CORPORATE SOCIAL INNOVATION

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Introduction

Over the past decade, business has experienced a wildly fluctuating environment marked by economic disruption, political upheaval, failed financial institutions, a precipitous loss of trust, and cracks in the very foundations of capitalism. Add to this a widening disparity in income and access to housing and health care; plus the onset of water shortages and "weird weather" from a warming planet; then mix in growing clamor from activists, consumers, and a subset of investors calling for more transparency, accountability, and social-and-environmental responsiveness from the business community--and companies enter a "brave new world."

These developments have stimulated many firms to rethink their roles and recalibrate their responsibilities in society. Corporate social responsibility (CSR) is now a top priority on the corporate agenda and no less a critic than *The Economist* has stated, "Gone are the days when (CSR) was mainly about managing corporate reputations—or "greenwashing", to its critics. It is now more about business fundamentals, such as how products are designed and how supply chains are managed."[1]

There are signs, however, that some leading businesses are reaching out beyond their fence lines, supply chains, and traditional distribution systems into the very fabric of society. Current conditions raise multiple and interlocking challenges for businesses, government, and civil society organizations. With the decreasing power of the state to address these matters, and the inability of civil society to do so on its own, business is beginning to engage difficult social and environmental issues not out of any sense of noblesse oblige, or even duty, but because it is expected to do so by its stakeholders and especially because such actions are required for its own sustainability.[2]

As businesses venture into this new territory, they encounter a growing movement of people taking creative action under the banners of social innovation and entrepreneurship. This movement, largely taking shape outside of mainstream business, lifts up social (and ecological) innovation as a new and powerful way to address the world's ills. What is the relevance for companies? Innovation is a key driver of business growth and essential to sharpening and sustaining competitive advantage. But as core as innovation has been to the DNA of firms, it has never been

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an integral part of CSR. Now, however, some leading companies are bringing social innovation into their economic, social and environmental agendas:

- Novo Nordisk, a Danish Pharmaceutical whose therapies treat diabetes, operates over 25 mobile clinics in rural areas of Africa and Asia, dispenses free medicines to people in need, and works with local hospitals to train staff and host governments to develop diabetes care infrastructure. Reaching out further, the company created and then invited competitors to join the World Diabetes Foundation and launched a "changing diabetes" campaign in conjunction with the United Nations. Meanwhile, all of its employees spend at least one day a year with someone connected to diabetes—say, a patient, caretaker, or healthcare professional—and then propose innovations in how Novo Nordisk serves its world.

- Ericsson, the Swedish maker of advanced telecom equipment, co-created with the World Meteorological Organization and Uganda Department of Meteorology a mobile weather alert application that enhances the safety of fishermen in Lake Victoria through detailed, customized weather forecasts. In turn, it jointly developed with DataProm, Vivo and Telefónica a fleet management system in Curitiba, Brazil to connect buses wirelessly that has increased public confidence in travel safety and reduced fuel costs and travel time.

- In late 2010, Unilever unveiled its Sustainable Living Plan that positions the company to improve the health of 1 billion people, buy 100% of its agricultural raw materials from sustainable sources, and reduce the environmental impact of everything it sells by one-half, while doubling its revenues. To achieve its aims, the company will have to engage its consumers and activate them on sustainability. For instance, to reduce energy use associated with its soaps by half, consumers will have to cut their shower time by one minute. If twenty million consumers did so, the emissions reduced would be the equivalent of taking 110,000 cars off the road! Accordingly, Unilever has announced a "Turn off the tap" campaign for the U.S.

- Since 2008, IBM has sent over 1000 employees on 80 teams to 20 countries for one month service learning assignments through its Corporate Service Corps. In Tanzania, IBM teams collaborated with KickStart, a nonprofit exploring new technologies to fight poverty in Africa, by developing modular e- training courses in marketing, sales and supply chain management for local entrepreneurs. What are IBM's motivations? To open new markets, develop a new generation of socially conscious leaders, and bring to life its corporate commitment to "Innovation that Matters--for Our Company and the World."

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A quick read of these vignettes might suggest that they exemplify "best practices" in CSR. But what these firms have done is taken a core competence of their business—its capacities to innovate—and applied it to economic, social, and environmental problems in their corporate ecosystem. In so doing, they have drawn on the talents of their employees and assets of their core business to co-create innovations with social sector (and other stakeholder) partners. This "next practice"—which requires developing and launching something "new"--is called corporate social innovation (CSI). We define it this way:

> ***Corporate Social Innovation is a strategy that combines a unique set of corporate assets (innovation capacities, marketing skills, managerial acumen, employee engagement, scale, etc.) in collaboration with the assets of other sectors and firms to co-create breakthrough solutions to complex economic, social, and environmental issues that impact the sustainability of both business and society.***

What Makes CSI Different From Traditional CSR? Consider, in brief, these key differences between the two:

- Traditional CSR was born of a **philanthropic intent** by companies and is often funded by corporate foundation grants and managed by the community relations function within firms. CSI, by comparison, stems from a **strategic intent** by companies and is funded and managed like other corporate investments.

- Traditional CSR involves contributions of **money and manpower** whereas CSI engages a company in **societally-relevant R&D** and applies the full range of **corporate assets** to the challenge at hand.

- Traditional CSR engages employees as **volunteers**—taking time "off the job" to do something worthwhile for society. While CSI may involve volunteerism, it involves strategically-relevant work and **developing employees** as next generation leaders and global citizens.

- Traditional CSR has companies **contract** with NGOs or community groups to deliver social services. CSI involves a **true partnership** between companies, NGOs, and sometimes government agencies.

- Traditional CSR provides **social and eco-services** to those in need. CSI has companies and their partners (and often beneficiaries) **co-create** something new--

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social and eco-innovations—to provide a more sustainable solution to pressing needs.

- Traditional CSR has companies fund and support **social good** whereas CSI often puts them into the business, with partners, of producing **sustainable social change.**

What makes CSI different?	
Traditional CSR	**Corporate Social Innovation**
Philanthropic Intent	Strategic Intent
Money, Manpower	R&D, Corporate Assets
Employee Volunteerism	Employee Development
Contracted Service Providers	NGO/Government Partners
Social and Eco-Services	Social and Eco-Innovations
Social Good	Sustainable Social Change

This report develops these points further in the context of three main themes: I) What are the drivers of corporate interest in CSI? II) What are its key elements in practice? and III) What does it take to embed the discipline of social innovation into business?

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I. Drivers of Corporate Social Innovation

The idea of Corporate Social innovation began not in the West, but in the developing world as a way to create new markets to alleviate poverty. Banks, including one launched by Nobel Peace Prize winner Mohammed Yunus, introduced micro-credit lending whereby villagers could pool their modest savings and get small loans. Repayment rates have been upwards of 97%.

This model spread into other businesses where, for example, Mexican cement-maker Cemex introduced its *Patrimonio Hoy* program that gives customers technical assistance and loans to design, build and fund improvements in their housing. The path-breaking partnership between Hindustan Lever and Project Shakti, which has poor women travel to nearby villages in India selling hygienic soap and toothpaste and dispensing health advice to rural customers, showed the broader potential of corporate social innovation throughout industry.

CSI has since taken roots in companies like Shell and Dow Corning where teams are working with non-governmental organizations (NGOs) to develop and market affordable, safe, and efficient cook stoves for the world's poor (of whom nearly 2 million worldwide die per year due to prolonged exposure to smoke from traditional stoves). Abbott and NGO Partners in Health are building a food processing plant in Haiti that has local employees make and distribute a high-protein, high-calorie fortified peanut-based spread developed to combat malnutrition. And leading food-and-beverage companies are working with local partners around the world to market inexpensive water-purification kits and tackle water shortages.

Meanwhile, legions of young people are fashioning themselves as social entrepreneurs and a diverse set of NGOs, including Ashoka, Kiva, Taproot, and others dedicated to social innovation are beginning to form partnerships with businesses to address the world's most pressing problems. Pulling these disparate threads together points to six key drivers of CSI today:

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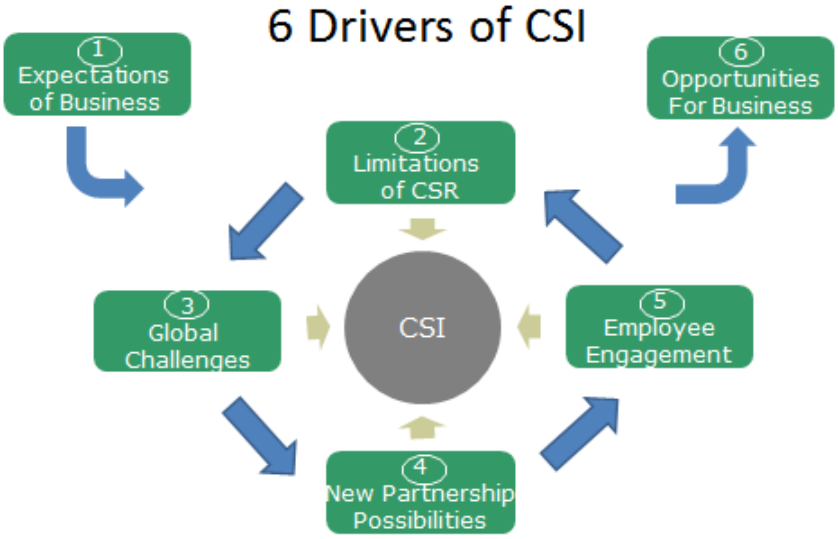

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Driver 1. Rising Expectations of Business

Three decades ago it was possible for most business leaders to do their jobs blissfully unaware of issues pertaining to societal welfare, conditions in the natural environment, human rights in nascent global supply chains, and numerous other matters. They were largely unaffected by activist NGOs and shareholder resolutions, the threat of protests and boycotts, not to mention calls for greater transparency and the dramatic increase in exposure provided by the Internet. Those days are long gone. Today the public expects much more from businesses.

The polling firm GlobeScan asks the public annually whether companies are "not at all," "somewhat," or "completely" responsible for various aspects of business operations and their impact on society.[3] The pollsters find that large majorities in twenty-one countries hold companies *completely* responsible for the safety of their products, fair treatment of employees, responsible use of raw materials, and for not harming the environment. These are, of course, operational aspects of firms and well within their control. But in addition, a significant segment holds companies *completely* responsible for producing goods/services for low income consumers, reducing human rights abuses, reducing the rich-poor gap, and solving social problems. Add in the category of *partially* responsible, and business, in the public's eye, is responsible not only for minding its own store but also for addressing the world's ills.[4]

Nowadays, top business leaders recognize that they have to concern themselves with serious social ills such as chronic poverty and unemployment, declining education and infrastructure in their communities, global warming and a deteriorating biosphere, worrisome demographic and consumption trends, industry-specific issues, HIV/AIDS, and more––all embodied in the heightened expectations of customers, investors, employees, regulators, and the public for accountable and responsible business behavior. Conventional CSR programs are one response. But do today's CSR programs embody the imagination, vigor, and scale to effect serious social change? Can they enable companies to earn the public's trust?

Driver 2. Limitations of CSR

Many argue today that the traditional CSR paradigm for business—as a charitable and community relations function set off from the mainstream business—is no longer sufficient. Recent surveys say that many CEO's understand the business case for a broader definition of CSR, believe in it, and are investing more in it—throughout their value chain from their dealings with suppliers through their operations to their offerings to consumers, and they are issuing social reports on the results.[5] Progress on these fronts is undeniable.

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But here's the glitch: Those same surveys report that CEOs are finding their companies' efforts constrained by competing priorities, organizational complexity, and gaps in execution. In other words, companies are pushing forward on CSR--just not very far, very fast, or very effectively. It seems that CSR is at an inflection point.

Companies can continue to move forward incrementally, dotting the i's and crossing the t's, and the practices of CSR will become more or less "routinized" into business. However, this routinization process has been studied by many scholars who conclude that it's a recipe for decay. Don Sull, in his investigations of "Why Good Businesses Go Bad," attributes their decline to "active inertia." In other words, they just keep on keeping on, insensitive to changes in the business context. And Jim Collins, in his new book on "How the Mighty Fall" describes the implications as a "capitulation to irrelevance."[6] Is this where CSR is headed?

Innovation is active, not reactive, creative, not routinized, and aimed at breakthroughs, not incremental change. This is what society needs in the teeth of tough and intractable social-and-environmental problems and it is what business needs to reestablish trust and to reinvigorate its leaders, employees, and many stakeholders. Can CSR reinvent itself through innovation?

One of the classic concepts in innovation is the idea of "creative destruction" introduced by the economist Joseph Schumpeter who described it as "the process of industrial mutation that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one."[7] Now this does not mean that businesses should blow-up their philanthropy programs, pole-axe their current environmental initiatives, or do away with volunteering and cause-marketing, but how companies do CSR certainly needs some shaking up. At its heart, successful innovation is about dramatically improving what currently exists or creating something new that is significant and useful. This requires new voices, new ideas, new processes and interactions, and renewed passion to make a difference in the world. And this is where social innovation enters the picture.

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Driver 3. Global Challenges

In a report on the *New Nature of Innovation*, a pan-European research team contends that "global challenges" are becoming a prime driver of innovation for business.[8] Listen to their reflections on the "old" innovation paradigm:

> In the past, technology and competition were the main drivers of company innovation. Companies had an "inside-out" way of thinking. Based on internal resources, they designed new products and services and used marketing to persuade consumers to purchase.... Global challenges such as climate change, access to clean water and various social needs have until now been regarded as political challenges and not as business challenges, implying that the responsibility for finding solutions rested with the political world....

Now tune in to their vision of a "new" paradigm:

> A new global openness implies that citizens from all over the world are potential customers, and that high quality resources can be found all over the world. From a company's perspective, this will change innovation....

Developing this idea, the late management sage Peter Drucker once opined that "Every single social and global issue of our day is a business opportunity in disguise."[9] And McKinsey & Co. has made the case that social issues are "strategic" and that companies need to take account of social issues in developing their business plans and profiles.[10] Consider, as one example, General Electric's massive investments in "ecomagination" and "healthmagination." At the start of GE's quest a decade ago, CEO Jeff Immelt commented: "The last twenty-five years were really about the development of information technology.... My belief is that the next twenty or twenty-five years are going to be technology around the economics of scarcity. It's going to be about how you get more health care into people's hands. It's going to be about how you get more energy into the system."

GE has since doubled research-and-development spending on environmentally friendly technologies, hired thousands of PhDs, launched new research projects in the fields of nanotechnology, hydrogen power, photo batteries and such, and created new laboratories in Munich, Shanghai, and Bangalore. Meanwhile, many other companies, large and small, are innovating in the "green" space today--involving everything from cradle-to-cradle product design to eco-efficiency in their operations to LEEDS certified building.

How about innovation as regards social challenges? Micro-lending has spread worldwide and many companies are developing base-of-the-pyramid business models

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to provide affordable goods and services, as well as employment opportunities, to the world's poor.[11] Coffee, tea, chocolate, and myriad agricultural commodities are coming to market under the "fair trade" banner which certifies that they are farmed sustainably, that local producing communities are self-sufficient and that plantation workers are paid fairly and treated well.

How is innovation changing? The European research team reports:

> This should not be regarded as charity, as companies maintain their economic focus and look for revenue opportunities. But companies may be forced to change their business culture. They have to listen to and form partnerships with other companies, non-governmental organizations (NGOs) and governments. They need to open up their innovation processes and create new solutions in collaboration with their partners.

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Driver 4. New Partnership Possibilities

The social contract of past decades established a division of responsibility between the three major sectors of the economy: The job of business has traditionally been to create products and services for markets; of government, to establish regulations and to provide a safety net for those whose needs are not served by the market; and of nonprofits to fill-the-gaps and to address other social and cultural needs.[12] Today, however, with global challenges multiplying, with the public's expectations of business growing, and with the state retracting due to privatization and reductions in its revenues, it is widely recognized that the three sectors--operating on their own initiative and with their own resources--cannot address the full range of challenges and unmet needs facing the world. Complex problems call for complex solutions and organizations from different industries and sectors bring unique and essential assets to the work of social change. Recognition of this is leading to a new configuration of sector responsibilities and, increasingly, to partnering across the sectors.

There is, for example, a growing legion of NGOs that represent varied stakeholders and operate at the nexus of business and society.[13] Over two hundred thousand new citizen groups have been formed around the world since the mid-1980s and global NGOs have been rising in numbers, scale, and scope. Amnesty International, for example, has nearly two million members in every country where multinational corporations do business and the World Wildlife Fund has over five million. Both of these groups, as well as Oxfam, Greenpeace, and thousands more, have historically acted as corporate "watchdogs" and forced companies to account for their economic, social, and environmental inaction or misdeeds. Today, however, these former watchdogs as well as NGOs like the International Youth Foundation, ApproTEC, the Rainforest Alliance, and the United Nations Development Programme are partnering with businesses, offering technical expertise and public legitimacy to co-create social innovations.

Partnerships between business-and-government in Latin America, Africa, and Asia are not uncommon, but how about in the U.S. where friction between the sectors is the more the norm and cooperation rare? The California-based outdoor clothing maker Patagonia has teamed up with the U.S. Fish and Wildlife Service and the National Aquatic Nuisance Species Task Force to help raise public awareness about the threat of "aquatic hitchhikers"-- harmful plants, animals and other organisms that can "hitch a ride" on clothing, boats, and other items used in the water. These invasive species reduce game fish populations, foul pristine waters and ruin recreational equipment. The Stop Aquatic Hitchhikers! Campaign has enlisted the support of fly-fishing associations and product manufacturers, and developed solar-powered pressure washers for cleaning boats and gear in an effort to reduce the threat.

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Partnering between and among businesses is also increasing in the social-and-environmental arena. There are, for example, multibusiness initiatives regarding climate change (alliances for carbon trading and energy conservation), natural resources (partnerships around fish, water, and agriculture, as well as food), human rights (codes for supply-chain management and fair labor practices), as well as collaborations concerning access to medicines and, of course, education. Motivations for businesses to work together range from self-protection to leveling the playing field to preserving natural resource stocks, but increasingly they aim at innovation.

Starbucks, for instance, recently hosted and invited its competitors to a "Cup Summit" to explore ways to reduce waste and promote recycling of coffee cups. Initiatives have been launched among these companies with Foodservice Packaging Association to increase the "recyclability" of cups and with waste management firms to increase volume and thereby make recycling more economically viable.[14]

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Driver 5. Employee Engagement

There is a daunting "employee engagement gap" in business today. The Gallup Employee Engagement Index for 2010 reported that, on average, some 33 percent of employees were engaged by their companies, 49 percent were not engaged, and 18 percent were actively disengaged.[15] Why the malaise? One factor is that increasing numbers of young people in the U.S. (and worldwide) aspire for "something more" from a job. Surveys by Cone Inc. find that three-of-four of the Millennial Generation (born 1978-1998) want to work for a company that "cares about how it impacts and contributes to society" and that among those already in the workforce, 65 percent say that their employer's social/environmental activities make them feel loyal to their company.[16]

Not surprisingly, companies are doing many different things to engage their employees through CSR nowadays. There has, for example, been an increase in corporate volunteerism—especially "skill-based" engagement efforts wherein employees use their technical and commercial know-how to address social concerns.[17] On the operational front, more employees today are engaged in sustainable supply chain management, cause-related marketing, and green business initiatives—in effect, doing something socially responsible on-the-job. A leading set of companies, however, are going further by fully engaging their employees in CSI.[18]

In addition to IBM with its Corporate Service Corps, at least twenty other firms have launched global service programs where employees travel to emerging markets and work hand-in-hand with local management in small businesses or social enterprises to help to address economic, social, and environmental challenges.[19] Pfizer's pioneering Global Health Fellows program, begun in 2003, has the company loan its employees to nongovernmental organizations (NGOs) to address local health care to date primarily in Asia and Africa. Accenture Development Partnerships has undertaken over 600 projects in 55 countries where its professionals, at 50% salary reduction, work in partnership for up to six months with Oxfam, UNICEF, Freedom from Hunger, and other NGOs to bring business solutions to humanitarian problems.

What do the service teams do on the ground? One team of 10 employees from Dow Corning went to Bangalore, India to develop more energy-efficient cook stoves for street vendors and rural renewable energy products for rural housing. Scouting the situation, Ronda Grosse, from the U.S., working with the international development NGO Ashoka on an affordable housing project, blogged: "On Monday we visited the Indian Institute of Science (IISC), which is the premier university in India. They are working on innovations in alternative building materials, environment and water treatment technologies, integrated habitat development and architecture, and

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renewable energy and recycling. IISC has had success with a number of rural programs, including use of stabilized mud blocks as a low carbon emission alternative for wall construction, new designs in fuel-efficient stoves and biomass-based biogas plants." Later confronting technical challenges, the Dow Corning team emailed, blogged, and tweeted ideas with scientists and engineers back home, bringing the expertise of not just 10 but hundreds of fellow employees to their Bangalore partners.

CSI is one means whereby employees can get "something more" from their jobs. It also has great potential to develop them as leaders and global citizens. Research finds that global service projects can enhance employee's self-awareness, interpersonal skills, and project management abilities. They can also raise their consciousness about social issues and understandings about how business can creatively contribute to economic development. An evaluation by Chris Marquis of the Harvard Business School found significant increases in the cultural intelligence and emotional resilience of IBMers who participated in global service assignments. A study of PWC's Ulysses program by a team of European scholars found that company participants gained greater cultural literacy, deeper understandings of responsible leadership, and enhanced community building skills.[20]

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Driver 6. Opportunities for Business

For the past three decades, U.S. and European companies in particular have emphasized "value extraction" by reducing their layers and staffing, cutting costs, restructuring, and focusing on efficiency. With globalization and growth on the agenda, the emphasis in companies is shifting to "value creation" through the opening of new markets and development of new products and services. Here is where CSI can add to the sustainable growth of companies. Products and services developed under the banner of corporate social innovation are appearing in developing-and-emerging markets, of course, but also in fully developed markets where is a move toward healthy and sustainable consumption. Studies estimate that the size of the LOHAS (Lifestyles of Health and Sustainability) market will grow to $845 billion by 2015.[21]

In *Supercorps*, Rosabeth Moss Kanter describes how P&G turned around and grew its business in Brazil by having employees live in and observe low-income households (an untapped market for P&G in Brazil at the time).[22] Insights gained from these experiences led P&G to create new products and product modifications, such as an affordable, environmentally-friendly and hands-friendly detergent for those without washing machines who hand-washed clothes. The ideas spread to other countries and influenced the introduction of Tide Basic in the U.S. P&G employees attributed this success to the need to live up to the company's purpose of creating products that "improve the lives of the world's consumers" – which motivated them to see how they could contribute to improving lives of lower-income consumers in their country.

There is a growing body of evidence and examples of how social- and eco-investments can "pay off" for companies as a socio-commercial activity.[23] On the CSI front, for instance, IBM has opened new markets with its Small and Medium Enterprise (SME) toolkit developed with the World Bank and partner banks throughout the world; Telefónica has reached new customers over age 60 by training them in the use of new technologies; and Coca-Cola has increased market share by inventing new 'eKOfreshment' coolers, vending machines, and soda fountains for retail locations that are far more environmentally friendly than the existing ones (see examples in the Box on the Return on CSI).

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Returns on CSI

New markets: IBM has used CSI to establish a footprint in new markets by developing a track record with local stakeholders (e.g., government officials and NGOs) through programs such as the Small and Medium Enterprise (SME) toolkit. The SME toolkit provides free web-based resources on business management for small and medium enterprises in developing economies, in partnership with the International Finance Corporation of the World Bank and with partners such as India's ICICI Bank, Banco Real in Brazil, and Dun & Bradstreet in Singapore. Overall there are 30 SME toolkit sites in 16 languages. Building the capacity of these businesses not only improves IBM's reputation and relationships in new markets, but also plants the seeds for the SMEs to become potential future customers.

New customers: Telefónica has been developing new products and services specifically geared toward the population of customers above the age of 60. In an effort to overcome what Telefónica terms as a 'knowledge barrier,' it has developed a training program in collaboration with elder associations. Telefónica offers a free training course, taught by retired people to their peers, about how to use new technologies, and introduce them to some of the benefits; for example, being able to communicate with grandchildren living abroad. The company helps to meet a social need by training this segment of the population on how to use modern technologies and services—while it also builds a customer base in an underpenetrated market.

Market share: Coca-Cola provides a different sort of example of increasing volumes through environmental practices. Coca-Cola has developed new, 'eKOfreshment' coolers, vending machines, and soda fountains for retail locations that are far more environmentally friendly than the existing ones—they eliminate the use of HFCs (Hydrofluorocarbon) a refrigerant in insulation material and refrigeration systems, and reduce energy consumption by using a sophisticated energy management device developed by Coca-Cola (which reduces indirect carbon emissions from power plants). Together, these innovations increase energy efficiency by up to 35 percent. The company has highlighted the benefits—especially the financial savings from energy efficiency—to retailers and, in return for providing more efficient equipment, has asked for prime space in their outlets.

Corporate social innovations can also produce "win-win" benefits for society and business. Gains in corporate reputation enhance recruiting and retention of customers and employees and have economic value to business, as does the social capital that is produced from building relationships with partners and stakeholders. Pfizer and GSK,

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for instance, report that their "license to operate" in several African countries improved through relationships that their employee service teams developed with governments, universities, and throughout the health care sector. IBM's service corps work in Calabar, capital of the Cross River State in Nigeria, was done in partnership with Governor Liyel Imoke. One project funded by the World Bank provided support to pregnant women and children under 5. Governor Imoke was so impressed by the work that he personally requested IBM to continue in a commercial way as project managers. This led to a $1.2M services deal signed in March of 2010--IBM's first services deal in West Africa

This raises an important question: Is CSI all about profits for companies? Frankly, CSI returns seldom reach hurdle-rates for the return-on-capital associated with strictly commercial innovations. In our view, the biggest opportunities for businesses in this space are to reinvent their relationship with society, rebuild trust with the public and their employees, and bring their companies' social vision, mission, and values to life. These "intangible assets" can help to rebuild trust between business and society and restore a measure of civility to corporate life.

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II. Elements of Corporate Social Innovation

What does it take for companies to produce social innovations? Many firms, of course, have well-developed innovation protocols and innovation teams that can encompass R&D, product and marketing units, and their sales force. But these processes and personnel are oriented to innovation for traditional corporate markets and in line with commercial criteria. Social innovations, by comparison, aim to open new markets (or at least market segments) and can involve innovation in entire business models; and they introduce new players and challenges to the innovation game.

Unilever's Project Shakti, for example, required radically reducing the cost structure in the manufacture and sale of soap and toothpaste through local production and distribution via auto rickshaws (tuk-tuks). Goods had to packaged in small quantities and "Shakti ammas" (entrepreneurs) had to be trained to provide authoritative health-and-hygiene information and to do bookkeeping, inventory management, and the like. Success depended on an effective partnership between Hindustan Unilever and the Indian-based NGO Shakti. The subsequent launch of I-Shakti, an interactive discussion technology and sales management system, involved other new partners and innovation processes; and it yielded a new suite of financial products and services for the entrepreneurs and their customers.

The upshot is that companies moving into CSI may have to rethink current or devise entirely new business models, develop new ways of making, selling, and distributing goods and services, and forge new kinds of partnerships. A body of literature is emerging that describes how top companies meet these challenges. For instance, Clayton Christensen and colleagues have shown how "catalytic" innovation models can apply to health care, education, and community economic development. John Weiser and co-authors demonstrate how a diverse range of companies have developed innovations that create social and economic value in "underserved" markets. And C. K. Prahalad and colleagues have documented how co-created innovations can create value in base-of-the-pyramid markets and often be transferred back to the developed world.[24]

These studies and the practical experience of "early movers" suggest at least five key elements to consider and address as companies move into CSI (See Elements of CSI).

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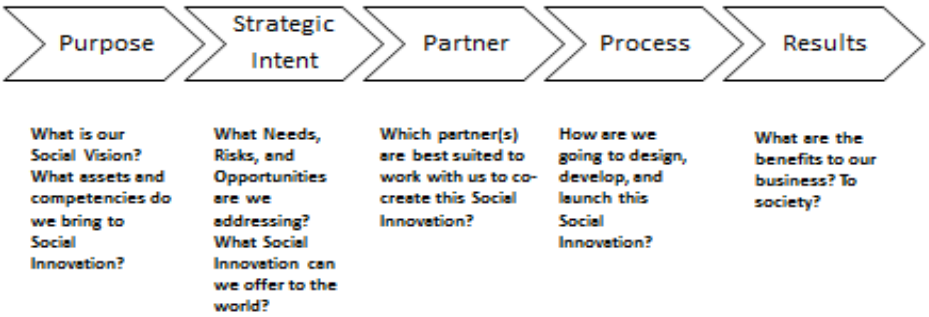
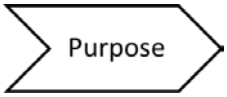
Elements of Corporate Social Innovation





What does it take for a business to drive innovative social change? It begins with a compelling **vision** of a better world, a high-minded and purposeful **mission**, and then complementary and inspirational **values**.[25] Consider each of these components.

A **vision** articulates a desired future for a company. On paper, of course, this often reduces to sloganeering: *Be the Industry Leader, #1 or #2 in Our Markets, Simply the Best*, and so on. But in its detailing, a vision provides an intellectual framework for company strategy—it defines a strategic direction and presents a conceptual map of how a company moves from its current reality to a desired future state. A vision is also a motivational driver. Jim Collins and Gerry Porras, for instance, document how top companies use a BHAG—a "big hairy audacious goal"—to make their vision tangible and emotionally energizing[26].

Many companies that have made a commitment to social innovation reach for a higher purpose: Dow Chemical, for example, states its purpose in this way: "Dow people include some of the world's best scientists and engineers dedicated to solving global challenges. We focus our *innovation engine* on delivering new technologies that are *good for business and good for the world*." Its BHAG is to achieve, by 2015, three breakthroughs that "will significantly help solve world challenges." R&D teams are

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working on these breakthroughs in the areas of water, food housing, energy and climate change, and health.

In early 2012, Dow proclaimed Omega 9 Oils as its first breakthrough. These oil have zero trans-fat and the lowest amount of saturated fat among commonly used cooking oils. Already, the use of Omega-9 Oils has eliminated more than one billion pounds of trans- and saturated fat from the North American diet.

Mission has to do with the purpose of a company. Unilever's historic commitment to society traces to its founder, William Hesketh Lever, who, in the late 1800s, tackled the challenge posed by working people of that era who had to wash their hands and bodies with products made from acidic lye that burned their skins. His company introduced a safe and affordable soap, later called Lifebuoy. The contemporary challenge, as one company executive put it, has been "to take Lever's heritage and move it into the new world."[27]

In recognition of Unilever's historic commitment to and contemporary strengths in its relationships to society, the company reinvented its CSR thrust through a new "vitality mission"--in messaging and deeds. One of the first orders of business was to be more proactive on issues around nutrition. The company had previously introduced a margarine aimed at reducing cholesterol. But with its vitality mission, nearly twenty thousand recipes were put through a nutrition profile model and subsequently reformulated to reduce trans-fat, saturated fats, sugar, and salts—amounting to over thirty thousand tons worth in three years, according to the latest company reports. In addition, Unilever began to put a "Healthy Choices" logo on products to help consumers identify foods that have limited amounts of these ingredients.

One of the most visible of the Unilever's vitality initiatives has been the Dove soap "inner beauty" campaign. Company research found that just 12 percent of women are very satisfied with their physical attractiveness; 68 percent strongly agree that the media sets an unrealistic standard of beauty; and 75 percent wish the media did a better job of portraying the diversity of women's physical attractiveness, including size and shape, across all ages. Dove's public message about inner beauty has been conveyed through advertisements showing "real women have curves" and a film that shows how fashion model images are distorted to conform to an idealized but unattainable type. It is carried to schools around the world in a complementary program promoting young women's self-esteem.

Finally, **values** can reinforce the social vision and mission of companies—or undermine them. Much depends on how the values are developed and lived in a firm. IBM revisited its values a decade ago in anticipation of its new social purpose. The

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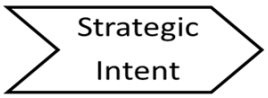
effort began with an "online jam" that had tens of thousands of IBMers participate in brainstorming, debate, and follow-up planning on the direction of the company. Two years later the company held a "values jam" that consisted of seventy-two hours of brainstorming that established three IBM core values: dedication to every client's success; innovation that matters—for the company and the world; and trust and personal responsibility in all relationships. Since then, the company has created a site called ThinkPlace for ongoing e-conversations about its culture and business.

Vision, mission, and values set the stage for companies to innovate for social change. But which social issues or problems should they focus on? And how do they define their strategic intent for doing so.



Strategic intent translates purpose into direction for innovation by helping companies to 1) define an opportunity or need for an enterprise to address and 2) construct a value proposition for the organization and its customers/beneficiaries. How do businesses identify and express their strategic intent for social innovation?

Wal-Mart spent a year talking with environmental and consumer experts before launching its new strategy on sustainability. Shell prepares and plans from scenarios on how different developments in society might impinge on their markets, offerings, and license-to-operate. IBM conducts electronic "jams" on broad trends and business-relevant sociopolitical issues with thousands of people and key stakeholder groups around the globe. GE convenes biennial "Energy 2015" and "Healthcare 2015" meetings with a cross-functional group of government officials, industry leaders, key suppliers, NGOs, and academics that feed back into the company's strategy. What's this all about? —gathering intelligence on social, political, cultural, and environmental issues that bear on the business.

1) Defining an opportunity or need. While methods and models differ, top companies scan their environment from at least two perspectives: What are the risks and opportunities for our business? And what are they for society? This yields a two-by-two matrix of the type familiar to business people.

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Material Issues for Business and Society:
Risk and Opportunities for Social Innovation

BUSINESS	SOCIETY: Risk	SOCIETY: Opportunity
Risk	Climate Change Digital Divide Youth Unemployment Corruption	Nationalization Access to Medicine Access to Credit Piracy
Opportunity	Cheap Labor/Sourcing Obesity/Consumerism Environmental Damage Bribery	Base of the Pyramid Micro-Finance Eco-Effectiveness Social Partnerships

Source: Beyond Good Company

In the upper left quadrant, business and society are both at risk. Social issues like the education gap, the digital divide, the scourge of HIV/AIDS and other infectious diseases all fit here. These not only threaten the well-being and economic futures of peoples and societies, they also limit the growth potential of businesses that cannot get access to skilled labor, commercial infrastructure, and paying consumers. Widespread youth unemployment, mass migrations to mega-cities, and corruption fit here, too. Beyond the obvious costs to society, these create an unstable business climate. IBM's global programs to reinvent education and the innovations of high-tech AMD, HP, Cisco, Intel, Nokia, and others' efforts to bridge the digital divide all illustrate how business and society benefit through social innovations.

The lower left quadrant shines a spotlight on how business can create risk for societies. The quest for cheap labor, the production of pollution and waste, the sale of junk food and shoddy goods: These are legacies of business capitalizing on opportunities at the expense of the common good. The rationale for greater transparency from companies operating in this quadrant is that access to information about their activities is a deterrent to misbehavior. But there is also an opportunity for business to align itself with aggrieved stakeholders' interests and public welfare. Supply-chain reform by Nike and Reebok in shoes, by Levi Strauss & Co. and the GAP in apparel, and by high-tech companies in micro-electronics all fit into this category. The move into healthier eating-and-drinking categories by food and beverage companies and innovations in environmental sustainability by businesses fit as well.

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In the upper right quadrant, society in its many forms avails itself of opportunities to protect its interests, but this can be at the expense of business. Nationalization of industries, erection of trade barriers, and the elimination of agricultural subsidies, patent protection, and intellectual property rights are among the threats to business here. Traditionally business has countered these through lobbying and political contributions. But companies that continue to swim against the tide of shared societal values and good public policy will ultimately create costs for themselves and risk losing their license to operate. Moves by the pharmaceutical industry to make therapies more affordable and by energy producers to reduce waste and consumption make risks manageable.

In the lower right quadrant, an opportunity for business is an opportunity for society. This is evident in the movement by business toward microfinance, eco-effectiveness, and creating a market at the bottom of the pyramid. This quadrant, more so than the others, is where companies can play offense, rather than defense, and transition from a philanthropic response to society to social innovation. As an example, GE is today selling small, low-priced handheld electrocardiogram devices and portable PC-based ultrasound machines in the U.S. which were developed originally for sale in rural India and China. This is an example of "reverse innovation"—migrating innovations from emerging markets to meet the needs of low-income consumers in the more developed world.[28]

Leading firms today focus on and analyze the issues that are *material* to the business and chart their potential impact. As an example, Nike's map of the "meta-trends" in society includes key risks and opportunities. High on the risk side are matters of energy use, water adequacy, and climate change. In the opportunity space, Nike highlights increasing ease of access to information, women's involvement in sports, and the growing market potential in the Southern Hemisphere.

2) Constructing a value proposition. A value proposition is a promise to customers and other corporate stakeholders that a company will deliver goods and services of *real* value. In the context of social innovation, that means value for both business *and* society. What makes for a compelling value proposition? Consider some of these relating to CSI:

- **Value Propositions Address Pressing Needs**. The top line of Johnson & Johnson's Credo states: "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services." When J&J asked doctors and nurses about their most vexing problems, they repeatedly heard "the shortage of nurses." In response, J&J launched its Campaign for Nursing's Future which included imaginative advertising and

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engaged its staff and partners in nursing school recruiting efforts, nursing ambassador programs, leadership and communication training for newly promoted nurse managers, and mentoring programs for new nurses as well as fundraising galas, and media events. The results? The campaign led to a significant increase in the public's ranking of nursing as a career choice and, importantly, in the number of 18-24 year olds who think of it as a good career choice. Recruitment and retention rates in the nursing profession are substantially improved, too.

- **Value Propositions Reflect Corporate Competencies and Values**. Natura, a Brazilian cosmetic company, has for years set the global benchmark for social innovation in its industry. Today its innovations in sustainable sourcing and product development are focused on preserving socio-biodiversity and valuing traditional knowledge and culture in Amazonia. The company's mantra "bem estar bem" (Well-being/Being well) is its guide for innovation. Meanwhile, in the U.S. Panera Bread is tackling food "insecurity" by operating cafes where people can eat tasty, nutritious food in an uplifting environment and then pay whatever they can afford. Interestingly, each of these cafes has become self-sustaining.

- **Value Propositions Capitalize on Opportunities**. Ray Anderson, then CEO at Interface Carpets, created a priority to be 100% sustainable by 2020. This stimulated the invention of "cool carpets" that are made without petroleum, applied without glues, and are fully recyclable. Interface also worked with its home city of LaGrange, Georgia to cap its landfill, capture the methane, and pipe it to the Interface factory nine miles away. Calculations show that because methane is a much more powerful heat-trapper than conventional energy sources, when a company burns it, it reduces its carbon dioxide emissions by a factor of twenty-three.

- **Value Propositions Mitigate Risk.** Nike was put into the spotlight for unsafe practices and child labor in its supply chain, and felt the effects in the market. In cleaning up its supply chain, Nike not only provided leadership for other companies, it won accolades from consumers and the public. Today Hannah Jones, Vice President of Sustainable Business & Innovation at Nike, leads over 140 people in developing eco-innovations like recyclable shoe design and Nike's Reuse-a-Shoe campaign and outreach to the poor by organizing the First Women's National "Slumsoccer" Championship in India and similar campaigns for the homeless in over 40 countries.

- **Value Propositions Differentiate**. Nestlé launched a sustainable value campaign to create benefits for both business and society in its offerings. The

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company has taken a lead in sustainable agriculture, water preservation, and fair trade for community producers. Recent innovations concern redesign of its water bottles, which will cut the company's use of plastic by 140 million pounds and help it avoid 260,000 metric tons of greenhouse gas emissions, and an education campaign, "Project Wet" that has engaged 340,000 teachers and over 40 million students in sustainable water use and watershed protection projects.

- **Value Propositions Motivate Action.** Sales Force.com developed a model to create the company in which 1% of revenue, 1% of profits, 1% of employees time are devoted to sharing its success with society. When employees are hired into the company, they are thrust into community services activities as part of their orientation program.

Because CSI aims to match a company's core competencies to society's pressing needs and produce breakthrough innovations, it requires a diverse set of interests, outlooks, and skills. Few firms have the appropriate mix of staff, resources, and skills to innovate in this space on their own, and in any case may lack the legitimacy to do so. On this count, a study by Austin and colleagues finds NGOs to be far more knowledgeable about social needs and more effective at planning social action than businesses.[29] There is also evidence that partnering with NGOs gives a company a broader "license to operate" in society. According to Globescan, some 85 percent of the public reports that its respect for a company would go up if it partnered with a charity or NGO.[30]

Business/NGO Partnerships. To create a solid base for CSI, leading companies work with partners to co-create innovations across a broad array of social issues. Here are some notable business/NGO partnerships:

- **Community Service**—Home Depot and KaBOOM! have partnered in the creation of play spaces for low-income and disaster-affected neighborhoods.

- **Education**—With its Catalyst Initiative, Hewlett Packard established a network of leading educators, education institutions, and key stakeholders in selected countries to develop explore innovative approaches to STEM education.

- **Social Justice**—State Farm has teamed up with the Neighborhood Housing Service to increase the availability of insurance services for low income communities.

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- **Digital Divide**—Nokia has partnered with the Grameen Foundation to bring affordable telecommunication services to poor villages in developing countries.

- **Environment**—Chiquita and the Rainforest Alliance have partnered to certify that Chiquita's plantations promote environmental and social sustainability.

Multibusiness Partnerships. In addition, companies are collaborating in the social and environmental arena. Nike, for instance, has shared its Materials Sustainability Index with members of the Sustainable Apparel Coalition (including competitors). This groups accounts for over 30 percent of the global market for clothes and footwear. UPS has shared its carbon calculator with the Dave Matthews Band to help reduce the carbon footprint of their tours. Here are a few other multibusiness arrangements:

- **Fair Trade.** Among food and beverage industries, these alliances provide a viable wage and work environment for growers of coffee, chocolates and tea and ensures consumers of the bona-fides of organics.

- **Human Rights.** Among footwear, apparel, and fabric companies, these agreements commit them to inspect and ensure the safety and health of workers in their supply chains. Select companies, too, partner with the United Nations on its global human rights agenda.

- **Responsible Care**. Among chemical, utility, and energy industries, these practices provide for the safe manufacture and handling of potentially dangerous materials.

- **Green Grid and Various "Green IT" Initiatives.** Among technology, data management, and energy companies, these join them in setting standards and working together to reduce energy waste and make greener products.

- **Sustainability.** Among farming, fisheries, and forestry, these arrangements protect resource stocks and certify sustainable products for consumers.

Companies can also now look to international collective agreements and global performance standards to align their operations with expectations worldwide. As an example, the Extractive Industries Transparency Initiative (EITI) is a collaborative effort that includes BP, Chevron Texaco, Exxon Mobil, Shell, Rio Tinto, Total, and other major oil and gas providers. EITI specifically aims to reduce the embezzlement of oil and natural resource revenues and allow others to monitor and influence governmental spending priorities by promoting the transparent reporting of payments.

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Multilateral Partnerships. Already firms, NGOs, and governments are working together to combat trade in blood diamonds and to address corrupt business practices in developing countries; multibusiness efforts are underway to establish transparency around oil payments so as to ensure fair dealings, to build national health and legal systems in African states, and to promote post-conflict reconciliation among peoples in Northern Ireland, South Africa, the Balkans, and Afghanistan; and business and civil society partners promote peace through simple-but-difficult measures like creating jobs for youth growing up in lands ripe for conflict and terrorism.[31]

Simon Zadek terms this a "civil" stage in the growth of corporate responsibility.[32] Our research finds several key "success factors" in creating and maintaining social innovation partnerships (see box on Success Factors for Sustainable Partnerships).[33]

Success Factors for Sustainable Partnerships

Research has identified a set of criteria for testing the potential of partnerships to produce social innovation. Key factors include:

1. **Clarity of mission:** Is the common need or public purpose of the partnership well defined, and do all partners have a common understanding of it? Does a Memo of Understanding clearly lay out the goals, desired impacts and roles/responsibilities of each partner?

2. **Congruency of strategy and values:** Do all partners buy into a common strategy of how to pursue the mission? Have you conducted due diligence of the partners' values to make sure they have no hidden agendas and that their activities won't harm your own reputation?

3. **Value creation:** Does each partner's value complement the resources, skills or other assets of other collaborators? Is each partner the best one to supply that value, and will it make your targeted outcome more productive than if pursued without the partner?

4. **Power-sharing/Co-Creation:** Do all partners share equally in the design, implementation and reputation value of the partnership to ensure each has enough incentive and commitment to make it succeed?

5. **Proper resources:** Are the financial resources and human capital committed to the partnership sufficient to ensure complete follow-through? This includes the political will of each partner's top management, identifiable leaders with the time and passion to commit, and devoted budgetary resources.

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6. **Right scale:** Is the proposed project or solution adequately scaled to the problem or need? If not, the intended impact may not be achievable.

7. **Local involvement:** Does the concept and implementation of the partnership include local people and institutions, and acknowledge realistic conditions of the target geography?

8. **Measuring results:** Have the partners agreed to reasonable success factors and outcome metrics appropriate to the mission? Are there accurate information and baseline data, and adequate organizational capacity to track progress against the targeted outcomes?

9. **Open communications**: Does communication among all partners enable frank and honest discussion of problems?

10. **Good governance:** Have the partners set ground rules and agreed to roles and responsibilities to weather potential differences of opinion or unexpected difficulties down the road?

11. **Continual learning:** Does the partnership include a process and resources for analyzing new data and absorbing key lessons to ensure ongoing improvement of the outcomes?

12. **Networks/Diffusion:** Does the partnership connect to networks of employees and interests who can adapt the lessons for their own needs? Are there mechanisms in place to diffuse knowledge about the process and results to other parties?

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Process

Innovation in business is moving beyond the confines of the R&D function to emphasize **user-driven innovation** and **co-creation.** When it comes to CSI, this poses new opportunities and new challenges for the corporation. First, it requires outreach from companies beyond their traditional customer base into communities and populations in need. Second, it involves co-creation with an ecosystem of partners that may have different viewpoints on the problems at hand and certainly different ideas on how to best address them. Third, it requires constant adaptation to "local" circumstances in design and implementation. These call for the redesign of traditional innovation processes for purposes of "interactive value creation." [34]

Each of the authors has run **social innovation labs** at other universities that joined together multiple businesses, NGOs and other interests to develop and launch social innovations. The Food Solutions Lab at Babson College, for example, is an incubator for innovation in food production and services. The Lab gathers multiparty interested together at The UnCommon Table which supports "a radical shift from adversarial, zero-sum thinking to alliance-focused, abundance thinking."[35] Participations are also taught methods for taking innovative action and co-creating (combined in "creaction")[36] and Entrepreneurial Thought and Action™ (see box)

Entrepreneurial Thought & Action	
Desire: Know what you want	'Innovators on the inside' who are great contributors to the business and who understand business and societal issues relentlessly seek opportunities to take action and innovate.
Take a smart step towards the desire you want to manifest	Act quickly with the means at hand; rapid prototypes; stay within your affordable/acceptable loss; and focus on social and commercial outcomes.
Enroll others	Bring others along as partners, investors, co-creators. Breakthrough interactions come about by cultivating new relationships. Social innovation isn't a "what" it is about "how" and "with whom."
Make reality your friend and an asset	Accept what is and build off what you find and learn. Spread risk and acquire resources as you go along.
Repeat	Keep taking these steps until you accomplish what your goal or

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	until you decide to do something else worthwhile.

Many other universities are getting into the social innovation game.[37] Cornell University, working with several companies, has developed a Base of the Pyramid Protocol™ offers companies a methodology for developing business models in poor countries. SC Johnson, the world's leading maker of insect control products, tested the protocol in Rwanda. Needing a steady supply of a key ingredient pyrethrum, and working with partners USAID and the Borlaug Institute, SC Johnson worked hand in hand with Rwandan farmers and their communities to sustainably farm and harvest the plant for products like Raid. In turn, the partners have set up a motorcycle-based distribution system to bring insecticides (aerosols and coils) to areas with endemic malaria.

In addition, well-known design and innovation firms like IDEO and Jump Associates have turned their attentions to social innovation and assist companies doing CSI. During a recent innovation lab with KickStart, for instance, IDEO led the design team to construct 95 prototypes of an irrigation pump out of Legos, plastic, paper, foam, and steel. Each prototype revealed a new learning that will enable the team to radically reduce the cost of production. The prototypes were sent to Kenya for testing by small-scale farmers.

What are some of the key innovation processes in these labs? New approaches involve design thinking, open innovation, network learning, and the use of web 2.0 technologies.[38] Innovation processes that tap into employees' passion and that stretch across the organization boundary and beyond are also needed. Consider four innovation processes that are especially relevant to CSI:

- **Whole Systems Perspective**. A "whole systems" perspective is being applied in the design of green buildings, product innovations, or the corporation itself.[39] This means taking a holistic perspective on the design of actions or artifacts that takes full account of their sourcing, production, and uses. Cradle-to-cradle considerations exemplify holistic design.[40] Nike has adopted a whole systems perspective in its "considered design" approach to innovation. The company reports: "This evolution requires us to innovate faster, more radically, more disruptively inside of Nike and throughout out our whole ecosystem. It is a top to bottom, bottom to top, inside out and outside in innovation."

- **Hybrid Thinking.** Designer Dev Patnaik makes a case for "hybrid thinking" in design which he defines as the "conscious blending of different fields of thought to discover and develop opportunities that were previously unseen by the status

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quo."[41] Scientific logic is of course integral to design thinking; hence criteria such as functionality and utility are of prime concern in commercial creations. At the same time, creativity and empathy are also needed match innovations with people's emotional makeup and circumstances.[42] C. K. Prahalad describes how this combination of scientific rigor and heartfelt connection to patients' needs yielded breakthrough cost-savings innovations in India at the Narayana Hrudayalaya cardiac care center and Aravind Eye Care Center, and in development of the "Jaipur Foot" prosthetic device.[43]

- **Participatory Processes.** Nike has created the Organic Cotton Exchange to innovate in the organic space. Several forest companies have joined with environmental groups to create the Joint Solutions Project, a multi-stakeholder network focused on sustainable forest management. GlaxoSmithKline has convened a network of caregivers, physicians, activists and government policy-makers to develop an integrated hospice care movement in Canada. Myriad home-and-personal care and food-and-beverage companies have engaged with multiple stakeholders, including critics, and involved them proactively as partners in developing innovative brand strategies and product certification schemes. This interaction is emblematic of what is called a participatory design process.

- **Positive Intent.** Finally, a number of companies draw on positive psychology and its practical applications to develop and launch innovations in the social sphere.[44] One company that has developed a positive innovation process is Novo Nordisk in the design of programs to "change diabetes." Its Unite for Diabetes initiative brought together other companies and diabetes' associations in partnership. Ultimately, this led a UN General Assembly resolution that made November 14 "World Diabetes Day" which is now observed annually. On a broader front, the search for "positive deviance," pioneered by Jerry and Monique Sternin, has led innovators to design new practices based on the successes of individuals and communities that have overcome social challenges and disadvantages.[45]

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Results

Considerations of the benefits and returns on CSI raise questions about whether social innovations can (and should) deliver value to business as they aid societies and preserve the environment. There are some "purists" within academe and in practice who emphasize that social entrepreneurs and innovators should "neither anticipate nor organize to create substantial profits," and many who argue that returns on social innovations should, at best, cover expenses and not earn profits for investors.[46]

Recent research, however, has demonstrated that products and services based on eco- and social-innovations can produce value to society *and* to business. Early framings of "blended value" and "socio-commercial business models" have been reframed in Michael Porter and Mark Kramer's formulation of "shared value."[47] There is no doubt that a turn to shared value opens up new avenues for value creation. At once it joins a company's interest in creating new markets at the base-of-the-pyramid with expanding its offerings for green and ethical (or socially responsible) consumers. When these threads are joined into business models, it can unleash employees' energy and turbo-charge innovation in a company. And, it can also create real value for society.

However, shared value as such does not do very much to reconnect business to society, reduce mistrust, or redress the rich-poor gap as such. The corporation remains at the center of this Copernican universe, and the other planets (Governments, NGOs, other stakeholders) merely align around its gravitational profit-maximizing pull. Meanwhile, global warming, declining school-and-student performance, a health care crisis, and just about every other environmental and social issue facing the nation (and world) are considered through the profit-making calculus, not as a matter of corporate or shared responsibility.

Thus we have asked: Can Shared Values Provide a New Model? In our view, "Adding an "s," and bringing shared values into the mix turns attentions not only to creating value for business and society , but also to engaging stakeholders—investors, employees, and consumers, community interests as well as government and nongovernmental organizations--in the business of business. A framework of shared values requires that corporate aspirations for profits and efficiency be considered alongside social progress and equity.... This takes business out of the center of the universe and produces a solar system of interdependent and interacting sectors where

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cooperation is the mode of working and social harmony and sustainability are the measures of success."[48]

Will business take a lead in social innovation when there is no demonstrable short-run economic payoff?[49] This brings to mind Merck's investment in drugs to treat river blindness where which was outside of its therapeutic space and unlikely to pay for itself. The company chose to invest because it was the "right thing to do." Consider, too, the generosity of businesses in disaster relief—after Katrina and the tsunami and, more recently, in Haiti and Pakistan. This is not simply a matter of "financial calculation" or even "good business" in our view. It was about something more—compassion and altruism, lifted up into a shared covenant that public corporations (and their shareholders) have deemed worthy.

Why are companies like PepsiCo, Coca-Cola, Nestlé and Unilever working together with business and NGOs to address water issues, obesity, and the like? To an extent this is about long-term market protection and value creation but each of these companies could be a "free rider." It is also about sustainability—of people and the planet. One business manager we talked to on this subject put it pragmatically, "you can't have a sustainable business in an unsustainable society."

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III. Embedding Social Innovation in Companies

In Walter Isaacson's biography of Steven Jobs, a transformative moment occurs when Jobs returns to Apple (where he'd been fired a few years before) and rescues the company from collapse.[50] New products pore forth—the i-pod, i-tunes, i-phone, and i-pad—and Apple rises to the top of industry in market capitalization, brand value, and customer appeal. What's the secret to this turnaround? Isaacson recounts a conversation, earlier in Job's career, where the Apple founder expressed his ambition to build a company that would endure. His colleague advised him that "lasting companies know how to reinvent themselves." Jobs internalized the message this way: "You've got be like a butterfly and have a metamorphosis."

Embedding CSI into companies also requires a metamorphosis. Here is a starter list of what some companies are doing to transform CSR through CSI:

1. Enact a social vision for your company. ShoJi Shiba, the MIT professor who won Japan's fabled Deming Prize for individuals in 2002, says that transformative change can occur only when "noble purpose exists. A person wants to know: what is the contribution to society or the planet?"[51] Research finds that social entrepreneurs are fired by noble purpose and their social innovations are intended to make a meaningful contribution to society. Paul Light amplifies, "The underlying objective of virtually everyone in the fields of social entrepreneurship and social enterprise is to create social value..... People have embraced these fields because they are new ways of achieving these larger ends."[52]

Can companies ignite those same passions among their employees through CSI? We have advised companies to start with a noble social vision and align it with their mission and values. Then comes the challenge of bringing purpose to life through engagement with society and its needs and challenges. Take the case of Unilever Asia. A starting point was to connect senior leaders of seventeen national companies in the Asia Pacific region – which had previously operated independently – and to include the next layers of country marketers, supply chain managers, and corporate staff in setting strategy and reviewing performance for the whole of the regional business. Where social vision comes in is that the Asian leaders created deeper bonds among themselves and with communities throughout Asia via a series of annual "learning journeys." They traveled to locales of historic and cultural relevance, hiked through mountains and deserts, met with school children, indigenous peoples, everyday consumers and the poor, learned from leaders in business, government, and community organizations, and talked deeply with one another about their personal and business lives.

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This deep engagement with society touched many of Unilever's Asian leaders personally. Said one: "The communities we visited reminded me of an 'itch' that has been bugging me for the longest time, that is, to give my time and effort to a cause which is beyond myself (and even beyond my family). I have been blessed so much in this life that the least I can do is to help my fellow men. I need to act now." It was also a source of inspiration for community-based business initiatives and a testing ground for new product and market development ideas under the company's base-of-the-pyramid business strategy and CSR-relevant brands. "Connecting with poverty reminds us that our company, as a member in Asia, has strong social responsibilities, said one employee. "We need to build our business success while taking on social responsibilities to help to protect the environment, to relieve poverty...at the same time these actions will help our business grow."[53]

2. Bring employees to the center of the effort. Intel focuses on rewarding and awarding ideas. The Intel Environmental Excellence Awards recognize employees or employee groups that have created an environmental innovation. In 2010, there were 11 winners of Excellence Awards that in total had created $136 million in estimated cost savings in addition to their environmental benefits. The company also offers Sustainability-in-Action Grants to allow employees to get funding for an innovative sustainability idea or project. The grants offer a few thousand dollars, and perhaps more importantly frees up employee's time to develop their sustainability-in- action project.

Signing on to this program in Intel India, Sonia Shrivastava designed a low-cost hardware utility that helps visually challenged people communicate and access daily information. With Intel's financial and technical support, Sonia managed a team of internal and external experts who customized a set of freeware applications and utilities on a low cost Intel® Atom™ based netbook computer and created a solution that was 85% less expensive than any other solution in the marketplace.

The first 100 units produced for validating the devices sold out in only 3 days. The idea is now being translated into a viable business model and a Delhi-based NGO, Saksham, is running with the project with continued support from Intel. The innovation team is also receiving requests from organizations in Indonesia and Pakistan to expand the project to those countries. How does sustainability-in-action work? "Ideas from employees get reviewed, both by internal leaders and external experts from NGOs and academia, and we then provide them with technology and seed funding, similar to venture capitalists, to create a proof of concept," says Praveen Vishakantaiah, President of Intel India.[54]

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3. Nurture social intrapreneurship. Founder Jo da Silva has created an International Development consultancy within Arup—the professional service firm that designed the Sydney Opera House and Pompidou Center in Paris. Her group provides technical advice and practical solutions to reduce poverty and address social and environmental health in developing countries. Hundreds of the company's consultants have been engaged as "social intrapreneurs" to develop solutions for clients that can be spread across continents.

There is a growing body of literature on how companies can engage their employees as social intrapreneurs.[55] Listen to Gib Bulloch, founder of Accenture Development Partnership and one of ten winners of Harvard Business Review/McKinsey M Prize for Management Innovation in 2011, on his own metamorphosis:

> It was a very normal day in March 1999. I was on an unremarkable trip to work at a client site, travelling on the rather clunky District Line of the London Underground. I wasn't expecting anything out of the ordinary to happen. The "trigger" was the Financial Times article I read that day about Voluntary Service Overseas' (VSO's) new corporate volunteering program called "VSO Business Partnerships". Instead of seeking cash from business (still the norm to this day), VSO wanted business skills. There was no shortage of doctors, nurses and teachers applying to do a two-year VSO placement - but there were very few accountants, MBAs and business managers. VSO wanted companies to supply them with people with these skills for about 6-12 months at a time, on a loan basis, with their jobs held open for their return.
>
> This short article had a profound impact on me. A switch seemed to go off in my head. Might this be the "missing link" in my quest to understand the broader role of business in society –a wake-up call in terms of how I could apply my own expertise in a different context for a different impact?[56]

Bullock describes his next steps as "putting some flesh on the bones of the idea to create a new hybrid business that would effectively turn the classical management consultancy model upside down. A business model that was based around a three-way contribution: Accenture provides access to its high performers free of profit and corporate overhead; these employees voluntarily give up a substantial percentage of their salary; and non-profits would cut a check to Accenture for consulting and technology services at significantly reduced rates, with no reduction in quality for those services."

This idea was well received at Accenture. Then, Bullock reports, "the concept went from an individual *dream*, to a pioneering *team;* it's where "I" became "we" in the

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evolution of the story. At this stage we were a "guerilla movement"–a small group of supportive friends and colleagues who worked in their spare time, evenings, weekends, coffee breaks, whenever. We set out to gather data on the latent needs of the development sector, what our competition were or weren't doing, sizing the market opportunity, and so on. Jointly, we took our findings to Accenture's UK leadership team, seeking their buy in."

The Accenture Development Partnership went through a pilot phase, a development phase with a few social sector partners, to its institutionalization in the business. In 2011, Accenture Development Partnerships led 126 different projects for clients around the world, bringing the total since it began to 640. Of these 126 projects, 48 involved cross-sector collaboration and came under our Partnership Services offering. Total number of hours spent on projects in the last 12 months exceeds 157,000. In its last financial year, employees devoted an average of 1,344 man hours per project.

4. Reset CSR to innovation. The Shell Foundation used to be the philanthropic arm of the parent corporation. Now it is funding and developing commercially viable business models that can achieve sustainable social impact. Says, Jurie Willemse, one of Shell's NGO partners, "For us it was always about developing a business model that you can scale-up and replicate in numerous countries and regions and which sustainably addresses the needs of start-up and growing businesses – a solution of global value for emerging economies rather than just a few countries in Africa."[57]

Reflecting on Nike's journey, Hannah Jones reports, "The labor crises, the management shifts and the scenario planning exercise were all pivotal moments. Collectively, they triggered a commitment to drive sustainability into every aspect of Nike's business. We have a new vision; we've redefined goals as in Nike terms, there is no finish line. It requires innovation in our design process, our production, our sourcing, our tools and metrics, and our whole team structure. Fortunately, innovation is in our cultural DNA and provides a strong foundation. Even so, embedding sustainability thinking in our strategy and then educating every person and evolving the process in the company is a challenge that takes time, continual reassessment, and unerring commitment."

"It's not about a few people making sustainable products," says Nike Considered GM, Lorrie Vogel. It's about making sure that every person in the system adopts a different world view, sense of purpose and approach to their job." Jones adds, "In order to embed sustainability and make it central to our ethos, we have made significant organizational changes, developed new tools and performance metrics, and redefined our relationship with suppliers and industry peers. We started with a focus on our own internal capabilities, knowledge and practices - our internal innovation phase. Over

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time, we have expanded our focus to include suppliers and industry peers - our external innovation phase."[58]

5. Engage a broad spectrum of interests using connective technology and social media for innovation. Today Nokia runs a social innovation lab for scaling the good works of innovative NGOs. Dell sponsors a social innovation challenge for college students and Studio Moderna leads a *Challenge:Future* competition that spans over 200 countries, 15,000 schools, and over 23,000 innovators. Meanwhile, companies like Best Buy use social media among employees to spark and shape environmental programs such as the company's innovative reuse and recycle program for electronic equipment. All of this is about using social media and networks to drive social innovation.

Ericsson has articulated a vision of the "Networked Society." Behind it is a Collaborative Idea Management program that allows employees to share ideas and build on them to innovate in every region and layer of the company.[59] Electronic IdeaBoxes cumulate experiences and case studies and cross-regional networks form to collaborative on socio-commercial projects. In rural Kenya, as one example, a network launched a Community Power Project that uses "off-grid" base stations, powered by wind and/or solar power, to share excess power among nearby communities. The base stations power mobile phone charging (which drives network usage) and in larger scale deployment can power street lights, clinics and schools for an entire community.

New social media and communication tools seem to be at the center of many CSI projects. Listen to this account by an SAP global service volunteer:

> I am so excited ....today we went live with our mobile application in the field. It was an amazing feeling to experience this high tech project in this super rural place, where I was standing with a donkey cart... As we travel to Tamale, in Northern Ghana, we'll see how SAP is collaborating with PlaNet Finance, an international microfinance organization, to create opportunity for women, who are operating at the base of the pyramid, to become successful entrepreneurs.
>
> We will then visit Wenchi, in Western Ghana, to see how SAP and the African Cashew initiative (ACi) are supporting small-scale farmers with innovative technology that benefits actors along the entire agricultural value chain. The farmers are using SAP smart phone apps to get access to farmer information, cashew buying and loading and market information. The software allows traceability in the supply chain between farmers, manufacturing companies and wholesale trade. People on the ground can also use a geographical information system that displays farmer contact data, farm size and location, tree inventory

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> and price information, which makes it easier to forecast and optimize cashew collection.
>
> Furthermore, we will learn how SAP is partnering with the German Development Organization (GIZ) to support Ghana in meeting the global standard for transparency in the oil and mining industries set by the Extractive Industries Transparency Initiative. The Ghanaian Ministry of Finance uses SAP BusinessObjects enterprise performance management solutions to monitor and analyze payments and revenue flows from its hard minerals industry, as well as from future oil and gas production.
>
> The lessons learned from these projects will help SAP roll out similar solutions for other fast growing crops in developing and emerging markets around the world. As SAP pursues its goal of one billion users by 2015, these innovative projects will play an ever-increasing role.[60]

Not surprisingly, in any week there are a number of social media-based blogs, podcasts, even conferences attested to the relevance and impact of CSI. Beneficiaries of CSI are also reporting on their experiences. Intel's Education Service Corps sends teams for two week assignments to "power up" students with computing technology, know-how, and infrastructure. Hear this student 's reflection on being "powered up" in Uganda:

> As an African, I am grateful for programs like this that can help bridge the gap not only between the developing continents but also within our own neighborhoods, communities, cities and the continent at large. The greatest part of such programs is the sustainability aspect that is attached to it--training the older ones or equipping the more knowledgeable ones to take charge of their own environment and be responsible. For the individual volunteers, you do a great job by leaving your comfort zone to bring hope and increase the faith of others. This is the greatest service anyone can give to humanity and self.[61]

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Earning a License to Innovate in Society

Corporate social responsibility anchored in philanthropy and community relations gives a business a license to operate in its home markets and communities. Embracing an expanded definition of CSR, in turn, gives companies a license to grow globally and responsibly source and sell in emerging markets. Now with the protracted global economic slowdown and growing roster of social-and-environmental threats to sustainability, a new wave of challenges for business has arisen. As expectations increase that business address itself to the world's most pressing problems, it is our belief that charitable giving and compliance with global standards of responsible corporate conduct simply won't carry the day.

Reinforcing this message, a recent gathering of sustainability leaders hosted by Sir Richard Branson and Jamie Oliver warned that big businesses will be swept aside by emerging social enterprises unless they start changing their business models and contribute more to society. Boudewijn Poelmann, who founded the successful Dutch Postcode Lottery (which now operates in Sweden and the UK), told the delegates, "Small companies that are passionate about creating change will take over if big companies do not adapt.... We already see that with energy, with so many small companies producing sustainable clean energy. The big companies are already starting to feel they are losing out."[62]

Is there an alternative path for corporations? The one business asset most prized around the globe is the very one most relevant to the world's needs: innovation. Leading companies, like Shell, Dow Corning, Abbott and many others reported here are tapping into the social innovation movement and its energy to reframe and refresh their relationship with society. They are earning their license to innovate in society.

A license to innovate is an invitation for companies to create authentic contributions to society based on their core competencies. Who grants a company a license to innovate? On the one side, there are investors, company officers, and other stakeholders who will (and should) insist on a business case for social innovation. How do companies justify their investments? Listen to Laura Aisle, Director of Corporate Citizenship at Dow Corning, who helped start the company's Citizen Service Corps which has sent volunteers to work with the global NGO Asoka to develop affordable housing and with the Indian NGO Sustaintech to develop solar cook stoves for street vendors in India. She makes the business case this way:

> We go back to the beginning: *insight for innovation*. As a specialty materials supplier—the people who make the materials which "goes-into" other

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> products—we had no way of understanding a market for which we had no experience, and no way to gain experience, save (by) going there.[63]

On the other end, society ultimately grants companies a license to innovate by welcoming their innovations. The infusion of innovation into the social arena calls upon business to partner with NGOs and often local government. These partners have in-depth knowledge of on-the-ground needs and conditions; understand the challenges of and opportunities for private sector involvement; and know the hot button issues with which a company may or may not want engage. In addition, they serve as a cultural bridge between corporations and local institutions, fostering an atmosphere of trust that is critical for a company to gain its license to innovate.

Consequently a new challenge for companies is to create mechanisms and relationships with their partners and other stakeholders to share knowledge, transfer technology, and in other ways build their competency in social innovation. But CSI also requires the engagement of local citizens in the design, development, and execution of social innovations. "Local" is the key: Abbott's food processing plant in Haiti, for example, uses local ingredients, employs local staff, and the factory will be able to make extra money in the future by producing normal peanut butter for consumer purchase. "This is a departure," says Partners in Health associate coordinator for nutrition in Haiti, Joan Van Wassenhove, "It's not Abbott coming in and saying we have an idea we can do. It's more like saying we want to take your vision and make it the best possible."[64]

Finally, movement toward CSI depends on today's social innovators and entrepreneurs joining up with their corporate and commercial counterparts. The French food products multinational Danone has partnered with Grameen Bank to develop a yogurt business to improve diets in Bangladesh. Recently, Danone hosted its annual Social Innovation Lab in Paris to seek input on how they can be more socially innovative. One social entrepreneur in attendance asked himself these two rhetorical questions in the aftermath: "Did Danone give me a glimpse of what a world could look like where big businesses went beyond CSR and put social impact at the heart of what they do? And should I be thinking how to work with other businesses to help them to do the same?"[65]

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NOTES

[1]Schumpeter, "Good business; nice beaches: Corporate social responsibility is evolving, and becoming a little less flaky". May 19, 2012. http://www.economist.com/node/21555539

[2] The proportion of managers who say they think that "sustainability" is a key to competitive success has risen from 55% in 2010 to 67% the prior year, according to an annual survey of 4,000 managers in 113 countries by *MIT Sloan Management Review* and the Boston Consulting Group. http://sloanreview.mit.edu/feature/sustainability-advantage/

[3] GlobeScan, *Corporate Social Responsibility Monitor* (2001-2012), www.globescan.com.

[4] At the same time, there is evidence that business is not delivering on its responsibilities. One poll finds that fewer than half of the world's populace in a twenty-country sample trust global companies. Another poll shows that only one in five people in twenty-five countries sampled agree that "most companies are socially responsible." Looking across these findings, we come to this paradoxical conclusion: The public's expectations of business have climbed the past twenty years all over the world even as the public's trust in business has declined. This may account for why large numbers of business leaders worldwide are placing a new emphasis on responsible business conduct.

[5] See *A New Era of Sustainability – UN Global Compact- Accenture CEO Study (*2010).

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[7] Schumpeter, J. A. (1934). *The theory of economic development*. Cambridge, MA: Harvard University Press.

[8] *New Nature of Innovation*. Report to the OECD (2010). www.newnatureofinnovation.org/introduction.html

[9] From Cooperrider, D. (2008). Sustainable Innovation, *Biz Ed Magazine,* July-August, 32-38.

[10] Bonini, S. M., L. T. Mendonca, and J. M. Oppenheim (2006), "When Social Issues Become Strategic," *McKinsey Quarterly*, 2, online at www.mckinseyquarterly.com.

[11] Yunus, M. (2008). *Creating a world without poverty: Social business and the future of capitalism*. New York: Public Affairs Books; Prahalad, C. K. (2005). *The Fortune at the Bottom of the Pyramid.* Upper Saddle River, NJ: Wharton School Publishing.

[12] In classic economic formulation, the market is the preferred form and governmental intervention emerges from a "market failure" whenever a sufficiently large segment of the polity demands responsiveness from the state. Nonprofit activity, in turn, arises from both market and "government failure" whereby private interests organize to address the unmet needs of smaller segments of the public.

[13]See Hawken, P. *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming.* New York: Viking Penguin, 2007.

[14] Businesses attending the "Cup Summit" included Dunkin' Donuts, Tim Horton's, Green Mountain Coffee Roasters, McDonalds, Coca-Cola, Chipotle Mexican Grill, Chick-fil-A, and Aramark, along with the Foodservice Packaging Association, the big paper producers and four leaders of the solid waste industry.

[15] Gallup Engagement Index Accessed December 9, 2010 at gallup.com/consulting.

[16] Cone, LLC. *Past. present. future. The 25th anniversary of cause marketing*. Boston, MA., 2009, at coneinc.com

[17] See Boccalandro, B. *Mapping success in employee volunteering*. Boston: Boston College Center for Corporate Citizenship, 2009.

[18] Mirvis, P. H. (2012). Employee engagement and CSR: Transactional, Relational, and Developmental Approaches. *California Management Review*, 54, 4, 1-25.

[19] See Hills, G. and A. Mahmud *Volunteering for impact: Best practices in international corporate volunteering*. Boston: FSG Social Impact Advisors, 2007.

[20] An evaluation by Chris Marquis of IBM's CSC found significant increases in the cultural intelligence and emotional resilience of IBMers who participated in global service assignments. A study of PWC's Ulysses program found that company participants gained greater cultural literacy, deeper understandings of responsible leadership, and enhanced community building skills See Mirvis, P. H., K. Thompson, and C. Marquis. Preparing next generation business leaders. In R. Burke and M. Rothstein (Eds.). *Self-management and leadership development*. Cheltenham, UK: Edgar Elgar, 2010; Pless, N. M., T. Maak, and G. K. Stahl. Developing global leaders through international service learning programs: The Ulysses Experience. *Academy of Management Learning & Education, 10*, 2, 2011: 237–260.

[21] See Kleanthous, A. and J. Peck, *Let Them Eat Cake.* World Wildlife Fund (WWF-UK, 2006); see www.lohas.com for statistics.

[22] Kanter, R. M. (1999). From Spare Change to Real Change: The Social Sector as Beta Site for Business Innovation. *Harvard Business Review*: 122-13; Kanter, R. M. (2009). *SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth, and Social Good*. New York: Crown Business

[23] Bonini, S., T. M. Koller, and P. H. Mirvis. Valuing social responsibility. *McKinsey on Finance*, 32, 2009, 11-18.

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[28] Govindarajan, V and C. Timble (2012). *Reverse Innovation: Create far from home, Win everywhere*. Boston: Harvard Business School Press.
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[30] Globescan (2001-2012) op. cit. On a global scale, NGOs earn far more trust than global companies in both the northern (68 percent of NGOs versus 38 percent of global companies are trusted) and southern hemispheres (63 versus 46 percent); indeed NGOs are now the most trusted institution in every country except Japan and Brazil.
[31] Nelson, J. and B. Jenkins (2006). "Investing in Social Innovation: Harnessing the Power of Partnership between Corporations and Social Entrepreneurs." Working Paper #20. Harvard Social Responsibility Initiative. http://www.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_20_nelson_jenkins.pdf.
[32] Zadek, S. The path to corporate responsibility. *Harvard Business Review*, Dec., 2004: 125–33.
[33] See also Kania, J. and M. Kramer (2011, Winter). Collective Impact. Stanford Innovation Review, 36-41.
[34] Mulgan, G. with S. Tucker, R. Ali and B. Sanders (2007) *Social Innovation: What It Is, Why It Matters and How It can be Accelerated*. Oxford: Said Business School.
[35] http://www.babson.edu/Academics/centers/the-lewis-institute/Pages/food-sol.aspx
[36] See Schlesinger, L., C. F. Kiefer, and P. B. Brown. (2012). *Take Action*. Boston: Harvard Business School Press.
[37] Research centers set up at Stanford University in the US (2000), Toronto (2004), London (2005), the Netherlands (2006), and Australia (2008) have followed on pathfinders such as the Vienna-based Zentrum für soziale Innovation (1990) and the Canadian inter-university Centre de recherche sur les innovations sociales (CRISES, 1986).
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[50] Isaacson, W. (2011). *Steve Jobs*. New York: Simon & Schuster.
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[53] See Mirvis, P.H. and Gunning, L. Creating a community of leaders. *Organizational Dynamics*, 35(1), 2006, 69-82.
[54] http://www.intel.com/cd/corporate/csr/apac/eng/community/casestudies/cs1/397682.htm
[55] Grayson, D., M. McLaren, and H. Spitzek. (2011). *Social Intrapreneurs —An Extra Force For Sustainability*. A Doughty Centre for Corporate Responsibility Occasional Paper; Sustainability. (2008). *The Social Intrapreneur: A Field Guide for Corporate Changemakers*.
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[57] Shell Foundation (2010) "Enterprise Solutions to Scale: Lessons learned in catalysing sustainable solutions to global development challenges" www.shellfoundation.org.
[58] See http://www.managementexchange.com/story/nike%E2%80%99s-gameplan-growth-that%E2%80%99s-good-all
[59] http://www.managementexchange.com/story/everyone-innovates-everyday-collaborative-idea-management-ericsson
[60] http://en.sap.info/mobility-ghana-implementation-sme/58609
[61] http://blogs.intel.com/csr/2011/05/iesc_uganda_week_two/
[62] http://www.guardian.co.uk/sustainable-business/blog/big-business-lose-social-enterprises
[63] http://bclc.uschamber.com/blog/2012-08-08/license-innovate-society
[64] http://bclc.uschamber.com/blog/2012-08-08/license-innovate-society
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