



1



2



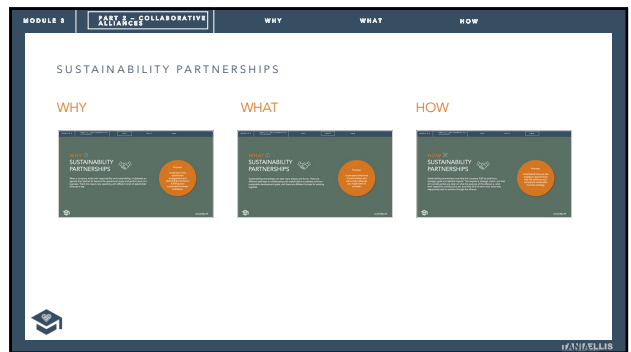
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4



5



6

KEY LEARNINGS

WHAT YOU WILL LEARN...

- WHY** ✓ Reasons why partnerships are key to sustainable business success
- WHAT** ✓ 5 collaborative pathways for sustainable solutions
- HOW** ✓ 5-step guide for building valuable collaborative alliances
- ✓ Tools for mapping partners and value creation

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCES WHY WHAT HOW

WHY SUSTAINABILITY PARTNERSHIPS

Purpose: Understand why stakeholder engagement and partnerships are key to fulfilling your sustainable business ambitions.

When a company works with responsibility and sustainability, it addresses an agenda that reaches far beyond the operational scope and performance of a business. That's the reason why operating with different kinds of stakeholder alliances is key.


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MODULE 3 PART 2 - COLLABORATIVE ALLIANCES WHY WHAT HOW

CREATING SUSTAINABLE VALUE IS A JOINT EFFORT ...

Corporate Social Responsibility



European Commission

"the responsibility of enterprises for their impacts on society."

Taking responsibility for the business impact on society

Social, environmental, ethical human rights and consumer concerns
Into business operations and core strategy
In close cooperation with stakeholders to create shared value
Link to innovation (products etc.)
Emphasis on international standards (e.g. UN Global Compact, ISO, UN Guiding Principles)

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCES WHY WHAT HOW

SUSTAINABILITY CHALLENGES REQUIRE SYSTEMIC SOLUTIONS ...

CSR 1.0



Systemic CSR in The Age of Responsibility



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MODULE 3 PART 2 - COLLABORATIVE ALLIANCES WHY WHAT HOW

SYSTEMIC SOLUTIONS REQUIRE MULTI-STAKEHOLDER ALLIANCES

17 PARTNERSHIPS FOR THE GOALS



TARGET 17-17



ENCOURAGE EFFECTIVE PARTNERSHIPS

1717 encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships

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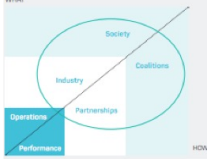
MODULE 3 PART 2 - COLLABORATIVE ALLIANCES WHY WHAT HOW

EXAMPLE | MAERSK

Maersk has made considerable progress integrating sustainability into business processes and systems. We are now ready for the next step: addressing sustainability challenges in a way that creates growth for society and Maersk.

Addressing systemic barriers to growth in society






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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

EXAMPLE | MAERSK



Partnerships Successful resolution of sustainability issues power of the individual company, state, NGO alone. Only w change take place and after the promises and solutions are Established partnerships may break down traditional barriers opposition, when partners come together to explore how to ambitious target.

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

ETISK HANDEL DANMARK

MISSION

Vi samler økosystemet og styrker viden, handling og samarbejde om samfundsansvar og bæredygtighed i globale værdikæder



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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

WHAT

SUSTAINABILITY PARTNERSHIPS

Purpose: Understand what kind of partnerships and value chain alliances you might want to consider.

Sustainability partnerships can take many shapes and forms. There are different pathways to collaborating with stakeholders to address common sustainable development goals, and there are different formats for working together.

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

Collaborative pathways to scale business engagement in sustainable development



Source: Partnerships for Sustainable Development, Harvard Kennedy School

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

CASE EXAMPLE

HOW IT ALL BEGAN..

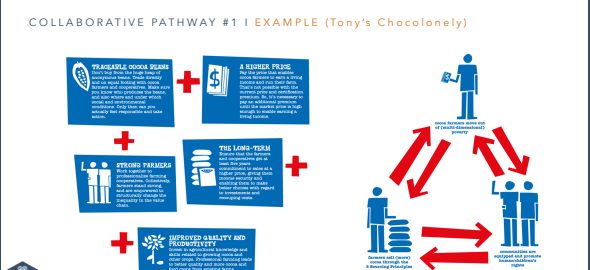


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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #1 | EXAMPLE (Tony's Chocolonely)




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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #2 | EXAMPLE (Tony's Chocolonely)


Sourcing Principle #1




Tony's Beantracker




CLMRS Child Labor Monitoring and Remediation System




International COCOA Initiative



ChainPoint



Nestlé



Good Food, Good Life

#FAH15ELL18


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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #3 | EXAMPLE (Tony's Chocolonely)

Tony's Open Chain

Home Who's in Sourcing Principles News Join



The Open Chain is an industry-led initiative that helps chocolate brands transform their cocoa supply chains and become sustainability frontrunners.

These companies take responsibility for:

- An open and transparent chain, where issues are always brought out in the open for them to be solved
- Direct and equal business relations throughout the entire chain
- Paying a higher price which makes a living income achievable for farmers

The Challenge

End modern slavery and illegal child labour in cocoa by setting a new industry standard. Together we take responsibility for the chocolate industry to drive structural change towards a more equally divided cocoa chain.

read more →

#FAH15ELL18

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #3 | EXAMPLE (Tony's Chocolonely)

More Jan Bebban

more companies calling for a law that holds companies accountable for human rights in their value chain. Together we'll make 100% slave free cocoa in chocolate. Tony's Chocolonely

Business & Human Rights Resource Centre


Highlighted over 100 companies & investors call for effective #UJL corporate accountability law

Signatures including Unilever, IKEA, Aldi, Intermarché, Edeka, ALDI & helping build all other businesses with credible accountability mechanisms, including civil liability. They highlighted the importance of 5 key principles for effective accountability:

- Clear corporate policies to the full value chain
- Clear obligations across the full value chain
- Clear due diligence across the full value chain
- Clear accountability mechanisms, including civil liability
- Clear accountability mechanisms, including civil liability

The message to EU policy-makers is clear: strong progress on Sustainable Governance Initiative is unacceptable, and the European Commission must address a legislative proposal without further delay.

Read the full letter of https://bit.ly/3H4S1LD



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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #4 | EXAMPLE (Tony's Chocolonely)

How many slaves work for you?

What? Find out

How? Find out

WWW.SLAVERYFOOTPRINT.ORG

FREEDOM from SLAVERY for EVERYONE, EVERYWHERE, ALWAYS

anti-slavery

today's fight for tomorrow's freedom

Anti-Slavery International

We're now looking for a bank of all bank from the United Kingdom to support our fight against modern slavery

Helping the NHS to free its slaves

The Guardian

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE PATHWAY #5 | EXAMPLE (GAIN)

The Global Alliance for Improved Nutrition (GAIN)

EXAMPLES OF GAIN'S ALLIANCES TO ENGAGE BUSINESS

S&P Business Network (SBN) As of 2015, S&P has over 100 member companies, both financial and non-financial. Companies in target countries. They have made over 100 public commitments. Progress and track a variety of market-based approaches to improving business, with a combined goal of new 125 million children every year by 2030.

Business Platform for Nutrition Research In 2014, S&P, Nestlé, Unilever, Mars, Mondelez, and others launched the Business Platform for Nutrition Research. The platform aims to improve the availability and affordability of nutritious food.

The Malnutrition Mapping Project An initiative led by S&P and Unilever to map malnutrition data and make it available and relevant for policy makers, public health officials and companies.

Access to Nutrition Index Launched in 2009, the index tracks the availability and affordability of nutritious food. The index is used by governments and businesses to identify areas for improvement and to track progress over time.

PROJECT-LEVEL PARTNERSHIPS WITH BUSINESS

GAIN has provided a combination of consulting, technical assistance and supporting support to more than 100 multinationals and domestic companies, alongside other governments and institutions to develop, deliver and scale a variety of free-to-adopt, proven and business models focused on scaling malnutrition.

Source: Partnership for Sustainable Development (P4SD) and/or Harvard Kennedy School

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

HOW SUSTAINABILITY PARTNERSHIPS

Sustainability partnerships must help the company fulfil its ambitions, strategic goals and desired impacts. This requires a strategic match, and that all involved parties are clear on what the purpose of the alliance is, what their respective contributions are, and what kind of return and value they respectively wish to achieve through the alliance.

Purpose:

Understand how you can engage in partnerships that will reinforce your company's sustainable business strategy.

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE ALLIANCES | GUIDE



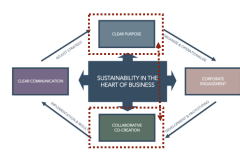


- #1 – Ensure strategic fit
- #2 – Which kind of partners ?
- #3 – What kind of exchange ?
- #4 – What kind of value ?
- #5 – Learn from others

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

STEP #1 -ENSURE STRATEGIC FIT


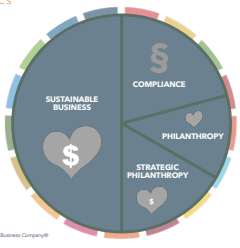




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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

CSR APPROACHES 2.0 | MODEL INCL. STRATEGIC PHILANTHROPY & ETHICS

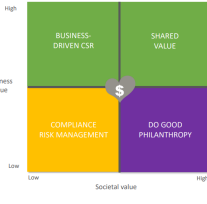

Model: CSR approaches 2.0. TANIA ELLIS - The Social Business Company®

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

STRATEGIC VALUE MATCH

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

PURPOSE OF COLLABORATION

Product21 Management Program

Why Collaborate? Commonly Cited Motivations for Corporate Participation in Collaboration

Strategic opportunity creation/problem resolution	Leveraging financial resources	Gaining access to partner assets	Improving legitimacy, credibility, or visibility	Influencing others
<ul style="list-style-type: none"> Countering in new market opportunities Building resilient, sustainable supply chains Overcoming regulatory barriers Sharing the risk of new approaches with peer organizations 	<ul style="list-style-type: none"> Accessing donor funding Mobilizing and optimizing pooled resources toward a common purpose 	<ul style="list-style-type: none"> Accessing new networks Accessing technical support and complementary skills Accessing new technologies Accessing information and knowledge 	<ul style="list-style-type: none"> Enhancing brand value and reputation Engaging, attracting, and retaining top talent Building legitimacy and support for a preferred approach 	<ul style="list-style-type: none"> Shaping industry standards Influencing policy and garnering political support Encouraging behavior change

How businesses are collaborating for the sustainable development goals, BSR, 2018

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

SCOPES OF CHANGE

Product21 Management Program



- Organizational Capability Building:** Building the capacity of individual organizations to more effectively manage sustainability opportunities and risks
- Market Improvement:** Improving the way industries and their business partners address common sustainability issues through industry-wide cooperation and standard setting
- System Change:** Coordinating the actions and investments of multiple sectors to make fundamental changes across a system of policies, power structures, behaviors, and/or norms to improve sustainability outcomes

How businesses are collaborating for the sustainable development goals, BSR, 2018

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

STAKEHOLDER PARTNERSHIPS | EXAMPLES

Civil Society

- Provides essential NGOs: Access to international knowledge and resources
- Technical knowledge and policy expertise
- This knowledge is fed back and applied to governments and private
- Legitimacy: civil society activities can be highly visible, especially when they are high profile
- Ability to engage and engage people in a broad-based effort

Development Cooperatives (donors)

- Funding
- Political connections and influence
- Technical assistance

Business

- A wide-based approach
- Ability to bring in the private sector's expertise
- Strong capacity and influence
- Access to finance and
- The practical and proven track record, including financial expertise, can be a major selling point
- Strong relationships with other partners, including governments
- Infrastructure expertise
- Ability to attract in-kind contributions

United Nations

- Legitimacy and credibility
- Access to technical support, knowledge and expertise
- Global network and access to knowledge and resources from around the world
- Norms and standards setting
- Convening power
- In-country local presence

Government

- Policy, standards and regulatory framework
- Financing: expertise and
- Economic, skills and capacity building
- Political authority
- Ability to operate at scale and implement government policies
- Policy, standards and regulatory framework
- Financing: expertise and
- Economic, skills and capacity building
- Political authority
- Ability to operate at scale and implement government policies

Foundations

- Funding for programmes
- Ability to bring in the private sector's expertise
- Strong capacity and influence
- Access to finance and
- The practical and proven track record, including financial expertise, can be a major selling point
- Strong relationships with other partners, including governments
- Infrastructure expertise
- Ability to attract in-kind contributions

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

STAKEHOLDER PARTNERSHIPS

NGOs | Foundations | Charities

- Better Shelter.org
- COOP
- CARCEL
- green20
- C40 CITIES

Social enterprises

- COOP
- green20
- C40 CITIES

Business + Industry

- Invitation to Regenerate for Coop
- COOP CROWDFUNDING
- COOP CROWDFUNDING

Cooperatives / "Common Purpose"

- Danone and Nestlé Waters Launch Natural B. Bette Alliance with California Startups to Develop 100% Bio-Based Bottles
- COOP CROWDFUNDING
- COOP CROWDFUNDING

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

United Nations The Partnership Platform

Home | SDG Knowledge | Intergovernmental Processes | HEFF | SIDG | Partnerships | Engage | News | About

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1005	871	905	1431	1189	841	869	1471	704	777	862	1115	1028	2146	859	767	1558

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

WORLD ECONOMIC FORUM

Click on the 17 UN Sustainable Development Goals below to find out how each coalition is driving collective action. Most coalitions are working on multiple Goals.

1 NO POVERTY | **2 ZERO HUNGER** | **3 GOOD HEALTH AND WELL-BEING** | **4 QUALITY EDUCATION** | **5 GENDER EQUALITY** | **6 CLEAN WATER AND SANITATION**

7 AFFORDABLE AND CLEAN ENERGY | **8 DECENT WORK AND ECONOMIC GROWTH** | **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** | **10 REDUCED INEQUALITIES** | **11 SUSTAINABLE CITIES AND COMMUNITIES** | **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

13 CLIMATE ACTION | **14 OCEANS** | **15 LIFE ON LAND** | **16 PEACE, JUSTICE AND STRONG INSTITUTIONS** | **17 PARTNERSHIPS FOR THE GOALS**

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE ALLIANCES | GUIDE

- #1 - Ensure strategic fit
- #2 - Which kind of partners?
- #3 - What kind of exchange?
- #4 - What kind of value?
- #5 - Learn from others

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

WHAT KIND OF EXCHANGE?

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

PARTNERSHIP CONTRIBUTIONS. WHAT KIND OF EXCHANGE ?

Partnership Contributions. TAMBA BUIS - The Social Business Company®

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

PARTNER CONTRIBUTIONS I GUIDE

What can each partner bring to the partnership?

PS = Public sector BS = Business sector CS = Civil society All = All sectors

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

PARTNERSHIP TRANSACTION CATEGORIES

Partnership Transaction Categories. TAMBA BUIS - The Social Business Company®

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

CLASSIC EXAMPLE | NOVO NORDISK

Novo Nordisk, Red Cross team up to tackle chronic diseases in conflict zones

Pharmaceutical company Novo Nordisk has announced it will work with The International Committee of the Red Cross (ICRC) and the Danish Red Cross (DRC) to tackle chronic care in humanitarian crises.

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

SHARED VALUE EXAMPLE | INTERFACE

Net-Works™

An inclusive business model that collects discarded fishing nets from coastal communities and recycles them into carpet tile.

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

Interface® ZSL LET'S WORK FOR WILDLIFE AQUAFIL synthetic fibres and polymers

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

CO-CREATION EXAMPLE 1 DANONE

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

PARTNERSHIP PURPOSE-CONTRIBUTION | EXAMPLE

Stakeholder	Purpose of the collaboration	The company's contribution	Stakeholder contribution
Educational institutions	Create pipeline of talents Employer branding	Internships Teaching in schools	Solving tasks in the company (perhaps in new ways) Word-of-Mouth mention of the company
Entrepreneurs and intrapreneurs	Create a pipeline of new product and service ideas Sustainable innovation	Financing of a special innovation award / award with branding of the company Make crowdsourcing platform available	Fresh knowledge and new product / service ideas
Supplier	Improving quality / after service deliveries Achieve preferred supplier status with own customers	Training program to ensure ongoing knowledge sharing about new initiatives / products / customer needs / sustainable materials or solutions	Openness about delivery challenges Knowledge and ideas for how the company can improve its processes or product / service solutions

Partner-Contributor Partnership Model: TANAKA ALLIANCE - The Social Business Company

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EXERCISES

OPGAVE

- Hvilke (3) interessenter kunne det give mening for jer at samarbejde med?
- Hvad skulle formålet med samarbejdet være? (tænk i gevinster/værdi)
- Hvad kunne I bidrage med i samarbejdet? (tænk i mere end penge)
- Hvad kunne interessenten bidrage med i samarbejdet? (tænk i forretningsfordele)

INPUT TIL EKSAMENSOPGAVE 8AB

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MODULE 3 INTRO PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

STRATEGIC CHOICE OF PARTNERS

BUSINESS
VALUE CHAIN

SOCIETY
MATERIALITIES / ISSUES

STAKEHOLDERS
WHO

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MODULE 3 INTRO PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

FORMÅL-BIDRAG PARTNERTABEL | EKSEMPEL

Interessentgruppe	Formål med samarbejdet	Virksomhedens bidrag	Interessents bidrag
Uddannelsesinstitutioner	Skabe pipeline af talenter Employer branding	Praktikpladser Undervisning på skolerne	Løsning af opgaver i virksomheden (og bage på nye medarbejdere) Word-of-Mouth omtale af virksomheden
Entrepenører og intrapreneører	Skabe pipeline af nye produkter og servicesider Bæredygtig innovation	Finansiering af nye ting Innovationspræmier med branding af virksomheden Stille crowdsourcing platform til rådighed	Friske ideer og nye produkt/serviceideer
Leverandører	Forbedring af kvalitet / mere sikre leveringsleverancer Opnå fremtidsret leveringsstatus hos egne kunder	Tilbagekobling for at sikre løbende vidensdeling omkring nye initiativer/produkter/serviceideer/bæredygtige muligheder eller løsninger	Åbent samarbejde Kvalitet og ideer til forbedring af virksomhedens løsninger

Formål-Bidrag Partnertabel: TANAKA ALLIANCE - The Social Business Company

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MODULE 3 INTRO PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

HANDOUTS

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

TAG EVT. AFSÆT I INTERESSENTANALYSEN FRA MODUL 1

CSR STAKEHOLDER VALUE PROPOSITIONS I SKABELON

Interesserpart	Kæde & leverandører	CSR interessenter (stakeholders)	Den materielle i dialog	Den materielle i dialog	Miljø/Innovation/HR

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

FORMÅL-BIDRAG PARTNERTABEL | EKSEMPEL

Interesserpart	Formål med samarbejdet	Andens Andens bidrag	Interessents bidrag	SDG gemmer
Selskabet	Støtte uddannelse af lokale arbejdskraften der giver adgang til at fremme en mere bæredygtig økonomi. Vi kan opnå mere og mere bæredygtig økonomi end vi kunne på egen hånd.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	Med udgangspunkt i deres behov og deres egne produktioner og deres egne kompetencer. Støtte i form af materielle bidrag til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	SDG 4, 8, 13, 17
Partners	Støtte organisationer, aktiviteter der giver en mere bæredygtig økonomi. Mere bæredygtig økonomi og mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	SDG 4, 8, 13, 17
David Lynch Foundation	Støtte lokale aktiviteter der fremmer uddannelse af den materielle bidrag til uddannelsen.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	SDG 4, 8, 13, 17
Sydhj	Sydhj skal stå for produktionen af et stort til uddannelsen.	Ligge ordre ved Sydhj som	Produktion af et stort til uddannelsen.	SDG 4, 8, 13, 17
Green Kayak	Støtte HCO's aktiviteter der giver adgang til at fremme en mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	SDG 4, 8, 13, 17
Forsøgning for såkaldt typisk	Støtte forsøgning af aktiviteter der giver adgang til at fremme en mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi. Det giver adgang til at fremme en mere bæredygtig økonomi.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	Støtte i form af produktion. Tilvejebringer til uddannelsen. Støtte i form af materielle bidrag til uddannelsen.	SDG 4, 8, 13, 17

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE ALLIANCES | GUIDE

- #1 - Ensure strategic fit
- #2 - Which kind of partners?
- #3 - What kind of exchange?
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- #5 - Learn from others

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

THE SOCIETAL RETURNS OF CSR

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

THE BUSINESS RETURNS OF CSR (ROI) I MODEL

IMPROVED IMAGE	STRONGER EMPLOYER BRAND	REINFORCED VALUES	DIFFERENTIATION
AHEAD OF LEGISLATION	OPERATIONAL EFFICIENCY	COMPETITIVE PRICES	MORE CONTRACTS
PRODUCT INNOVATION	CUSTOMER LOYALTY	STRONG VALUE PROPOSITION	IMPROVED BOTTOM LINE

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

WHAT ARE THE EFFECTS / BENEFITS?

THE SHARED VALUE MATRIX I TEMPLATE

What are impact assessments?
An umbrella term for a wide variety of practices, tools and approaches aimed at evaluating the societal impacts - direct or indirect, positive or adverse, now or in the future - of a targeted intervention on its ultimate beneficiaries

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

BENEFITS MATRIX | EXAMPLE

Benefits matrices, two examples of Unilever projects

Business benefits — Society benefits

Project Shakti: clear and powerful short-term benefits

Time frame	Long term	Short term
Long term	Enhancement of brand loyalty	Support for rural entrepreneurs
Short term	Health and living standard improvements	Education and training

Ability to quantify

McKinsey & Company. Making the most of corporate social responsibility, 2009

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

THE X-FACTOR ...

Coloplast

“Our biggest reward from collaborating with Ruby Cup wasn’t much about CSR, but more about thinking in new ways, innovation and exposing the organisation to a dynamic startup mindset, which our employees have adapted in their own daily work.”

- Carsten Faltum, R&D Vice President, Coloplast

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE ALLIANCES | GUIDE

- #1 – Ensure strategic fit
- #2 – Which kind of partners ?
- #3 – What kind of exchange ?
- #4 – What kind of value ?
- #5 – Learn from others

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

“LEARN FROM THE MISTAKES OF OTHERS. LIVE LONG ENOUGH TO MAKE THEM ALL YOURSELF.”

GROUCHO MARX

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

A model for business learning from charities

HOW CAN WORKING WITH CHARITIES HELP BUSINESSES DO BETTER?

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MODULE 3 PART 2 - COLLABORATIVE ALLIANCE WHY WHAT HOW

BUSINESS CASE

CROSS-SECTOR PARTNERSHIP GUIDELINE

Why

The purpose of building a strong business case is to help organisations understand the value of their partnership and to ensure that the partnership is mutually beneficial.

How

The business case is the result of the partnership creating processes that should result in a good level for the partnership.

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MODULE 3 PART 2 COLLABORATIVE ALLIANCE WHY WHAT HOW

CO-CREATION

CO-CREATION AT DANONE
 > Opening societal project governance to maximize the creation and sharing of economic and social value

Be careful!

- What co-creation is not:
 - An "utilitarian" relationship (use of the positive image of the partner without a real project).
 - A client/supplier or Danone/service provider relationship.
 - A short-term relationship or operation.
 - A way of sharing social (NGO) and economic (Danone) responsibilities.
 - Sponsorship or philanthropy.
 - A mere co-branding or labelling operation.
 - A joint communication or public relations operation.
- Share:** expertise (field, technical, sector-based, business, financial) and additional resources.
- Co-design, co-manage and co-end the project:** from design to assessment via cooperative management and the exploration of new forms of governance.
- Co-finance:** shared investment.

A PRACTICAL GUIDE TO THE CO-CREATION OF COLLABORATIVE ALLIANCES

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MODULE 3 PART 2 COLLABORATIVE ALLIANCE WHY WHAT HOW

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MODULE 3 PART 2 COLLABORATIVE ALLIANCE WHY WHAT HOW

COLLABORATIVE ALLIANCES | GUIDE

- #1 – Ensure strategic fit
- #2 – Which kind of partners ?
- #3 – What kind of exchange ?
- #4 – What kind of value ?
- #5 – Learn from others

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KEY LEARNINGS

WHAT YOU HAVE LEARNT...

- WHY** ✓ Reasons why partnerships are key to sustainable business success
- WHAT** ✓ 5 collaborative pathways for sustainable solutions
- HOW** ✓ 5-step guide for building valuable collaborative alliances
- ✓ Tools for mapping partners and value creation

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REFLECTIONS

REFLECTIONS ON YOUR SUSTAINABLE PARTNERSHIPS

- What kind of sustainability partnerships do you engage in today?
- What is the purpose of these alliances? (ROI, SDG value)
- Which key stakeholders could be potential alliance partners?
- What could your partnership contribution be?
- What could their partnership contribution be?

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MODULE 3

VALUE CHAIN PARTNERSHIPS | COLLABORATIVE CO-CREATION

<p>PART 1 WHAT-WHY-HOW THE SUSTAINABLE VALUE CHAIN</p> <p>Sustainable supply chain management & procurement</p> <p>Supply chain due diligence in practice</p>	<p>PART 2 WHY-WHAT-HOW VALUE CHAIN ALLIANCES & PARTNERSHIPS</p> <p>Expert deep-dive: Measuring Scope 1-3 emissions</p> <p>Sustainability partnerships</p>	<p>PART 3 WHAT-WHY-HOW CUSTOMER ENGAGEMENT</p> <p>Consumer engagement (b-1-c)</p> <p>Sustainability & sales (b-1-b)</p>
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