

Responsible business:

Shifts and trends in the wake of COVID-19

JUNE 2020, DARIA OFMAN, GLOBAL CONSULTANT AT BETTER FUTURE, FOR THE GERHART CENTER WEBINAR SERIES

better future

WE HUMANISE ORGANISATIONS TO
TURN BUSINESS INTO A FORCE FOR GOOD



Great for
the world.

- Empowered thousands of local leaders in emerging markets
- Created 25.000+ new cross-cultural connections across the world
- Advanced 1000+ projects, initiatives and enterprises around the world



Good for
business.

- Helped 400+ companies to find, embrace & activate their purpose
- Created high performance teams
- 50% of purposeful brands grow faster



Life-
changing for
people.

- Teams discovered, connected and activated with personal mission
- Developed skills to confront and be courageous
- 70% of executives report that purpose is key to recruiting and retaining top talent

We think that business should be a force for good.

We feel compelled to guide clients towards meaningful change.

We behave boldly and courageously.

We believe that everybody can make a difference.

We never compromise our values.

We always connect to the human story.

We love clients who dare to confront the discomfort.

We hate injustice and window dressing.

Because everyone deserves a dignified life.

Our purpose humanising organisations,
to turn business into a force for good.

What today's about



Framing & communication

What we understand a responsible business to be

Types of social enterprises

Market based & financially profitable

Trends - from shareholder to stakeholder

What COVID is accelerating

To introduce yourself:

Go to www.menti.com

And use the code: 48 76 85

How believable
do you think
the following
statements
are?

“We enlighten daily moments for everybody”

- *Unilever Benelux*

“Slave free chocolate as a standard in the chocolate industry”

- *Tony's Choclonely*

“Banking for better, for generations to come”

- *ABN Amro*

“Creating rural prosperity”

- *ECOM Ghana*

“Nourishing by nature”

- *FrieslandCampina*

“Fossil free within one generation”

- *Vattenfall*

“Paving the way for a fully plant-based food chain, without concessions”

- *The Vegetarian Butcher*

Responsibility

Care

Statement	Contribution
Promise	Claim

Urgency

Dedication

What does being a responsible business mean?



	NGO	Business-inspired NGO	Social Business	Balanced social/profit business ¹	Business
Primary objective	Social impact	Social impact	Social impact	Social impact and commercial success	Commercial success
Products/services priced for sale	X	✓	✓	✓	✓
	N/A	Price < Costs	Price ≥ Costs ²	Price > Costs	Price > Costs
Business model	Maximizes social impact Funded through donations	Maximizes social impact Partially funded through donations	Maximizes social impact Financially self-sustainable	Maximizes social impact Maximizes profitability	Ensures social standards Maximizes profitability
<div style="border: 1px dashed black; padding: 5px; display: inline-block;"> Social entrepreneurs </div>					

Source: BCG analysis.

¹These include legal entities such as B-corporations (benefit corporations) in the U.S., Patagonia is one example.

²At least over the long term.

From 'for profit' to 'responsible business'

Calling for a societal/climate cause

Personal legacy of the founder/CEO/team

Becoming “future proof”

Efficiency of work

Focus and direction

Retaining (young) talent

From NGO to social business

Independence from donor funding

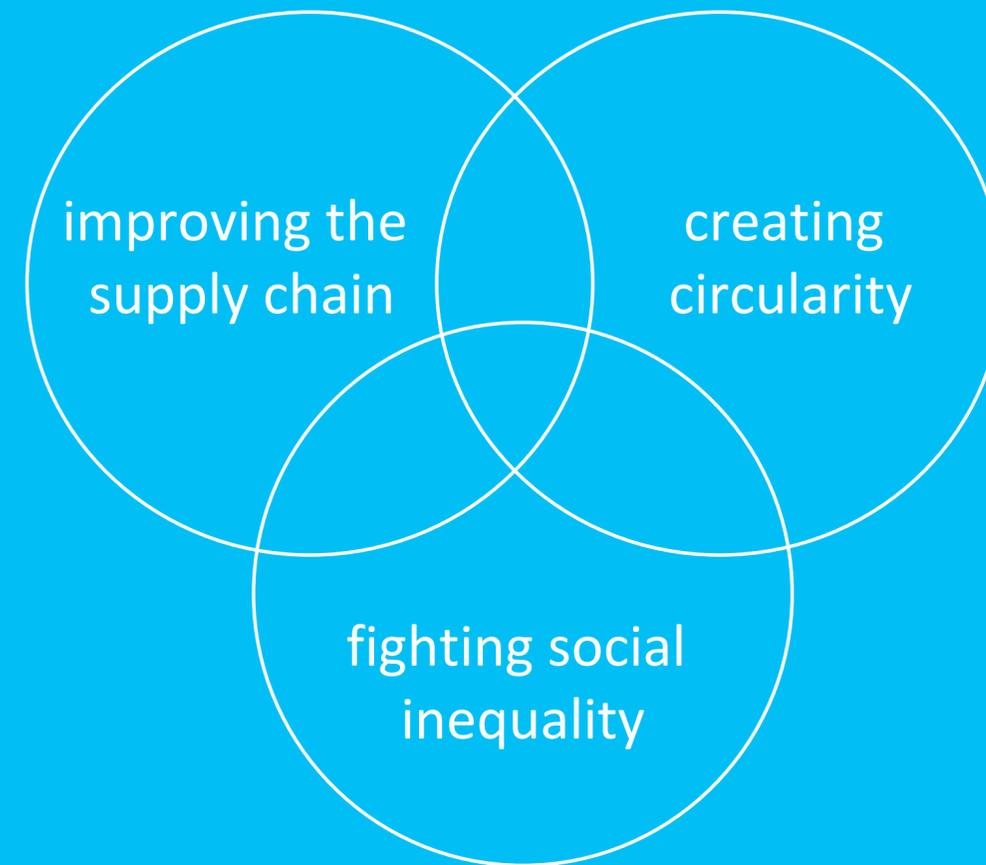
New financial models and technological opportunities

Government policy and legislative restrictions

Shifting donor interests and the economisation of non-profit

Market-based vs. financially profitable

Types of social enterprises



There is *no* tension between objective and (financial growth)



There *is* tension between objective and (financial growth)

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JO SOC
UNA DONA

better future



*Aurèlia
Capmany*



THERE IS NO GATE,
NO LOCK, NO BOLT
THAT YOU CAN SET
UPON THE FREEDOM
OF MY MIND.
Virginia Woolf

A L'ATZAR AGRAEIXO
TRES DONES: HAVER NASCUT
DONA, DE CLASSE BAYXA I
DE NACIÓ OPRIMIDA,
I EL TERBE ATUUR
DE SER TRES VOLTES
REBEL



Maria Antònia Marsal



I'M NO LONGER
ACCEPTING THE THINGS
I CANNOT CHANGE.
I'M CHANGING
THE THINGS
I CANNOT ACCEPT.
Angela Davis

Rigoberta



ESTE MUNDO
NO VA A CAMBIAR
A MENOS QUE
ESTEMOS DISCORS
A CAMBIAR,
NOSOTRAS M

Macro trends

From shareholder to stakeholder





New career incentives

Changing value of hierarchy

Role of government



RIDE FREE

FOR THE FIRST 30 MINS

THIS AUTUMN

This autumn in Ghent, all rides on Donkey Bikes up to 30 mins are free.



Revival of the cooperative



HERENBOEREN ASSEN

SAMEN DUURZAAM VOEDSEL PRODUCEREN



Micro trends



Small white labels with illegible text, likely museum or gallery tags, located in the bottom left corner of the image.

The B Corp movement

B Lab certifies companies based on how they create value for non-shareholding stakeholders, such as their employees, the local community, and the environment.

3358 companies

150 industries

71 countries

THE B CORP DECLARATION OF INTERDEPENDENCE

We envision a global economy that uses business as a force for good.

This economy is comprised of a new type of corporation - the B Corporation -
Which is purpose-driven and creates benefit for all stakeholders, not just shareholders.

As B Corporations and leaders of this emerging economy, we believe:

- That we must be the change we seek in the world.
- That all business ought to be conducted as if people and place mattered.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.



Guardian Media Group

Newspapers and digital news publishing
Location: London, London, United Kingdom

FAIRPHONE

Fairphone

Mobile Phones
Location: Amsterdam, Amsterdam, Netherlands



NICO

Nico enables people to invest in local real estate through a Neighborhood REIT.
Location: Los Angeles, California, United States



MUD JEANS

MUD Jeans International

Garment
Location: Laren, Noord-Holland, Netherlands



B Impact Report

Overall B Impact Score

Impact Area Scores



SolarNow

SolarNow

Selling of solar systems with a credit facility

Certified Since: January, 2019

Location: Kampala, Kampala, Uganda

Sector: Wholesale/Retail



The B Impact Scores are being compared against all businesses that completed the B Impact Assessment



Governance

7.2



Workers

20.6



Community

22.0



Environment

37.2



Customers

54.9

WE KEEP GROWING EVERYDAY!

 + 50000

Clients

 3,000,000

Installed Wp

 180,000

Lives touched

 50

Branches

 500

Staff

What COVID-19 is accelerating



Thank you!