

How to Show Your Love in the Community

A Workshop to Build Your Corporate Citizenship Strategy



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Why?

What is motivating a shift?

Customers



80%

want for-profit companies to work with nonprofits to improve their communities

2 out of 3

consumers believe that business is just as responsible for positive social change as government



New Customer Reaction

This is the first time since 2009 that more consumers punish rather than reward companies.

Rewarding and Punishing Companies

26%

Consumers who **rewarded companies** for their behavior

28%

Consumers who **punished companies** for their behavior



The number is up by 9% since 2013

Employees

A donut chart on a grey background showing 70% completion. The chart is a circle with a purple outer ring and a grey inner ring. The percentage '70%' is written in white in the center.

70%

not only want to know that their **company is doing good**, but they also want to be **part of the work**

A donut chart on a green background showing 55% completion. The chart is a circle with a purple outer ring and a green inner ring. The percentage '55%' is written in white in the center.

55%

of job candidates would choose to work for socially responsible company – even if the salary was less

A donut chart on a purple background showing 51% completion. The chart is a circle with a green outer ring and a purple inner ring. The percentage '51%' is written in white in the center.

51%

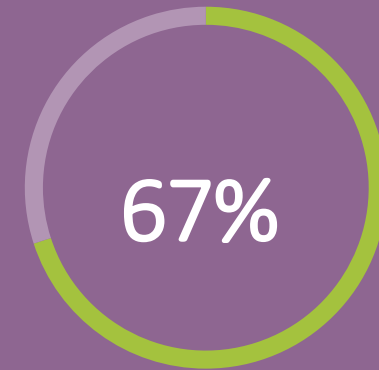
of candidates (and **66%** of millennials) would not work for a company that doesn't have a strong social or environmental record

Wall Street

Fortune's
Best Companies to
Work for
**Outperform
Competitors**



Entrepreneurs



of new business owners and social entrepreneurs are designing (or redesigning) companies that occupy the **middle between mission & money.**

Companies



90%

of companies on the S&P 500 index published a CSR Report in 2019, compared to just 20 percent in 2011

Capitalism Is Getting a Facelift



FOR GOOD



When?

How has Corporate Citizenship evolved?

Original View of the Company

Milton Friedman's Shareholder View

- Traditional view of the company is it exists primarily to make profits.
- Shareholders are the source of a business's money and this obligates the business to act in their interest.
- Since money has been given to increase their wealth, it is wrong for the CEO to do anything that is not aimed at increasing profits.

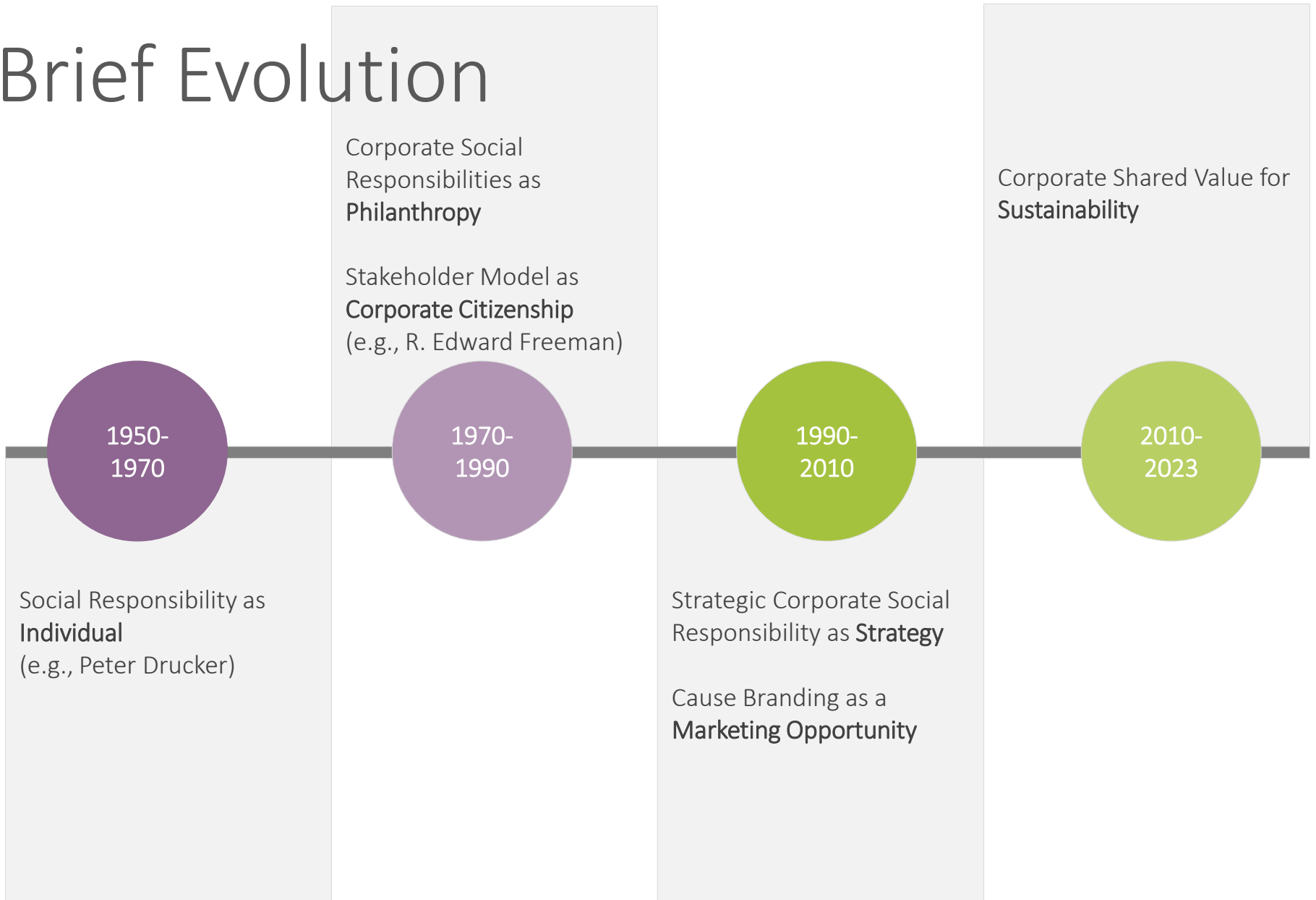
However, this model was not consistent with the law.

Groups other than stakeholders (e.g., employees, customers, suppliers, local communities, etc.) have claims, and the law requires these claims to be considered.

- Equal Pay Act
- Civil Rights Act
- National Labor Act
- Clean Air – Water Acts



Brief Evolution





What?

What do all the buzzwords mean?

Vision, Mission, Strategy and Tactics

Vision

Answers **why** the organization exists

It identifies the **needs the company aspires** to solve for others.



Mission

States what the organization is going to **do** to achieve its vision

It addresses the **types of activities** the company seeks to perform.



Strategy

Determines **how** the organization is going to undertake its mission

It sets forth the ways it will negotiate its competitive environment to attain a sustainable advantage.

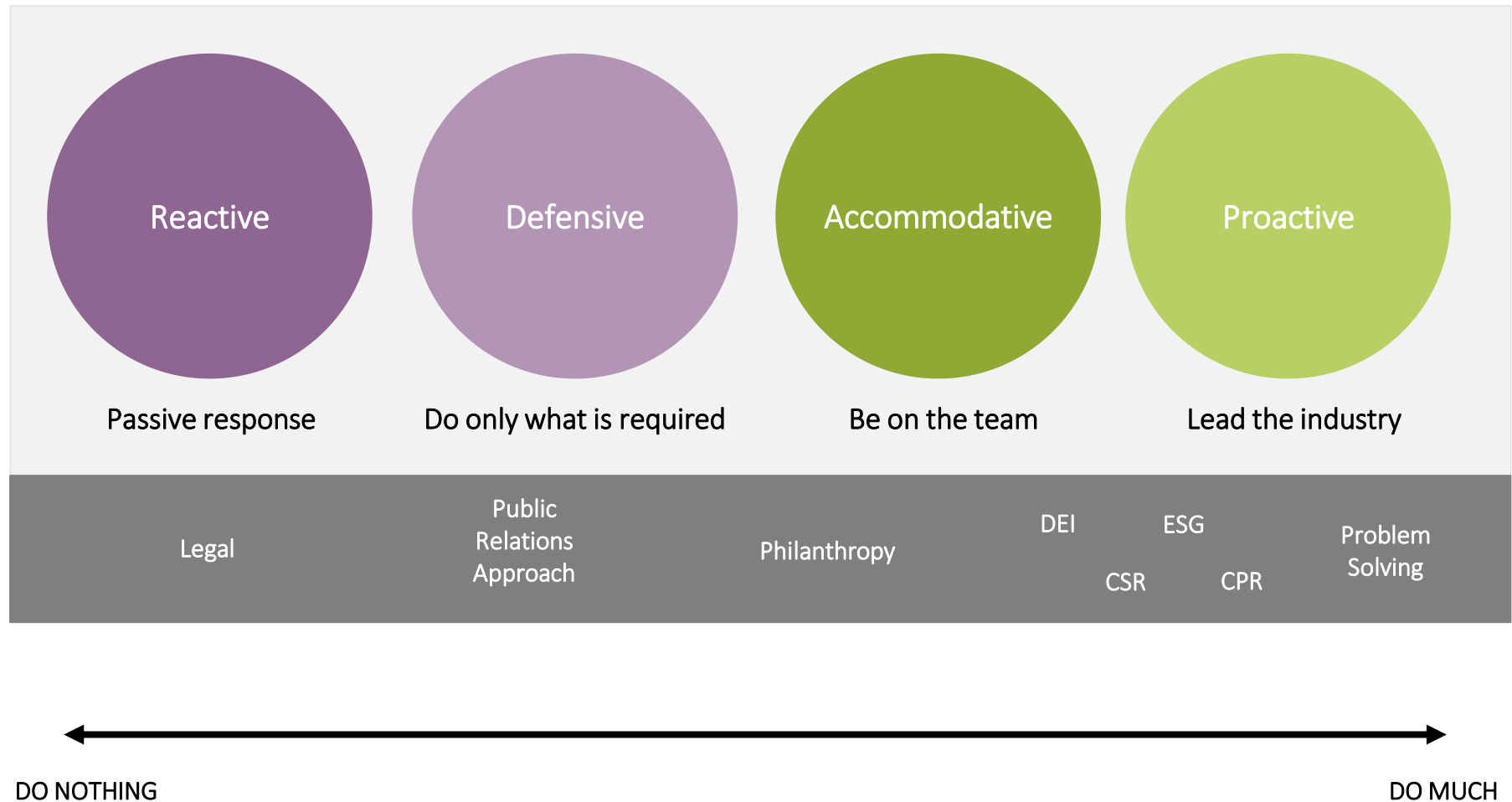


Tactics

The day-to-day management decisions made to implement the firm's strategy



Continuum of Social Responsiveness



So....

- Does business have a social responsibility?
- If so, what is the extent and type of responsibility?

These types of questions were being asked originally to keep government at arms-length.



What Is Corporate Responsibility?

- Corporate responsibility is the commitment by companies to manage their activities in a responsible way.
- This is a newer trend to view companies as having to behave in ethical terms and have duties/responsibilities beyond profit.
- Three approaches:
 - Stakeholder Theory
 - The Triple Bottom Line
 - Corporate Social Responsibility



Three Approaches

Stakeholder Theory (bottom up)

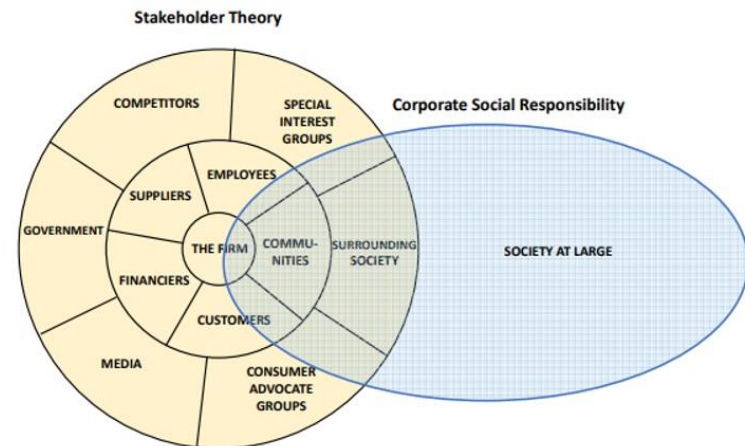
- Corporations benefit by managing their relationships with their stakeholders.

Triple Bottom Line (3BL) or 3Ps (side to side)

- Corporations must move from measuring and reporting organizational performance on one dimension – economic – to all three (economic, social and environmental).

Corporate Social Responsibility (top down)

- Corporations examine the impact of a company's actions on society.





3BL Reporting

Focus Areas

How is 3BL Reporting Accomplished?

ECONOMIC

- Generally Accepted Accounting Principles
- Profits
- Inventory turns
- Liquidity
- Productivity
- Customer value
- Value stream

SOCIAL

- Bribery and corruption charges
- Political contributions
- Charitable contributions
- Child labor
- Security practices
- Employee turnover
- Employee complaints
- DEI initiatives
- Safety incidents
- Customer satisfaction

ENVIRONMENTAL

- Energy consumption
- Water consumption
- Changes in local ecosystem
- Emissions
- Waste
- Carbon footprint
- Quality of air, soil and water

Corporate Citizenship Continuum



- Corporate social *responsibility* – emphasizes obligation and accountability to society
- Corporate social *responsiveness* – emphasizes action & activity
- Corporate social *performance* – emphasizes outcomes & results

Corporate Social Responsibility

Carroll Definition – Layers of Responsibilities



Benefits of CSR for Companies

- Improves public image and relationship with consumers
 - Brand differentiation
 - Consumers want to buy products from companies they trust.
 - Customer engagement
- Increases chance of media coverage
- Boosts employee engagement and productivity
- Attracts and retains investors
- Can achieve cost savings
- Sparks innovation
- For nonprofits, increases funding, forging of corporate partnerships and volunteer participation

CSR Internationally



- CSR varies across countries due to societal norms, legislative requirements, relations between business and government, and customer demands.
- Generally speaking, CSR – as we know it – is strongest and most present within the US and Europe.
- More prevalent within companies based in developed countries.

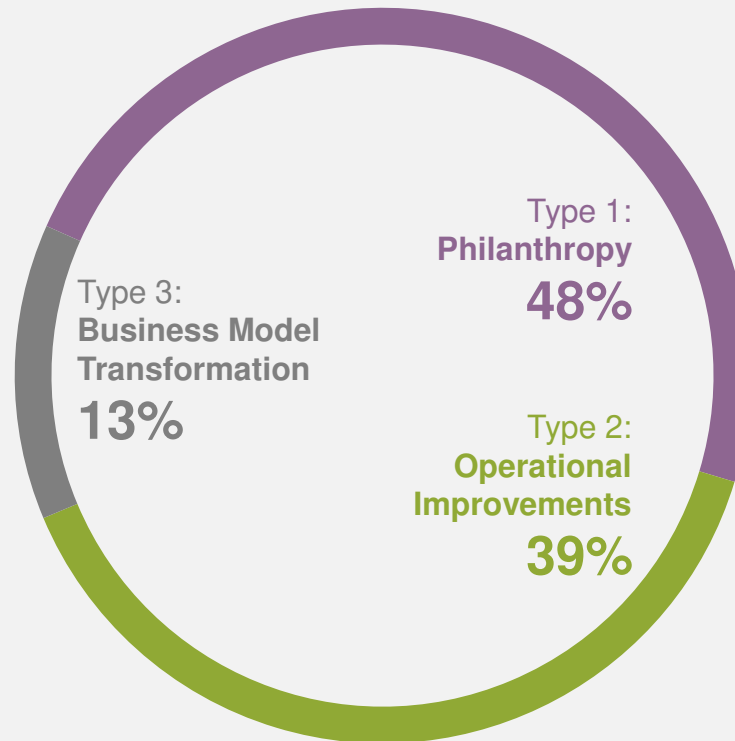
Best Practices of CSR

- Set feasible, viable and measurable goals
- Build a long-lasting, two-way relationship alongside the community
- Embody community core values
- Partner with experts to co-create solutions
- Create community awareness using platform
- Assess and report the impact



What Does CSR Look Like In Practice?

Types



SURVEY RESULTS:

Number of respondent: **142**

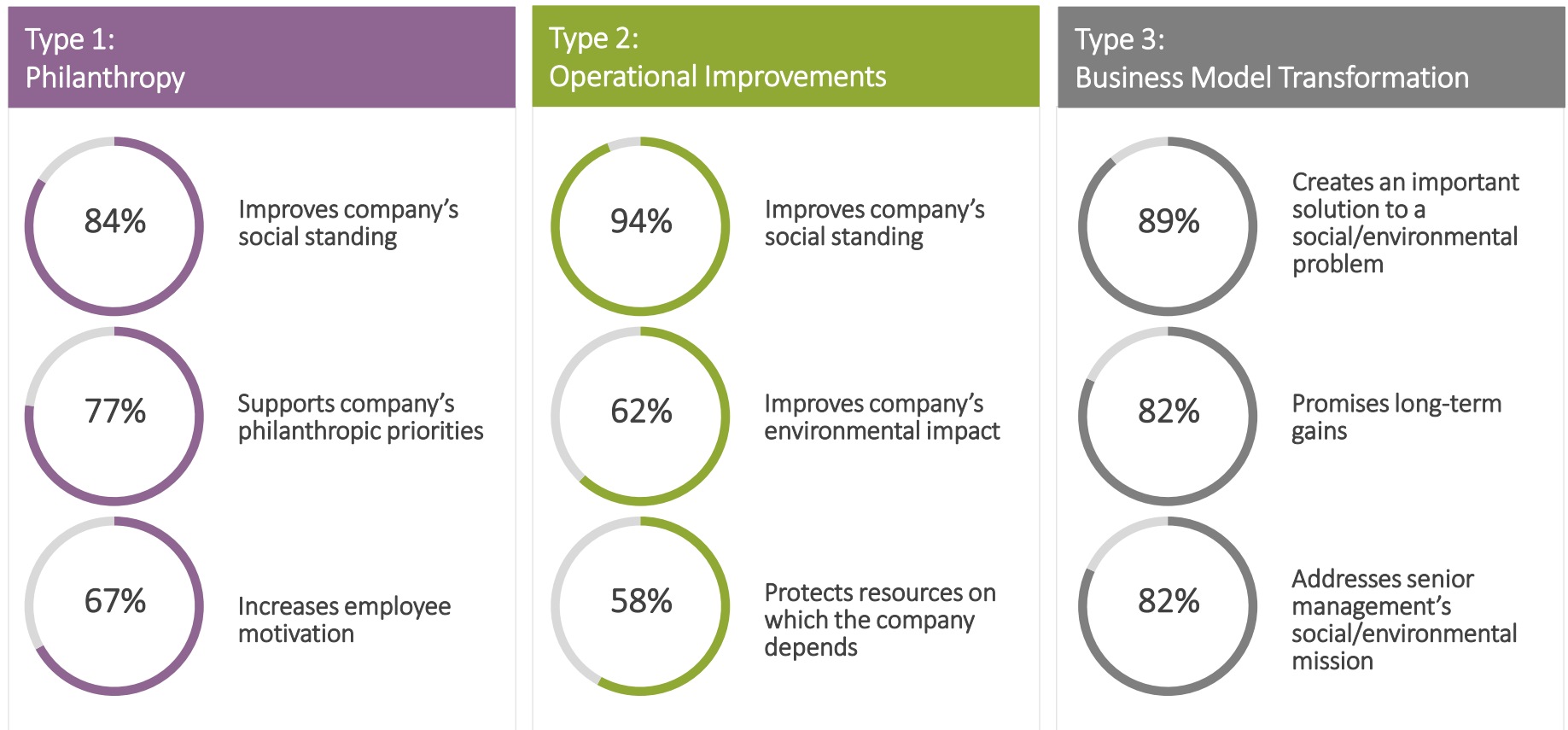
Industries represented: **manufacturing, consumer packaged goods, extractive minerals, financial services, media, telecommunications and others**

Number of CSR programs under way in the respondents' firms: **1,072**

What Does CSR Look Like in Practice?

Benefits

Percent of respondents who identified the following as top benefits of their firms' CSR initiatives

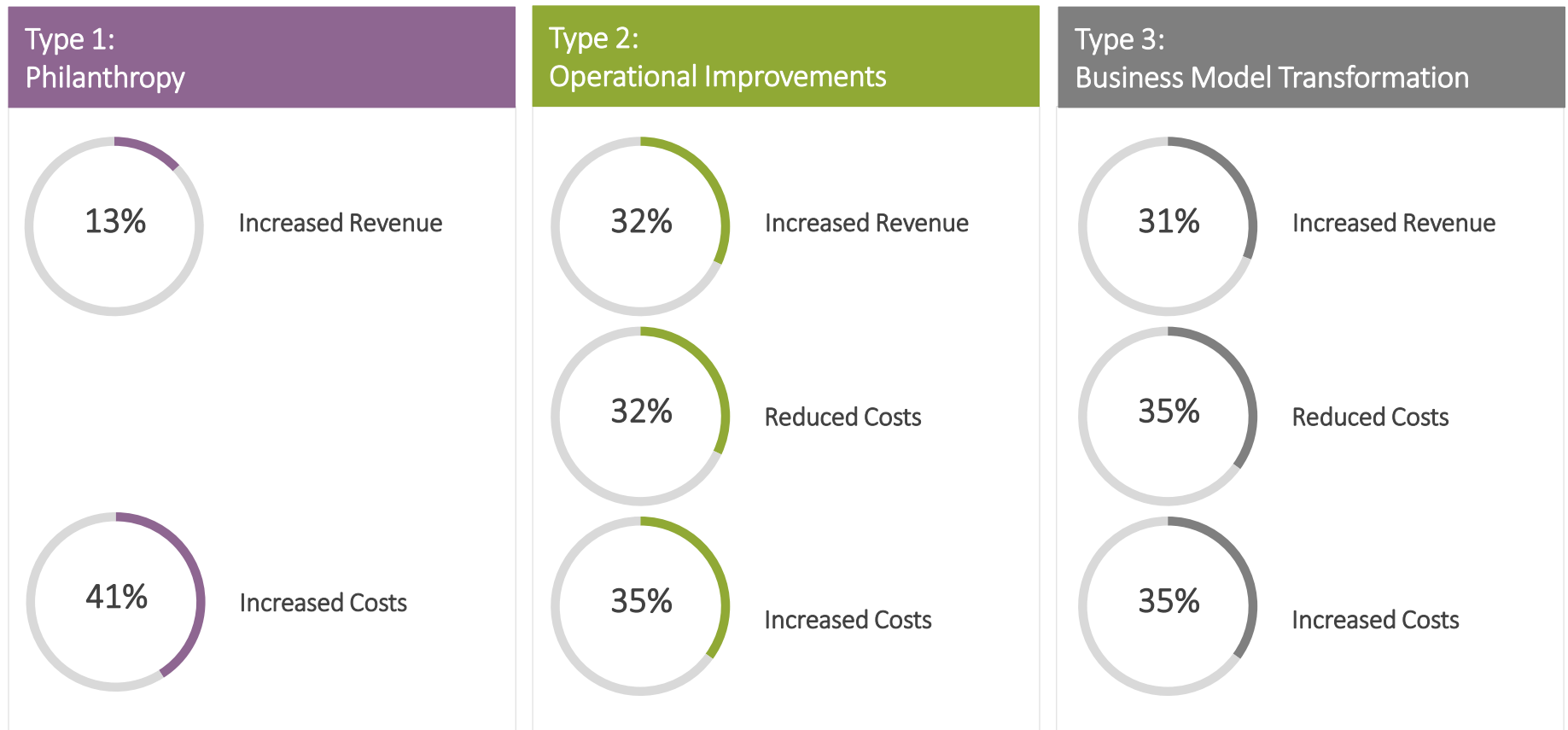


Source Kasturi Rangan, Lisa Chase, Sohel Karim

What Does CSR Look Like In Practice?

Business Impacts

Percent of respondents who identified the following as impacts of their firms' CSR initiatives



Source Kasturi Rangan, Lisa Chase, Sohel Karim

Case Study

Employee Resource Groups (ERGs)

Employee Resource Groups are voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace aligned with the organizations they serve.

ERGs are found in
90% of Fortune 500
companies.

BLN

Black Leadership
Network

DCN

Disabilities and
Carers Network

EPN

Emerging
Professionals
Network

LGBT+

Lesbian, Gay,
Bisexual and
Transgender +
Group

MFN

Multifaith
Network

REACH

Race, Ethnicity
and Cultural
Heritage Group

VERG

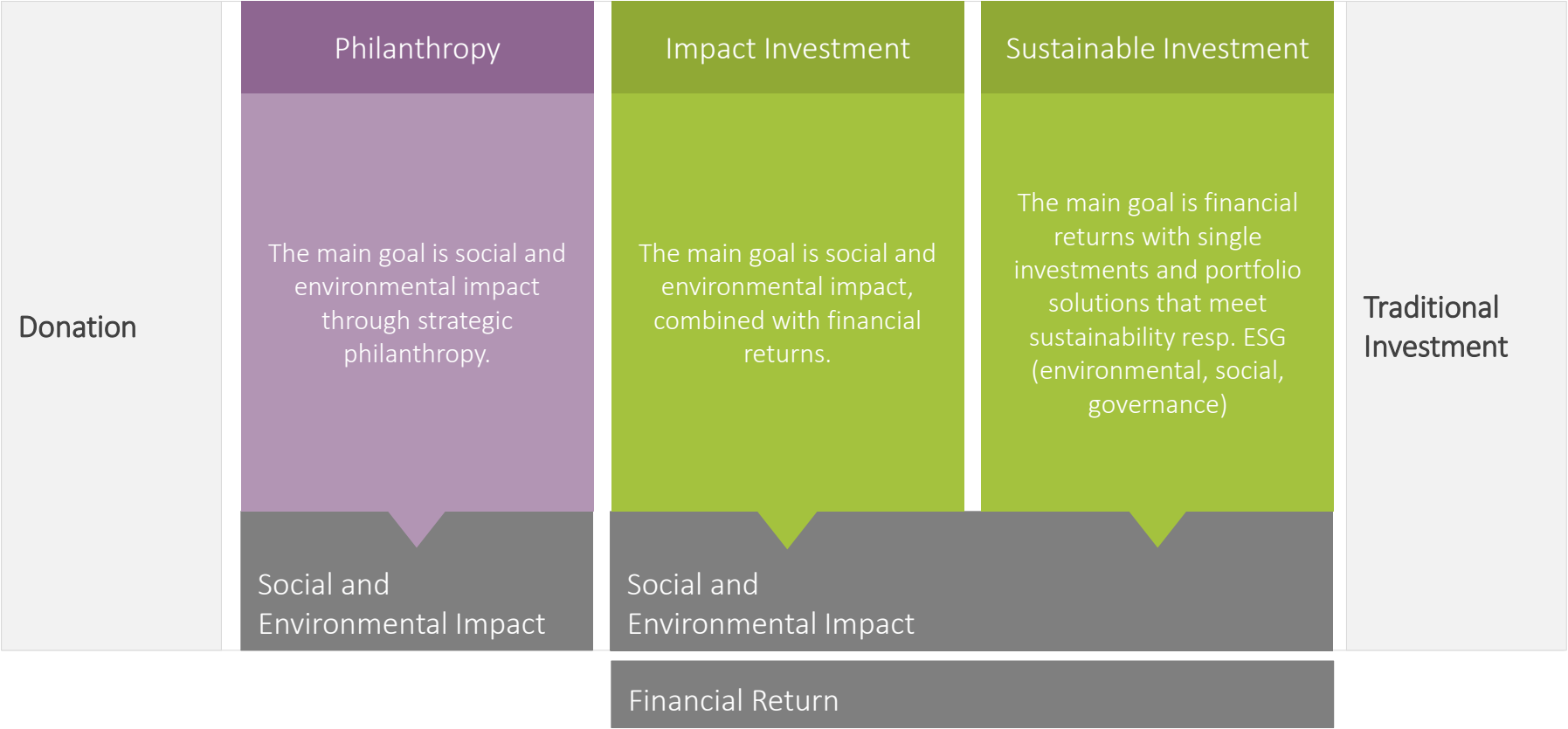
Veterans
Employee
Resource Group

WIN

Women Inspired
Network

Investors Are Changing

Philanthropy and Sustainable Investment Framework



Source: Credit Suisse (Switzerland) Ltd.

ESGs as Stakeholder Capitalism

Environmental, Social and Governance (ESG)

- Required to be incorporated in the financial evaluations of companies
- Set of standardized measurements of 22 specific metrics around corporate citizenship
- Agreed upon by Big Four Accounting Firms – Deloitte, PwC, KPMG & EY
- Aligned them to UN's SDGs (Sustainable Development Goals)
- Growing in size
 - Deloitte estimates professionally managed assets where ESG was considered doubled from 2016 to 2021 to \$46 trillion with 2025 estimates being \$96 trillion.



CSR vs. ESG

CSR

- Qualitative
- Self-regulated
- Not directly connected to business valuation
- Implemented via culture, values and brand management

ESG

- Quantitative
- Externally regulated
- Directly related to business valuation
- Implemented through measurable goals and audits

What Now?

How to avoid woke-washing & green-washing?

President Joseph R. Biden Jr.

“It’s way past time **we put an end to the era of shareholder capitalism**, the idea the only responsibility a corporation has is with shareholders.

That’s simply not true. It’s an absolute farce. They have a responsibility to their **workers, their community, to their country.**”



President George W. Bush

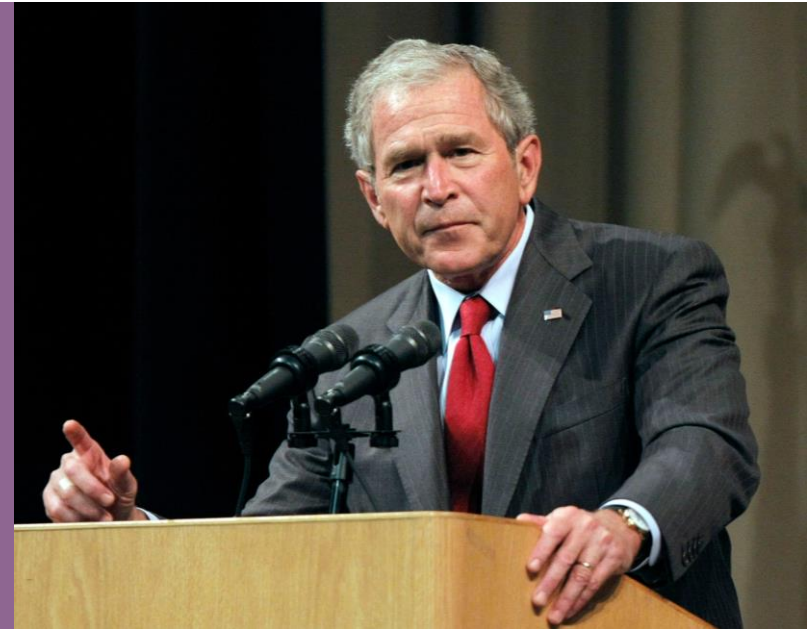
“My administration **pressed for greater corporate integrity** ... And today I sign the most far-reaching reforms of American business practices since the time of Franklin Delano Roosevelt ... This law says to every dishonest corporate leader: you will be exposed and punished; the era of low standards and false profits is over; no boardroom in America is above or beyond the law.

This law says to honest corporate leaders: your integrity will be recognized and rewarded, because the shadow of suspicion will be lifted from good companies that respect the rules.

This law says to corporate accountants: the high standards of your profession will be enforced without exception; the auditors will be audited; the accountants will be held to account.

This law says to shareholders that the financial information you receive from a company will be true and reliable, for those who deliberately sign their names to deception will be punished.

This law says to workers: we will not tolerate reckless practices that artificially drive up stock prices and eventually destroy the companies, and the pensions, and your jobs.



And this law says to every American: there will not be a different ethical standard for corporate America than the standard that applies to everyone else. The honesty you expect in your small businesses, or in your workplaces, in your community or in your home, will be expected and enforced in every corporate suite in this country.”

Voting Rights

Corporations Taking a Stand

- **Coca-Cola and Delta** believed that working behind the scenes and making general statements supporting “increased voter participation” would suffice. But activists quickly threatened boycotts.
- On March 31, a group of Black executives ran a full-page ad in *The New York Times* criticizing the Georgia law for limiting voting opportunities for people of color.
- Coca-Cola and Delta then reversed course, issuing strong public statements condemning SB202 as “unacceptable” for “making voting harder, not easier.”



Voting Rights

Corporations Taking a Stand

We are entering a new era of corporate political responsibility, whether companies like it or not (CPR).

- Companies can no longer avoid speaking out in the polarized American political environment.
- Corporate leaders are criticized in the US and increasingly abroad for speaking out on political issues or remaining silent.
- Companies have come to expect corporate social responsibility (CSR), which includes supply chain accountability.
- They now recognize the need to create value for all stakeholders, and many are committing to a corporate purpose that goes beyond shareholder returns.
- The next logical step is for businesses to incorporate that purpose into their political activities and operations.

Voting Rights

Corporate America Finds Downside to Politics

The backlash against Georgia's voting restrictions reached a boiling point.

- Major League Baseball canceled the All-Star Game in Atlanta, and Delta and Coca-Cola said the law was unacceptable and went against their corporate values.
- "Serious consequences" were threatened by Senate Minority Leader Mitch McConnell (R-Ky.). He later recanted but made clear he didn't think they accurately reflected political reality.
- Sen. J.D. Vance, author of *Hillbilly Elegy*, then suggested taxing "woke" companies.



Voting Rights

Corporations Taking a Stand

Companies that don't want to be caught off guard like Coca-Cola and Delta were in Georgia must become more savvy and principled about whether and how to engage in political activity.

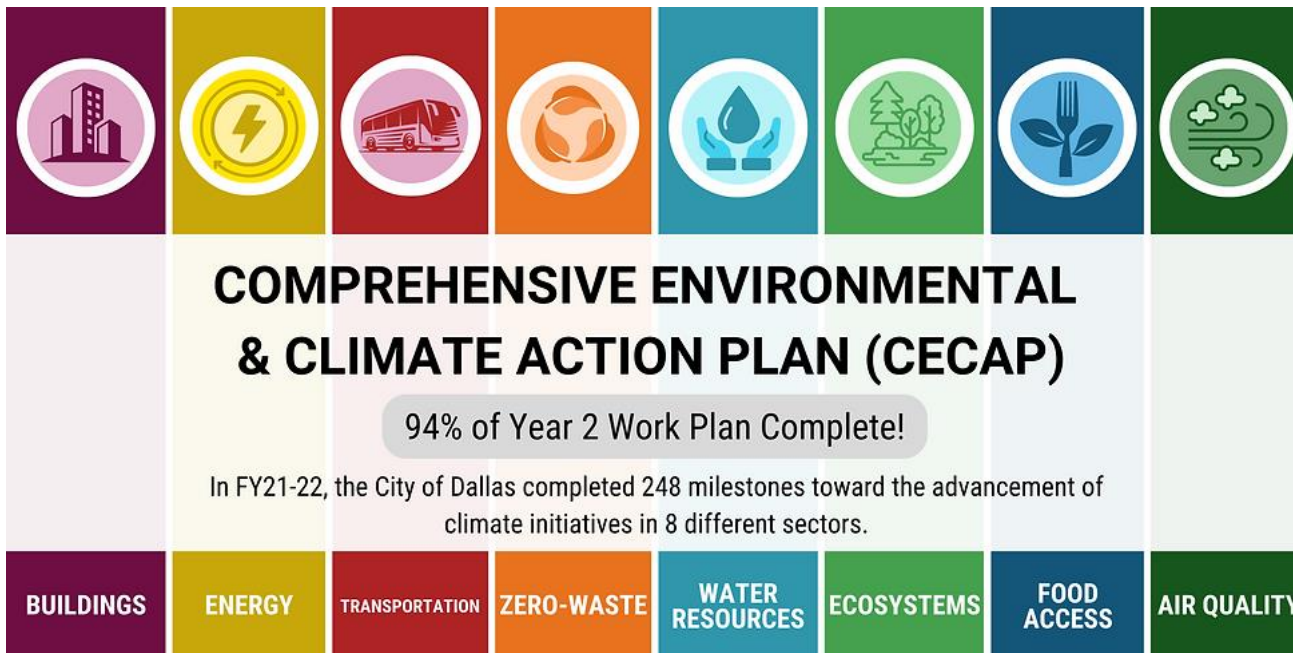
- They must clarify their values and be able to articulate them in public.
- Companies will be better prepared to recognize when they need to step up to protect fundamental institutions and individual rights and when they need to back off and let civil society decide without undue influence.



Corporate Political Responsibility

CPR is further extending CSR into the political realm.

Seventy percent of people believe business leaders should help inform and shape policy debates around subjects specifically related to business such as jobs, automation and wages.



Requires a more proactive approach to government affairs

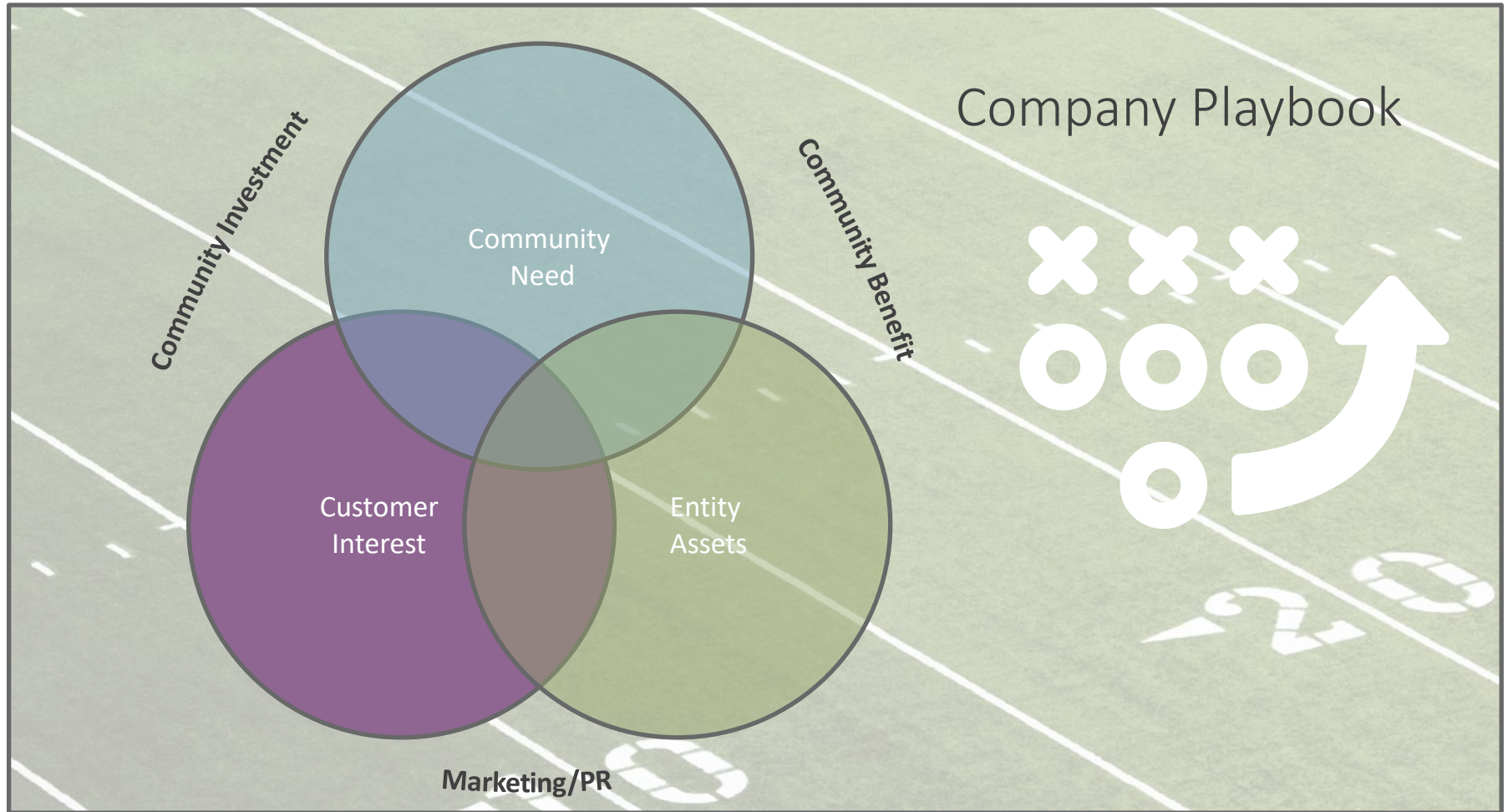
Requires even more collaboration across industry and within geographies



How?

How can we integrate ideas into our company – large and small, for-profit and nonprofit?

CSR as More Than PR



Develop a Strong Offensive Strategy

Connect to:



Current & Future Employees

Core Assets & Competencies

Develop a Strong Defense Strategy

Prepare For:



Brand Conflict

Social Risk – for you and key supply chain partners

Crisis

4 Cs to Consider

CONNECTED to CORE

A good corporate social responsibility policy must feature clear objectives and deliver measurable outcomes in society.

To achieve this, the policy must reflect what the business is and what it does. This reinforces the firm's business purpose and its core competencies. The corporate social responsibility policy should have a clear strategy of changing the community.

It should not call for a one-off event but for efforts that gradually transform society through the firm's positive influence.

CONCRETE

The policy should be geared toward identifying a few needs that the company can address adequately. It should be connected to issues that customers and employees most care about.

Most companies that try to address multiple social challenges do not make significant progress at solving social issues.

CLEAR & HUMBLE

The corporate social responsibility policy should be well-developed and understood by all stakeholders. **Employees, shareholders and customers must understand what the firm intends to do and what the expected outcome is.**

A good corporate social responsibility policy identifies qualified partners for the proposed program. It is vital to partner with experts in a particular social issue that the firm is tackling and co-create solutions alongside the community.

CONTINUOUS IMPROVEMENT

The policy should provide tools to measure the success of any program it initiates. Moreover, it should have set timelines that define when certain milestones of the program will be reached.

Join Gamechangers in Town

As an Individual Wanting to Join a Team:

- Board Member of Nonprofit
- Social Venture Partners
- SWAN Impact Angel Network

As a Company Wanting to Join Others

- CFT's *Be in Good Company*
- Conscious Capitalism – Dallas Chapter

As an Entrepreneur Wanting to Do Business Differently

- B Lab



Certified



Corporation



**EVERYONE LOSES GAMES.
FEW CHANGE THEM.**

JUST DO IT.






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EDUCATION

- MBA, Duke University's Fuqua School of Business
 - Selected as CASE (Center for the Advancement of Social Entrepreneurship) Scholar
- Adjunct Professor – University of North Texas / SMU

AWARDS & HONORS

- "Best for the World" Small Business List – B Corp, 2015 & 2016
- TEDx Speaker, "Everyone Can be a Changemaker," 2015
- Huffington Post's Top 10 Social Sector Blog, 2014
- Next Generation Social Entrepreneurs Award, 2010

COMMUNITY LEADER

- **Dallas, Texas** – Dallas Commission on Homelessness, Mayor's Task Force on Poverty, Leadership Dallas, Leadership North Texas & Junior League
- Dallas Regional Chamber, Young ATHENA Award, 2014
- Dallas Business Journal's 40 Under 40 Award, 2012
- **Cincinnati, Ohio** – Founder, Flywheel: Social Enterprise Hub