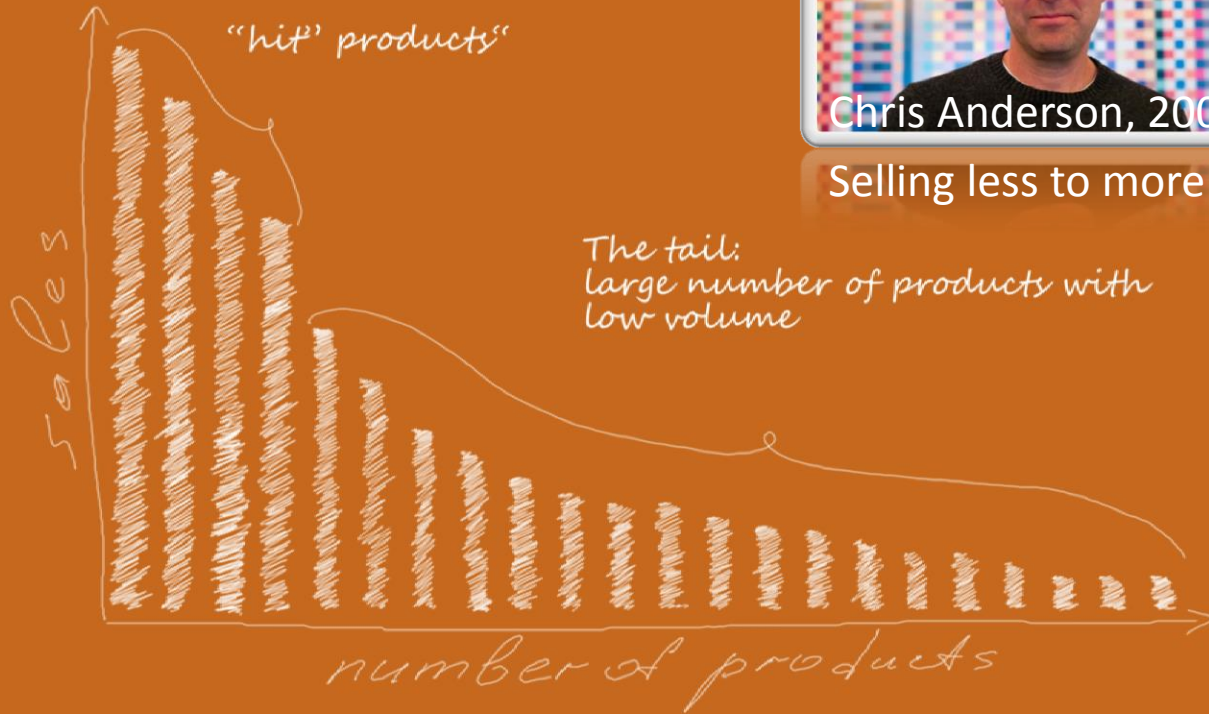


« It's easy to ignore responsibility when one is only an intermediate link in a chain of action »

Choice editing for good

- Regulation: building a level playing field
- Business initiatives: Delhaize, Wal-Mart
 - !! « Iceland fresh grocery » *not too far ahead of its consumers...*

Small is beautiful: « the long tail »



Selling less to more people

Small is beautiful: « the long tail »

Democratizing :

- Tools of production

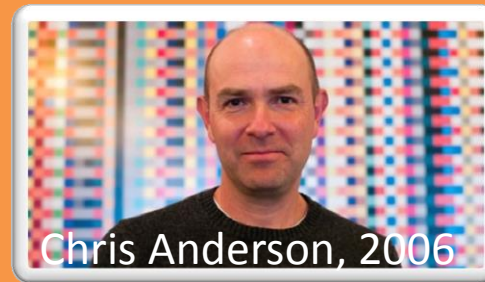
(digi-cams, blogging tools, drones ...)

- Tools of distribution

(Amazon, i-Tunes, Spotify...)

- Connecting supply and demand

(Google, blogs ...)



Selling less to more people

« The long tail of CSR »

Democratizing :

- Tools of production

Breaking CSR silos, Extend it to SMEs

- Tools of distribution BoP, Volunteer Program ...

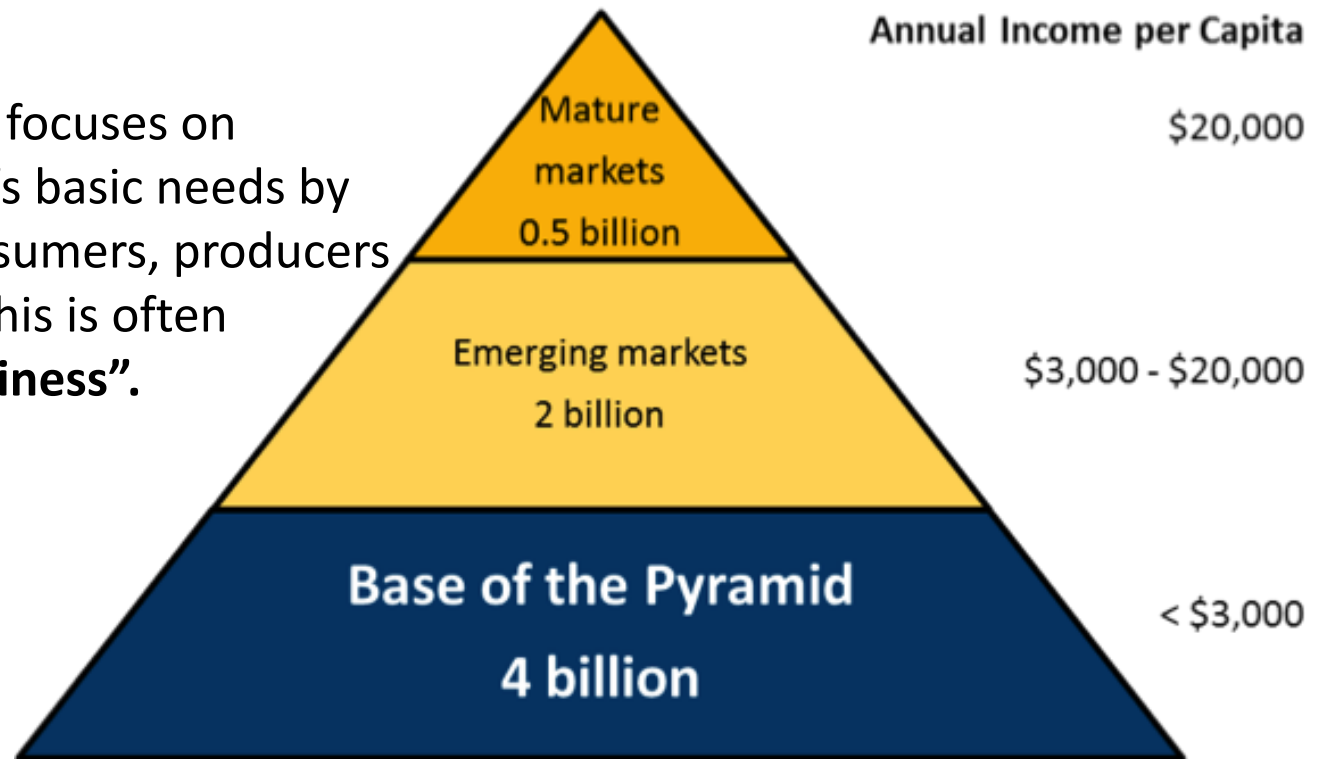
- Connecting supply and demand

Cross-sector partnerships, multi-stakeholders

Responsability liberated by collaboration

Bottom of the Pyramid

Business strategy that focuses on meeting this segment's basic needs by engaging them as consumers, producers and entrepreneurs – this is often termed “**inclusive business**”.



Even for basic-needs products and services such as food, water, energy, health, IT and transportation, the market potential has been estimated at a value of \$5 trillion³.

Bottom of the Pyramid

- Brand conscious
- Connected
- Accept new technologies

- Companies have to create capacity to consume, by making products:
 - Affordable
 - Accesible
 - Available

Bottom of the Pyramid



Bottom of the Pyramid

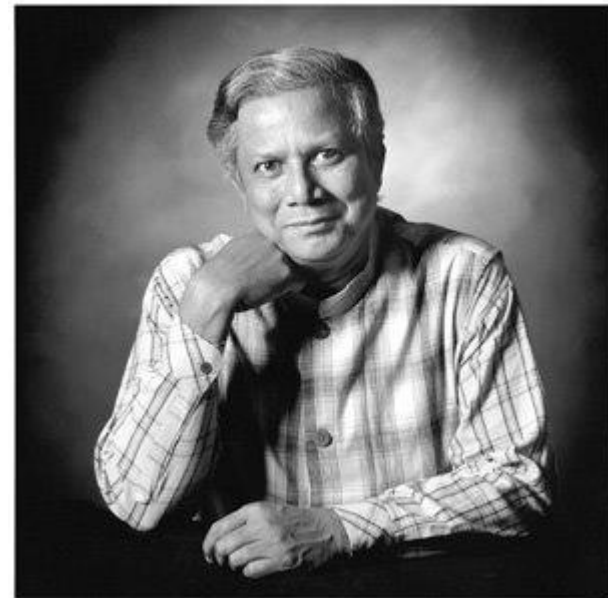
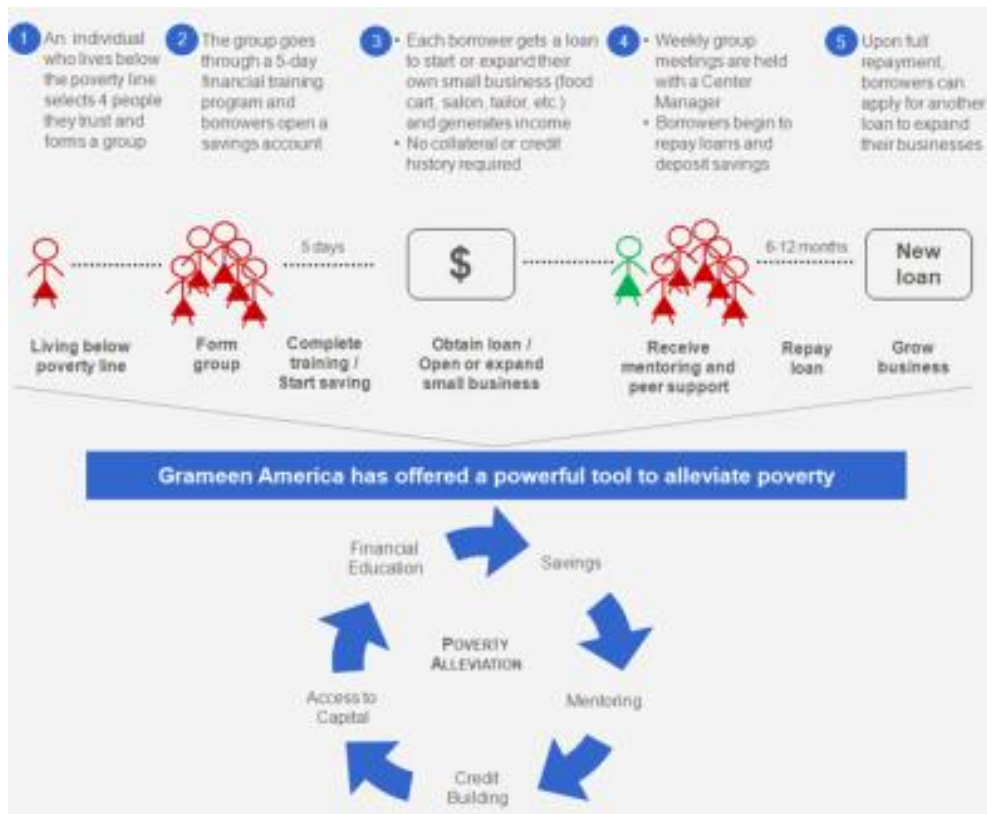
- Consumerism³ : « selling our « old » stuff and things that they really don't need

Yunnus: « Our primary responsibility is to LIFT rather to see an opportunity to make money. We should see them as potential producers, creative people who can take charge of their own life and transform it »

Cornell University: BoP Protocol: Building trust and co-creating business

Mohamed Yunus ?

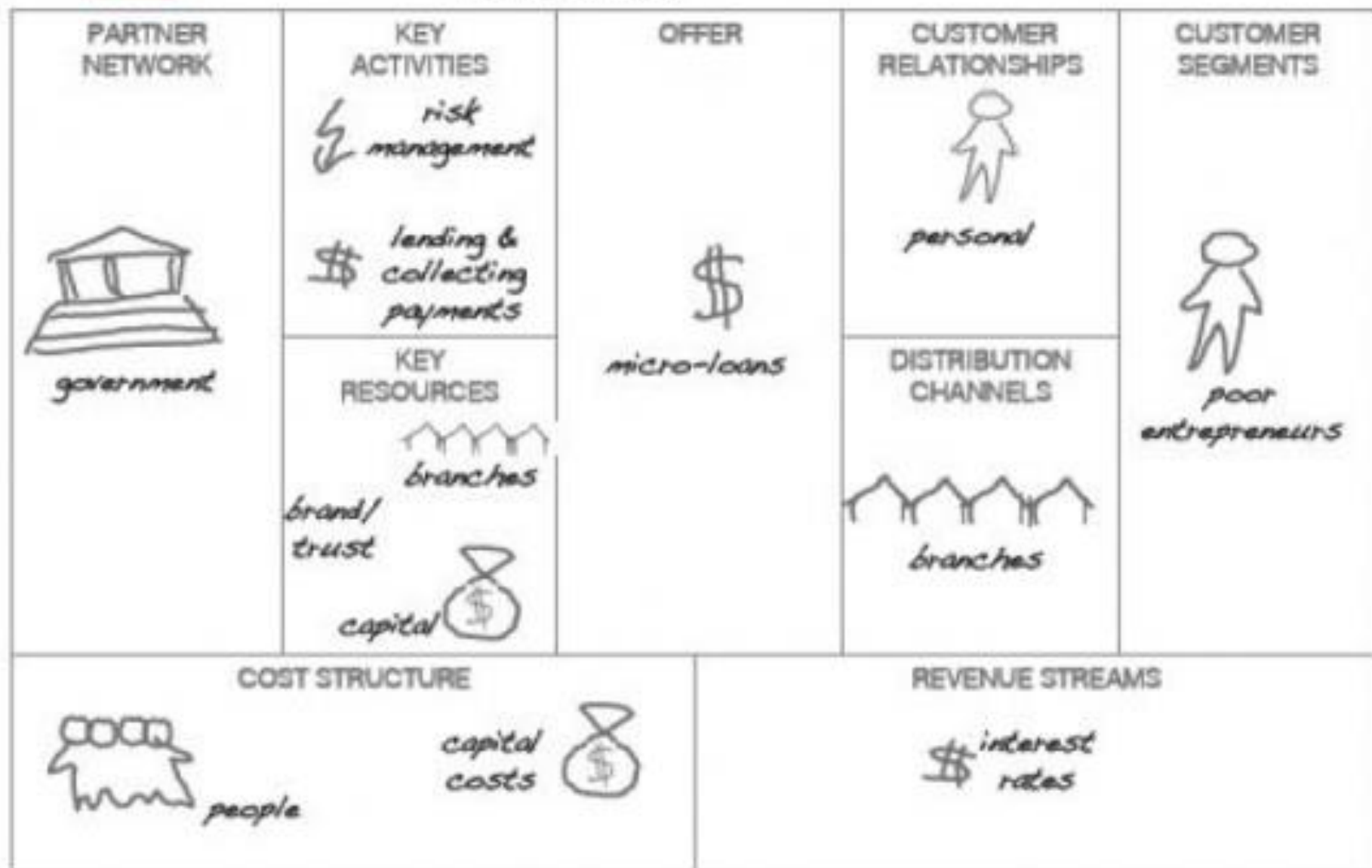
- Building trust !!
- Grameen bank





GRAMEEN 's business model

Banking For the poor



3 000 000 000

10 000 000

98%

90%

Bottom of the Pyramid



Bottom of the Pyramid



Low Smoke Chulha



Leading Big



Paul Polman (2009):

« This world has tremendous challenges. The challenges of poverty, of water, of global warming, climate change. And business like ours have a role to play in that. And frankly, to me, that's very appealing. We have every day, in our business, about 2 billion consumers and so a tremendous opportunity. And if we do the right thing, we can actually make major progress in society »

Sustainable Living Plan

- size of the company X2
- Carbon footprint /2, Waste/2, Water/2
- 100% sustainable agriculture
- 1 000 000 people out of poverty





R. Anderson
key success
factors to age
of
responsability

ADMISSION : you are part of
the problem, be part of the solution

AMBITION: go beyond less or no
harm to nature and human kind

AMPLIFICATION

TIME COMPRESSION

Acting big , talking big ?

SHOW ME, DON'T TELL ME

A close-up photograph of a red plastic bottle cap. The cap is held by a person's fingers, visible at the top and bottom edges. The center of the cap is white and features a circular embossed area. Inside this area, the text "integrity is doing the right thing when no one is watching" is printed in a black, sans-serif font. The text is arranged in five lines, centered horizontally. The background is a blurred, light-colored surface.

integrity
is doing the
right thing when
no one is
watching

un jour

j'irai vivre en théorie

parce qu'en théorie,

tout se passe bien...

CSR 2.0 principles

Creativity: no tick-box approach anymore

Scalability: large scale « choice-editing »

Responsiveness: stakeholder-driven partnerships

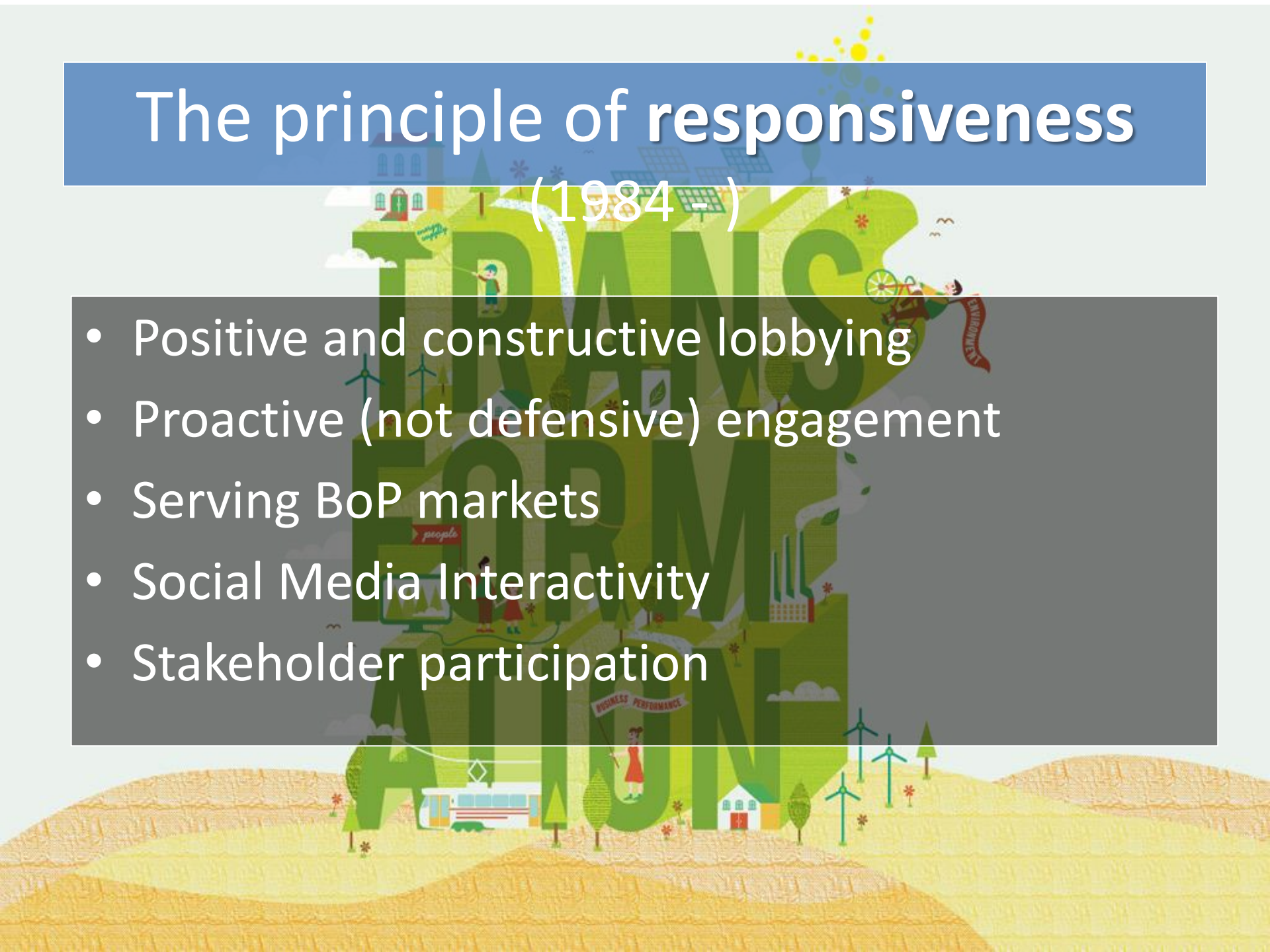
2 Glocality: international norms with local contexts

0 Circularity: cradle-to-cradle approach

The principle of responsiveness

(1984 -)

- Positive and constructive lobbying
- Proactive (not defensive) engagement
- Serving BoP markets
- Social Media Interactivity
- Stakeholder participation





Prince Charles & Corporate Leaders Group on Climate Change

« To be responsive to the LT needs of society and planet is not necessarily a recipe for popularity »

Prince's Charity: 20 NGOs:

- Youth Business International
- Accounting for sustainability
- Prince's Rainforest Project
- Duchy Original (organic farmers)
- START Programme (2010: « extol virtues of Sustainability Revolution)
- 1994: Business & Environment Programme (Cambridge)

Prince Charles & Corporate Leaders Group on Climate Change

2005: CSR business response: « Low Carbon Future » (13)

« CATCH 22 » situation:

- Business: unable to scale up investments in low carbon solutions because because of the absence of LT policies »
- Government: feel limited in their ability to introduce new climate change policy because they fear business resistance

2006: Bali Communiqué (150) call for a UN framework :

« The problem is not to get solved through market forces alone in the time that we have left to act, because climate change presents a textbook example of market failure »

BUSINESS ASK FOR MORE REGULATION !!

Prince Charles & Corporate Leaders Group on Climate Change

2009: Copenhagen Communiqué (950)

2010: « Will you use the power of your brands ... communication ... marketing teams to support what science tells us, and if necessary be prepared to take risks with your reputation to ensure you are on the rightside of the debate ? If you don't pick up this challenge and inspire many others, particularly those in your supply chains, then I fear the battle will be lost »p229

Pharmaceutical sector

- *Specialisterne*: socially innovative company where the majority of employees have a diagnosis on the autism spectrum. Employees work as business consultants on tasks such as software testing, programming and data-entry for the public and private sectors.
- *Merck*: Gene Index Public
- *Oxfam*: “Cut the cost” +CIPLA (India : 350\$ <> 1000\$ <> 10000\$)
- *But ...GSK and Big Pharma in South Africa*
 - *Reaction : Patent Pool for neglected diseases*

Responsiveness ...



- 3,4 % of payroll invested in HIV/AIDS aid programmes (17% 70.000 staff is infected)

Moral
or economic ?

Responsiveness ...





source4Style

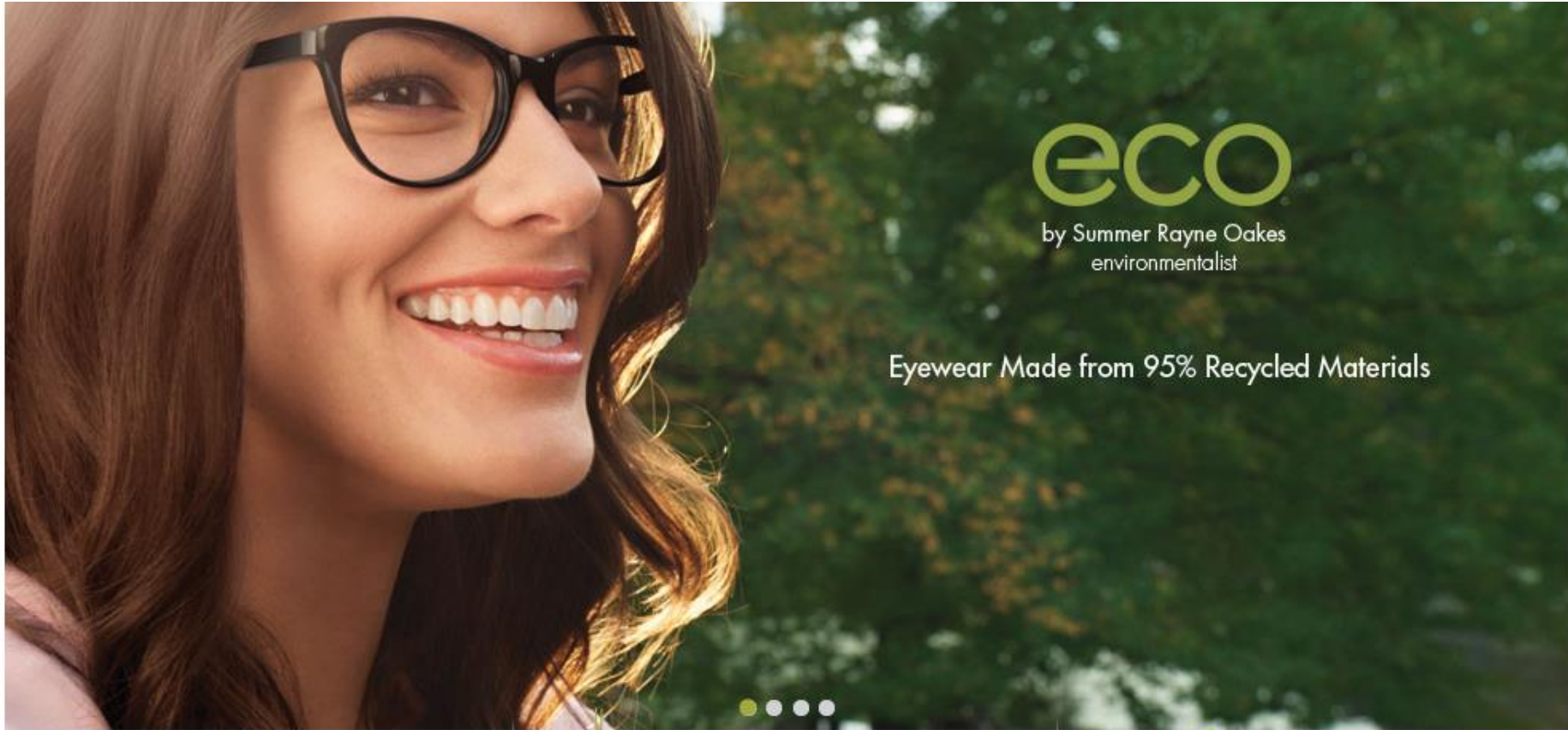


4,000
TEXTILES

32
COUNTRIES

ONE SOURCING PLATFORM

[*Learn More*](#)



eco

by Summer Rayne Oakes
environmentalist

Eyewear Made from 95% Recycled Materials



Look Good.

Cool Eyewear



Feel Good.

Made from 95% Recycled Materials



Do Good.

One Frame. One Tree.

Feel Good

Eyewear Made from 95% Recycled Materials

[> Learn More](#)



Do Good

Eco plants a tree for every frame sold

1056421

trees planted, and counting...

[> Learn More](#)



ECOLaborations

We are a proud partner of EcoBonus[®], a rewards program for people who buy earth- friendly products. (That's you.) Just look for the unique EcoBonus reward code on this package, visit EcoBonus.com to enter the code, and earn your points. Keep collecting points from codes on our products, then redeem them for this and other eco-conscious, natural, or socially responsible products and coupons. It's penny wise and planet brilliant.

BoP in Belgium

Natuur Frituur, la friterie des produits bio et végétariens



Natuurfrituur est une friterie ambulante qui parcourt la Flandre pour offrir des produits bio végétariens. Si son premier objectif est de promouvoir une alimentation « durable » à des prix abordables, elle souhaite aussi créer des emplois pour des personnes traditionnellement exclues du marché du travail. Son objet social est reconnu comme projet d'incubation alevins Nature tandis que la SCRL réunit de nombreux petits actionnaires avec pour mission la création d'emplois durables. Outre ces valeurs sociales, Natuurfrituur recherche également un équilibre financier en réussissant son lancement commercial afin que tous les Flamands puissent déguster des frites bios, des sauces et des snacks végétariens au juste prix.

« Valeur partagée »

Construire des écosystèmes multi-disciplinaires



PDA in Thailand

- *Cabbages and condoms*
- *Business for social progress*
 - *150 m\$/25 y*
 - *No charity*
 - *LT sustainability*
 - *Independance*
 - *Response to market*
- *Saved 7,7 millions lives*

Why not charity ?

Cross-sector partnerships

- 80% CEO's are convinced (World Summit 2002)
- Key factors:
 - Clear partnership agreement
 - Mutual commitment
 - Adequate resources
 - Consultation with the beneficiaries
- Hurdles:
 - Communication
 - Expectations
 - Power imbalance

Cross-sector partnerships

- Improve Health:
 - Unilever + FDI World Dental Federation or UNICEF et World Toilet Organization
- Poverty
 - L’Oreal Soildarity Sourcing “mieux disant social”
- Education:
 - HSBC + Foundation for Environmental Education
 - 7th Generation+Kaplan EduNeering : Sustainable Institute: online learning programme

Future faces of Civil Society Organizations (CSO)

Emerging roles	Key features or activities	Example
Platform of transparency	Investigations and disclosure forums	Mpower India / Scorecard.org
Brokers of volunteerism	Opportunities for EVP	VOLU Ghana
Champions of CSR	Raising Awareness and public pressure on CSR	Iran CSO+UNDP
Advisors fo business	Consulting services	Oxfam, WWF
Agents of Government	Working with or on behalf of regulatory authorities	Fost Plus
Reformers of policy	Pressuring for gov policy reforme to incentivize CSR	Indonesia Law 40/2007, Grenelles
Makers of standards	Developing vol. standards & inviting bus. compliance	Public Trust Code Israel, Max Havelaar
Channels for taxes	Receiving and deploying specially earmarked tax rev.	FECHAC Mexico
Partners in solutions	with business or government to tackle specific issues	European toolbox for CSR (CSR Europe)
Catalysts for creativity	Creating social enterprises and supporting social entr.	BRAC Bangladesh, CAMBIA

Eco-patent commons

- WBCSD (2008): allow and encourage companies to share their intellectual property for the common good
 - Eco-friendly patents: Dupont, Sony, IBM, Nokia, ...
 - Xerox: proces to remove toxic waste from soil & water
 - HP: convenient self-contained battery recycling station
- **Green X-change:** Crative Commons+Nike+Best Buy+2degrees+nGenera System helps the environment while enabling a firm to make money from patents in applications outside its core business

$$P \uparrow NR \downarrow C\$ \uparrow = C (R)$$



« The idea is out there that, when it comes to technologies, process, products and services that have potentially live-saving impacts, there is a moral obligation to share it with humanity »

