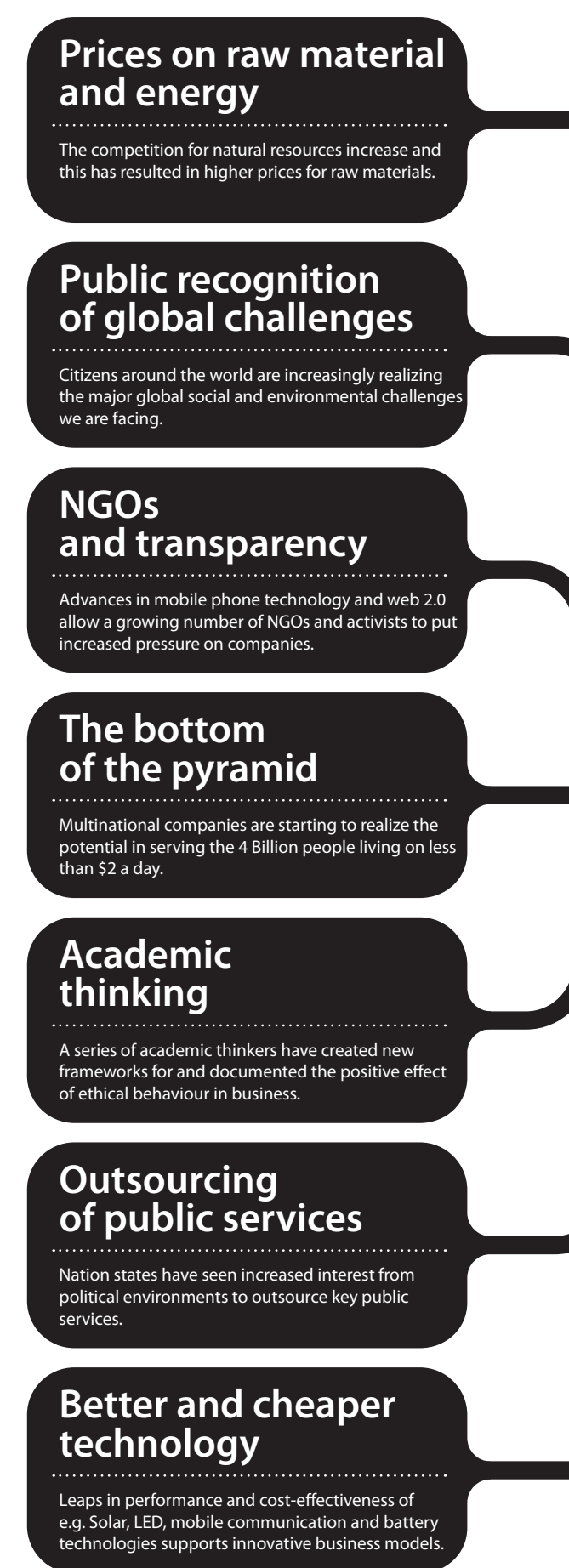


# Think big. Start small. Scale fast.

The map is meant to show one way to create profit in the 21st Century.

## 7 Societal Drivers

Circumstances that are changing and driving companies to do CSI:



## Project Framing

### Initial insight

Be open to insights or events inspired by one or more of the seven drivers. This initial insight is characterised as a feeling inside the company that 'something has to be done'.

### Make business from global challenges

Examine the intersection between the global environmental and social challenges we are facing and the capabilities of your business.

Inspiration for innovation can come from anywhere. Insights that have the potential to create CSI demands the ability to see in what direction the global society is moving; it demands going from thinking a company as an enclosed, effective and dis-integrated island in the world to seeing the company and its immense business possibilities as an efficient and integrated actor in the world.

Think about what you as a company do best. Think about your technological and business competencies. Connect these insights with challenges you see in the world – what global social or environmental challenges you are uniquely positioned to help solve. The more fundamental and widely distributed a problem you choose – the bigger the business potential.

### Management support

Make sure to get support for the initiative from management.

If the project has not already gained interest and support from management, think about how CSI can support your company's top-line growth, cost cutting, etc. Essentially - what are the economic benefits for your company from investing in a CSI-initiative?

### Strategic or a single project

Plan whether you need a corporate-wide strategic approach to CSI or if you need a single pilot-project.

The size of the ambition for the CSI initiative has to be determined. Some efforts need the involvement of the entire company while others need a more subtle approach and a testing ground for a small CSI pilot-project run by a small team that can be easily tested and measured.

### Set the team

Pull together a team with the necessary competences from the ecological, economic and social disciplines.

The organisation of the team should fit the CSI project. In some cases, having 3 dedicated people is enough. In other cases a cross-departmental team would have to meet every week to keep momentum. Also consider combining competences from different disciplines to create the most of the CSI project.

### Understand the chosen global challenge

Create a deep understand by immersing yourself in the social or environmental challenge at hand through qualitative or quantitative research.

For social problems, consider using both ethnographic and other social science methods. Also, consider talking to experts and NGOs to grasp the full scope of the global challenge. For environmental problems, consider using Life Cycle Analysis to understand the environmental impact of your products and locate the biggest opportunities for innovation.

### Experiment

Learn, brainstorm ideas, prototype and build concepts that can address the chosen social or environmental challenge in a commercial way.

Start to develop various concepts and consider cross-sector alliances that can meet the global challenge. This is usually an iterative process with several loops of building concepts, trying them out, learning and changing the concepts until having one or more with solid impact potential.

## Concept design

## Business Models

### Rethink the tradition of ownership

**Own or rent**  
By renting out a product instead of selling it, a company can create more flexible product and service solutions. \* **DONG Energy**

**Free service**  
Providing a service for free can radically increase its use and thereby boost revenues from sales of products connected to the service. \* **Nokia**

### Include the poorest

**Bottom of the pyramid**  
Secure the company's position in future growth markets by serving the 4 billion people living on less than \$2 a day with a new version of your product or service. \* **Phillips**

**Microfinance**  
Providing users with access to microfinance can give individuals and communities opportunities they could not otherwise afford. \* **Grundfos**

### Prove your corporate citizenship

**Certification**  
Secure the validity of a CSI-product through getting the product certified by a relevant third party organization. \* **Innocent**

**Involve the public**  
Partnering with governments and other public players in delivering CSI projects can bring important competences and experiences to the table. \* **ISS**

### Go B2B

**Starting with businesses**  
Marketing a new and different product towards other businesses can yield a quicker increase in volume and be more effective, than going straight to the consumer market. \* **Interface**

**Be the consultant**  
Through experience with implementing CSI-projects, the newly gained knowledge can be used to provide consultancy services to existing and new customers. \* **IBM & Novozymes**

### Think distribution creatively

**Supplier optimization**  
Working with suppliers to optimize the environmental and social impact of their production can help creating cheaper and higher quality products. \* **Toms**

**NGO distribution**  
When operating in developing markets, partnering with NGOs for product distribution and sales can be crucial in reaching satisfying sales volumes. \* **Philips**

### Make partnerships

**Business collaboration**  
Looking to other industries to provide important competences and technologies can help a company in creating powerful CSI solutions. \* **DONG**

### Take it to market

After building a solid CSI concept, consider how you will launch your product in the market.

## Sales & Marketing

### Use local sources

Consider collaborating with locally familiar organizations, e.g. Women Self-Help groups, NGOs or governments, when selling your products in new unfamiliar cultural contexts.

### Price, quality and aesthetics

Consumers don't necessarily buy things, because they are more sustainable or green. More often consumers are looking for high-quality products that are beautiful and that are reasonably priced.

### Hit the masses

Don't rely on the existing eco-conscious segment to buy your CSI-products. Construct your product solutions to sell in mass markets for increased business and societal impact.

### Quantify the benefits

When selling to other businesses, think about how to quantify and communicate the environmental, social and business benefits of your product.

### Luxury

Achieve positive environmental and social impact through consumer products by creating a high-quality luxury product and selling it at a premium.

### Lobbyism

Consider telling governments and strategically important companies about your CSI products and thereby helping to stimulate demand in the market for more sustainable solutions.

## Profits

### Revenue growth

The most direct profit from a CSI-project comes from product or service sales.

### New markets

A company can gain access to both developing markets, expand existing markets and create entirely new markets through CSI-projects.

### Recruitment and retention

CSI projects can boost a company's ability to attract and retain talent.

### Sustain your brand

Being a progressive corporate citizen through engaging in CSI-projects can help a company to build a stronger and more sustainable brand.

### Company culture

A CSI project can stimulate employees' satisfaction and affect the way employees engage with their company worldwide.

### Knowledge & Innovation

A CSI project exercises an organization's innovation muscle and expands the horizons of how a company can innovate.

### External relations

With a typical wide reach, a CSI project can help a company in building key external relations with governments, NGOs and other companies.

## Scaling

### From local to global

A well-planned and executed CSI-project is designed with scalability in mind, enabling a company to repeat the project in other countries and cultures.

### From 10% CSI to 100% CSI

A single CSI project can help to catalyze more changes in the overall way a company does business – from production methods to the food in the canteen.

### From 1 project to 100 projects

A CSI-project can be the first pilot in a series of projects that can build a company's market share and reputation as a CSI-company.

\* To get an example, read the case study about the mentioned company in the related CSI-report.

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## 7 Societal Drivers

Circumstances that are changing and driving companies to do CSI:

- Prices on raw material and energy**  
The competition for natural resources increase and this has resulted in higher prices for raw materials.
- Public recognition of global challenges**  
Citizens around the world are increasingly realizing the major global social and environmental challenges we are facing.
- NGOs and transparency**  
Advances in mobile phone technology and web 2.0 allow a growing number of NGOs and activists to put increased pressure on companies.
- The bottom of the pyramid**  
Multinational companies are starting to realize the potential in serving the 4 Billion people living on less than \$2 a day.
- Academic thinking**  
A series of academic thinkers have created new frameworks for and documented the positive effect of ethical behaviour in business.
- Outsourcing of public services**  
Nation states have seen increased interest from political environments to outsource key public services.
- Better and cheaper technology**  
Leaps in performance and cost-effectiveness of e.g. Solar, LED, mobile communication and battery technologies supports innovative business models.

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## Business Models

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  - Own or rent**  
By renting out a product instead of selling it, a company can create more flexible product and service solutions. \* **DONG Energy**
  - Free service**  
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- Include the poorest**
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Secure the company's position in future growth markets, by serving the 4 billion people living on less than \$2 a day with a new version of your product or service. \* **Philips**
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- Prove your corporate citizenship**
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Secure the validity of a CSI-product through getting the product certified by a relevant third party organization. \* **Innocent**
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- The bottom of the pyramid
- Academic thinking
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