



REIMAGINING SOCIAL CHANGE

Simplifying Strategy: Getting it Right for Your Business

CECP 2016 SUMMIT | MAY 23, 2016



Societal engagement executives often struggle to balance **competing priorities**



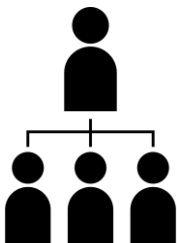
Foundation Board



HR



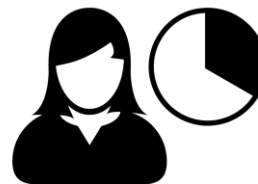
Marketing Team



CEO



Balancing Act



CFO



Activists



Consumers

Companies can be a **powerful force for change**, yet fail to achieve the full promise of societal engagement

Potential of Corporate Societal Engagement



CASH GIVING

Critical resources to address social problems



NON-FINANCIAL ASSETS

Unique corporate resources (e.g., product donations, technical expertise, volunteering, footprint, influential voice)



INNOVATION POTENTIAL

New ideas and approaches



PRIVATE SECTOR ROLE

Intractable social problems require cross-sector solutions

Typical Challenges



Lack of **strategic clarity** and **business alignment**



Diffuse and **unfocused** efforts



Limited **leverage of company assets** and expertise

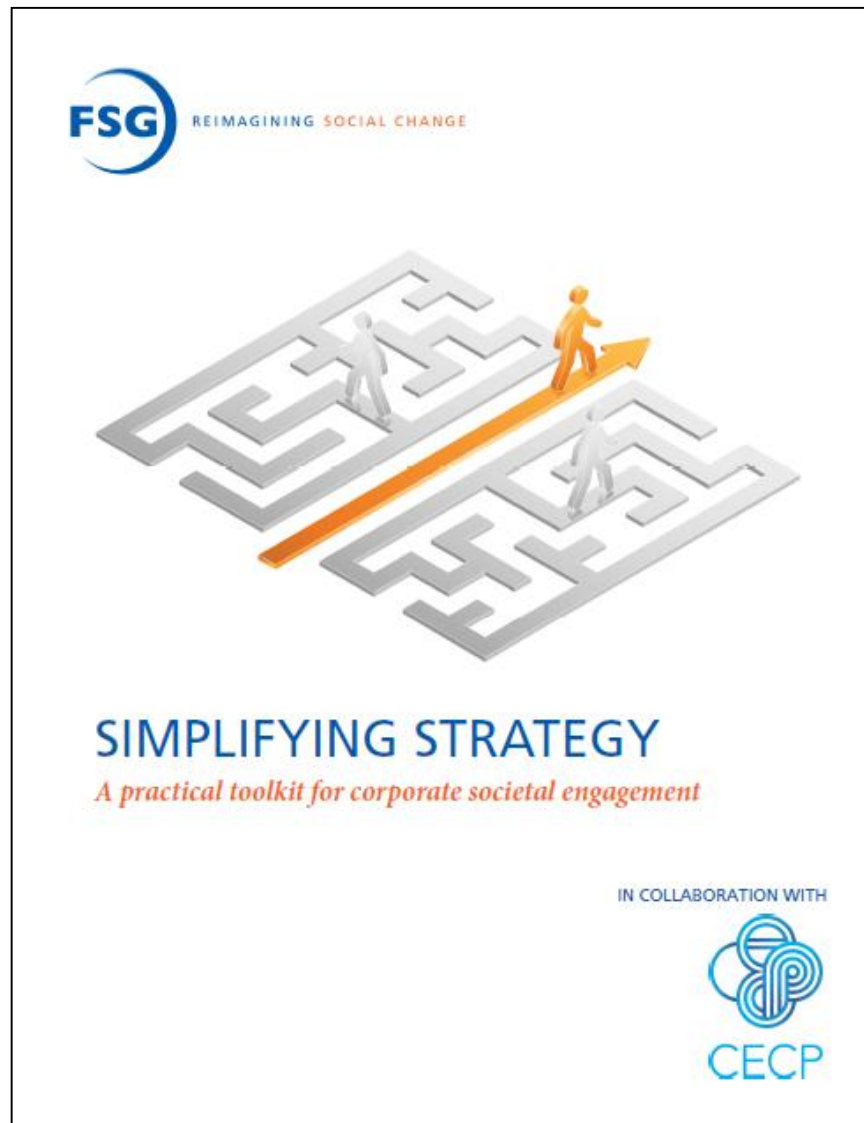


Difficulty achieving and measuring **tangible results** for business and society



Suboptimal communications to internal and external stakeholders

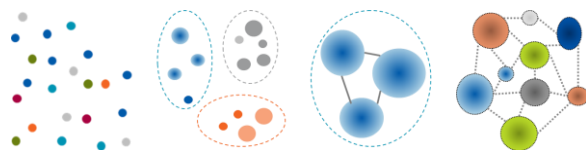
With CECP, FSG developed *Simplifying Strategy* to provide strategy tools for CSR practitioners



Today we will explore the **Impact Models** and **Intent Matrix**

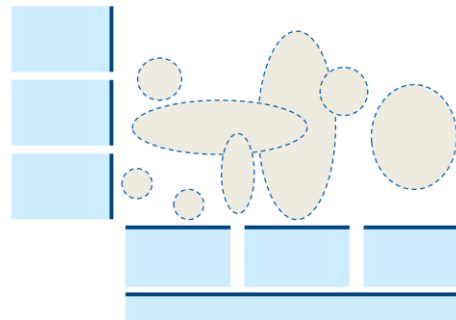
Impact Models

Codifies **clear and distinct options** for engaging on societal issues



Intent Matrix

Visually maps the **business motivations** (why) and **engagement approaches** (how) of corporate engagement with society



Mary Jane Melendez

Executive Director, General Mills Foundation



GENERAL MILLS FOUNDATION

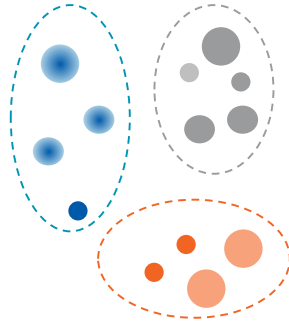
Impact Models: Companies can choose from a range of impact models for their societal engagement

Confetti



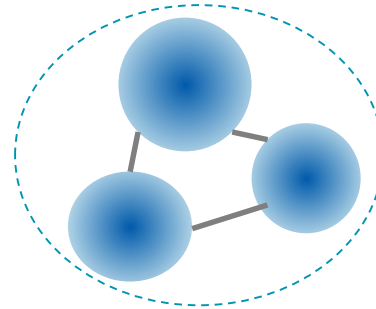
- Wide range of issues and approaches
- Responsive to local and stakeholder needs
- Large number of small grants

Clustered



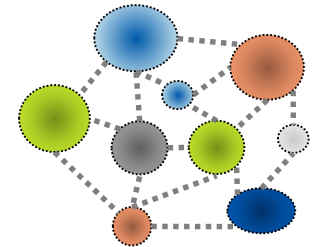
- Focus on a few “buckets” of issues
- Issues typically aligned to company or employee interests

Concentrated



- Focused, multi-year signature initiative in one theme
- Leverages a range of assets such as funding, volunteers, and core business

Ecosystem Change

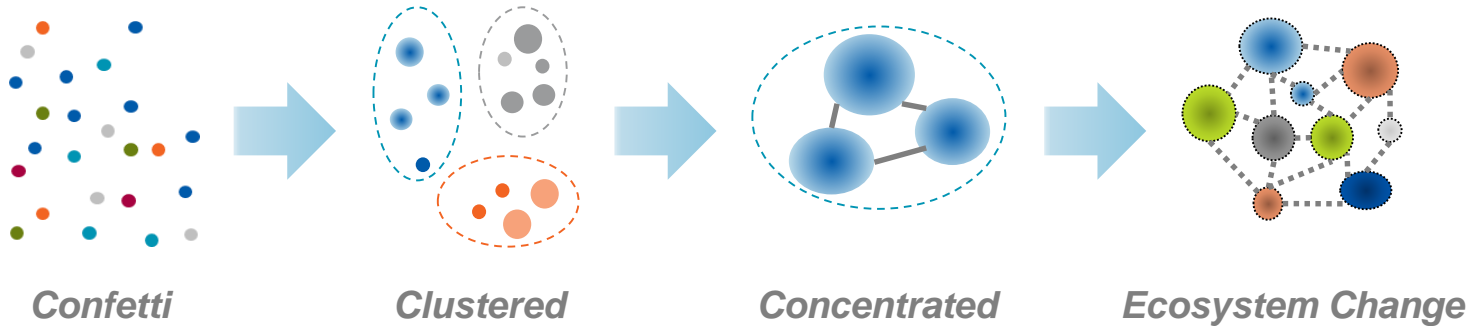


- Structured cross-sector collaboration to affect systems change
- Addresses complex social problems

Companies may **evolve** toward one model over time or adopt a **portfolio** of impact models

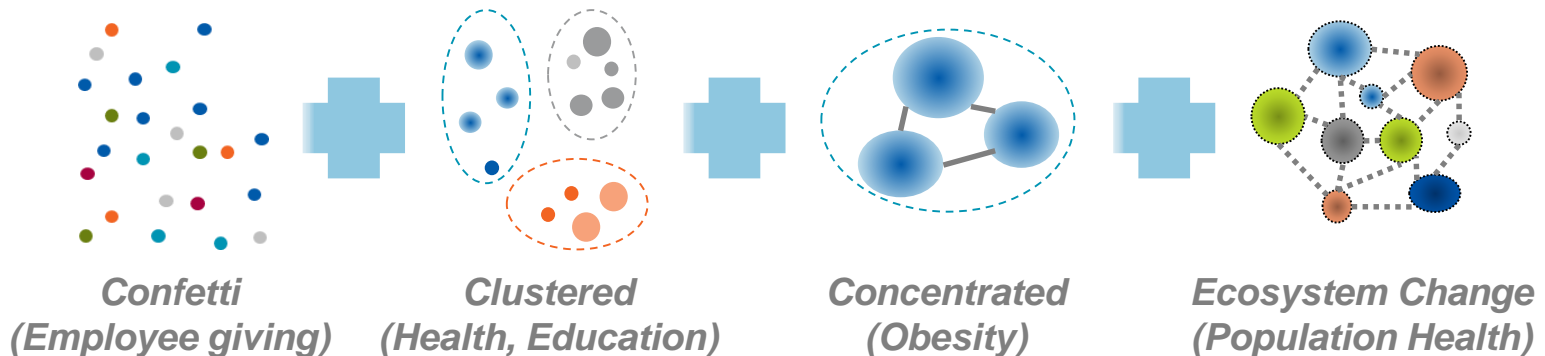
1

Some companies move toward more concentrated, systems-level work over time

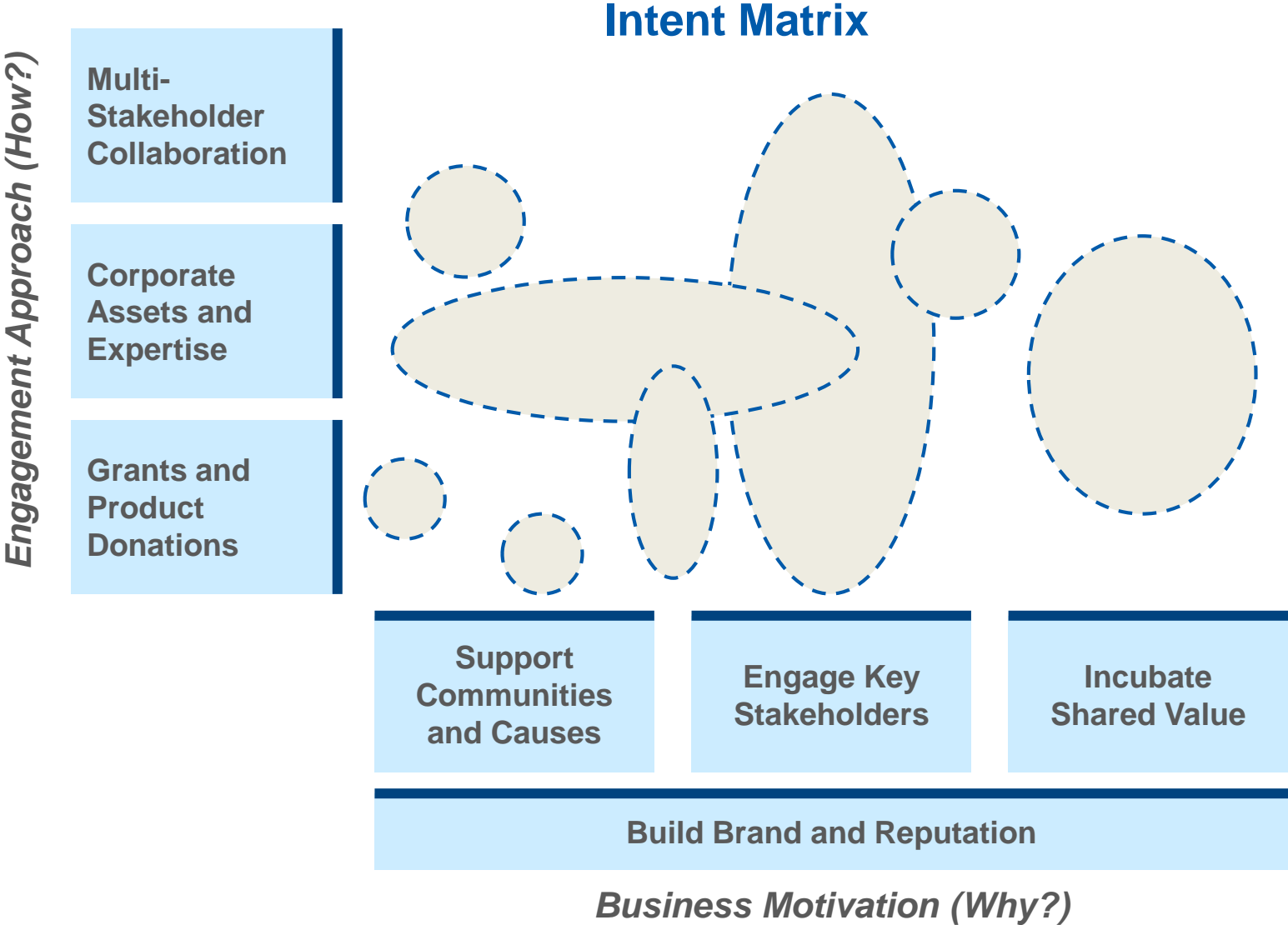


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Others may adopt a “portfolio” of impact models at a point in time to support multiple goals and programs

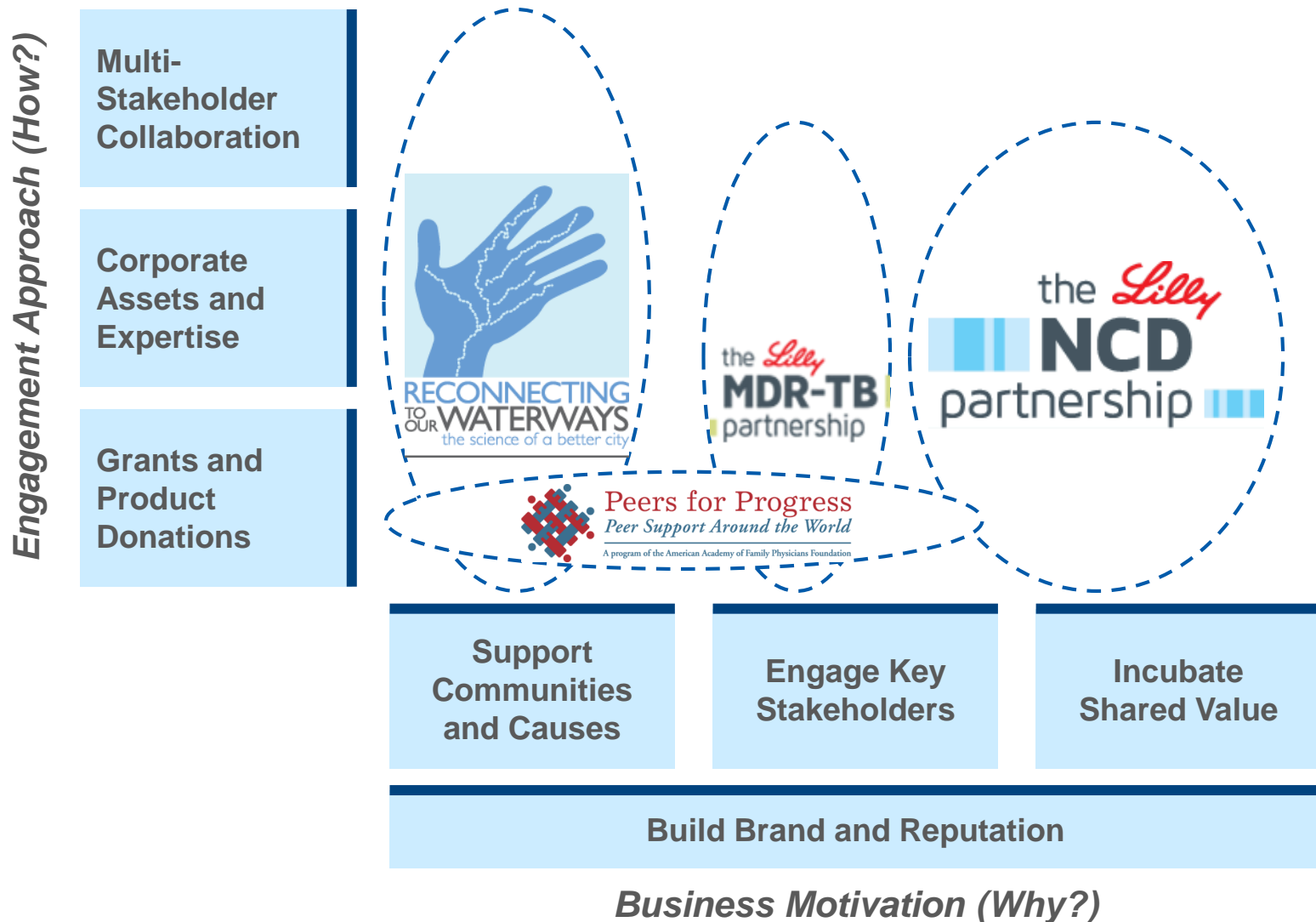


Intent Matrix: Understanding the “why” and “how” of societal engagement increases strategic clarity



For example, **Eli Lilly's portfolio** includes a range of motivations and engagement approaches

Intent Matrix – Eli Lilly Example



Assessing activities across a range of customized dimensions increases alignment and clarity

Facilitated Current State Assessment Workshops



ACTIVITY	Resources		Social Impact	Business Motivation			Brand & Reputation		Engagement Approach		
	\$	L.O.E.		Support Communities	Attract & Retain Employees	Interactive Competitive Context	Members	Govt Stakeholders	Grants	Leverage Assets	Structured Collaboration
out of L/E	█	█	█	×			█	█		×	
cause marketing	█	█	█	×			█	█		×	
events w/	█	█	█	×			█	█		×	
activities w/	█	█	█	×			█	█		×	
challenge	█	?	█		×		█	█		×	
packaging	█	\$0	█		×		█	█		×	
Day	█	█	█	×			█	█		×	
profits	█	█	█	×			█	█		×	
credit to profits	█	█	█	×			█	█		×	

Individual Reflection and Table Discussions

1. What **impact model(s)** does my company currently employ?
2. How would you plot your company's portfolio on the **intent matrix**?



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