

The New Competitive Advantage: Creating Shared Value

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HBS Earth Week Faculty Presentation
April 20, 2011

This presentation draws on ideas from Professor Porter's books and articles, in particular, *Competitive Strategy* (The Free Press, 1980); *Competitive Advantage* (The Free Press, 1985); "What is Strategy?" (*Harvard Business Review*, Nov/Dec 1996); and *On Competition* (*Harvard Business Review*, 2008). No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of Michael E. Porter. Additional information may be found at the website of the Institute for Strategy and Competitiveness, www.isc.hbs.edu.

The Role of Business in Prosperity

- Only business can **create prosperity**

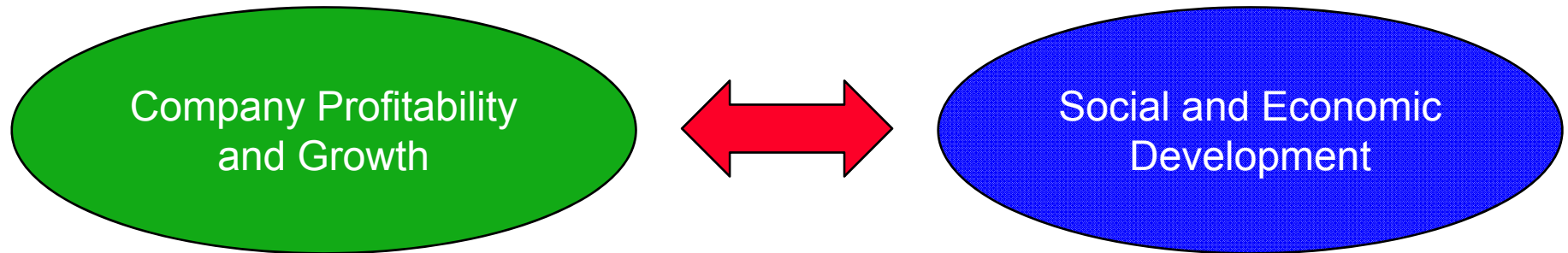
BUT

- Companies are often perceived to be prospering **at the expense of the broader community**
- Business increasingly is seen as **a major cause of social, environmental, and economic problems**
- Government and civil society often attempt to address societal issues **at the expense of business**



- The **legitimacy of business** has fallen

Business and Society: Why the Disconnect?

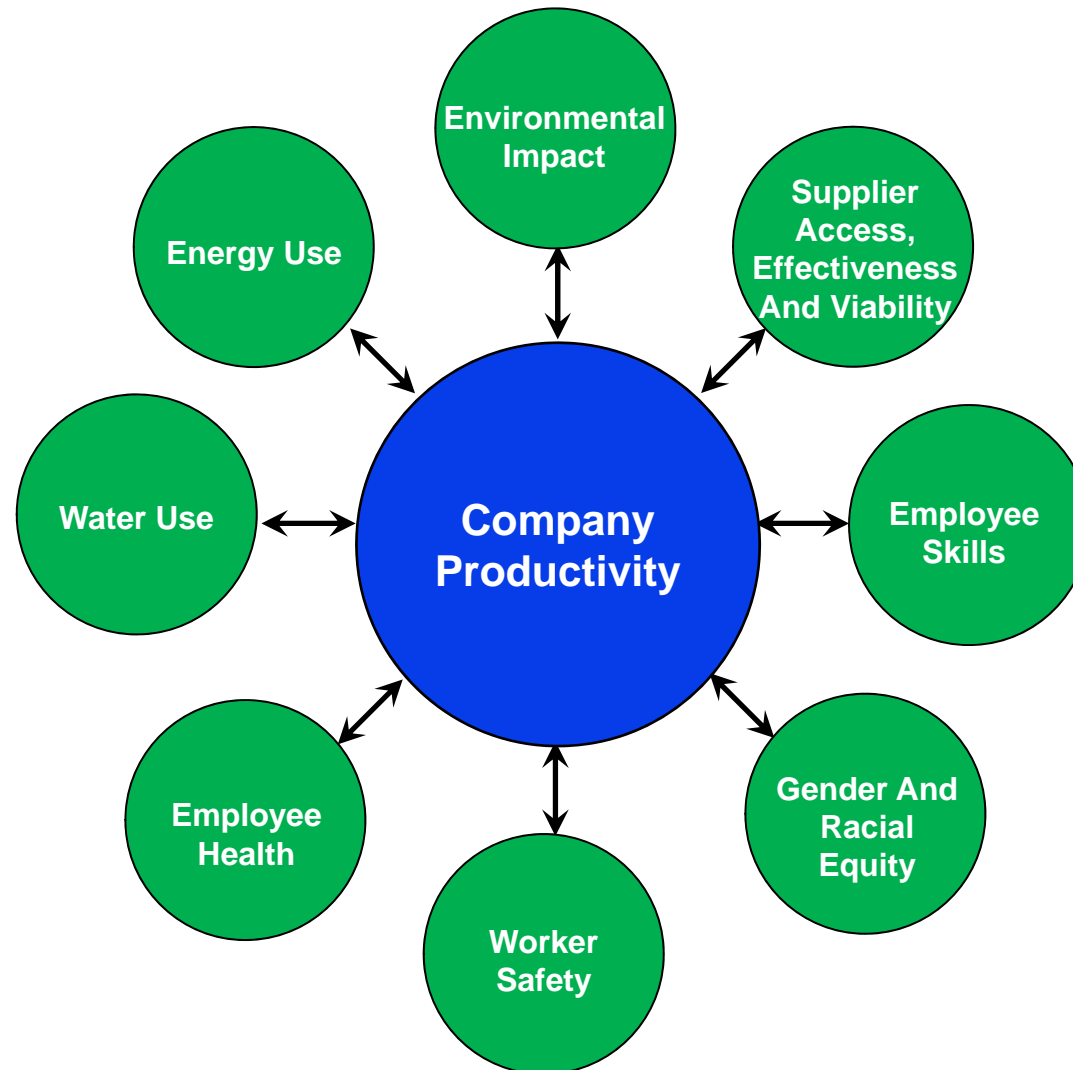


- Companies have adopted a **narrow model** of economic value creation
 - Meeting **conventional** needs of **conventional** customers
 - Driving revenue through **acquisitions** instead of new expansion
 - Profit improvement through **downsizing, outsourcing, relocating**, and **globalizing**
 - Short **time horizons**
 - Societal issues treated as **outside** the scope of business



- Huge **societal needs** go unmet
- **Growth** and **innovation** have suffered

Creating Economic Value and Societal Needs



- **Social** deficits create **economic** cost
- **External** conditions shape **internal** company productivity
- There is a growing **congruence** between economic value creation and societal objectives

The Concept of Shared Value

Shared Value: Corporate policies and practices that **enhance competitiveness** of a company while simultaneously **advancing social and economic conditions** in the communities in which it operates

- Create **economic value** by creating **societal value**
 - What is good for the community is good for business
- All profit is **not equal**. Profit involving shared value enables society to advance more rapidly which allows companies to grow faster



- Shared value represents the next evolution of **capitalism**
- Concern with **societal issues** will be a defining characteristic of the post-crisis era
- Incorporating societal issues into strategy and operations is **the next major transformation** in management thinking

Levels of Shared Value

- Reconceiving customer **needs, products, and markets**
- **Redefining productivity** in the value chain
- Enabling **local cluster development**

Reconceiving Products and Markets

- Design products and services to **address societal needs**
 - E.g., environmental impact, safety, health, education, living with disability, housing, financial security
- Open **new markets** by serving unmet needs in underserved communities
 - Often requires **redesigned products** or different **distribution methods**



- New opportunities for **innovation, differentiation, and growth**
- A new generation of **social entrepreneurs** is capturing these opportunities, often faster than existing businesses

Finding Product and Market Opportunities to Create Shared Value

- Redefine the business around **unsolved customer problems**, not traditional product definitions
- Think in terms of **improving lives**, not just meeting consumer needs
- Identify customer groups that have been **poorly served** or ignored by the industry's products
- Start with **no preconceived constraints** about product / channel configuration and the economic model of the business (e.g., small loans are unprofitable)

Creating Shared Value in Products

Intuit

- **Intuit Health Debit Card** allows small employers who cannot afford health insurance to provide pre-tax healthcare support to their employees
 - Card automatically recognizes healthcare expenditures vs. other kinds of spending
 - Unspent funds roll over year to year
- **SnapTax** provides low-income consumers with access to tax preparation services over the phone and rapid refunds
 - 15 minutes for \$15, electronic filing included
 - Data extracted from phone photos of W-2s via optical character recognition
 - **Debit card** option for direct deposit of refunds for unbanked households
 - **Simple IRA option** to enable use of refund for saving for retirement

Creating Shared Value in Products and Markets

Novo Nordisk in China

Physician Training

- Diabetes training programs with governments, NGOs, and opinion leaders to promote the latest thinking among physicians on diabetes prevention, screening, treatment, and patient communication
- Targeting smaller cities
- 220,000 sessions to date

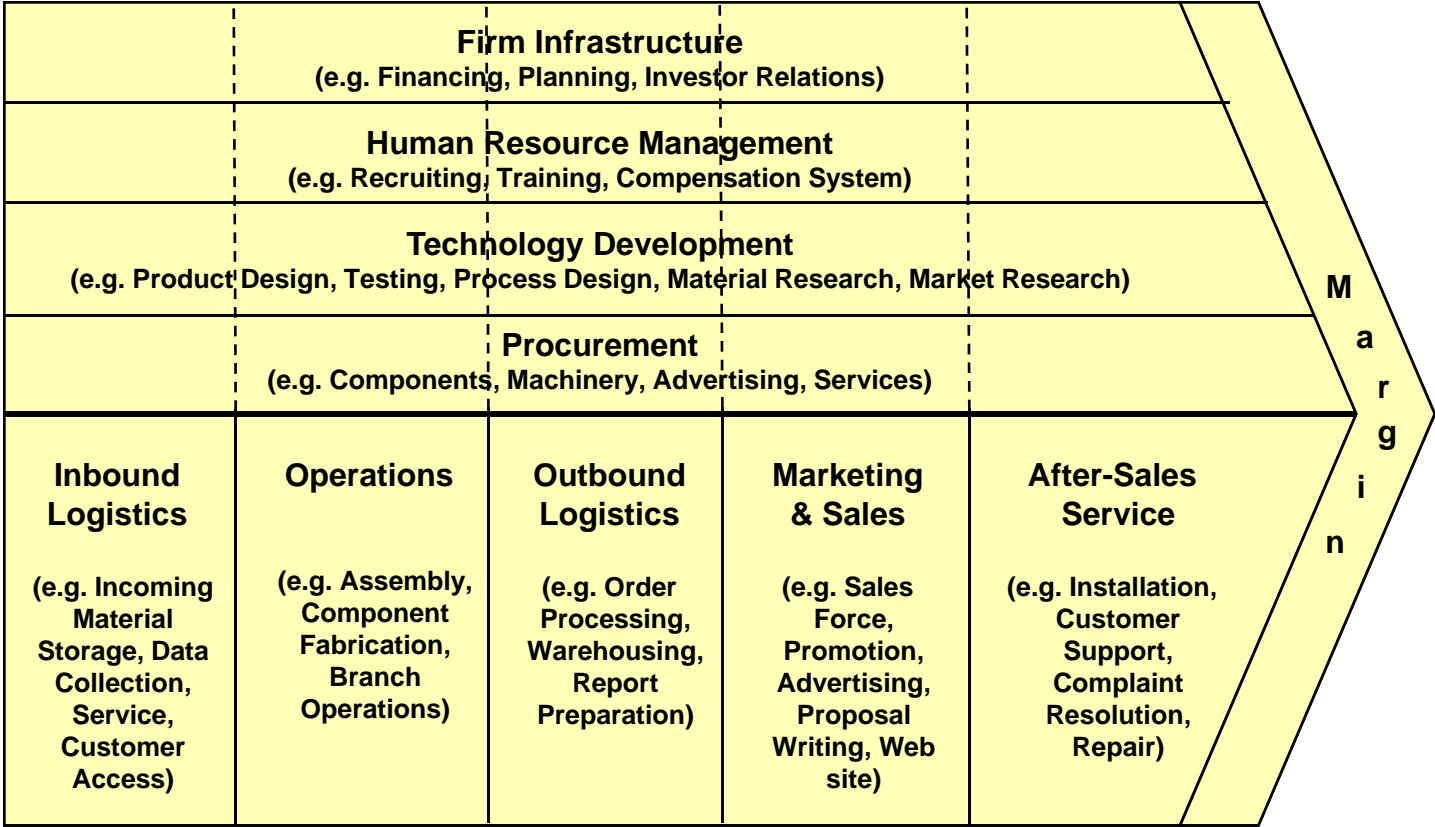
Patient Education

- “Diabetes bus” program to raise awareness and provide on-site advice, NovoCare telephone hotline allows patients to reach specialists with questions. NovoCare Club provides ongoing updates to members.
- Patient education focuses on prevention, lifestyle changes, and effective use of insulin products
- 280,000 patients educated to date



- Since 1997, this program is estimated to have reduced healthcare costs in China by \$700 million by reducing diabetes related complications
- Novo Nordisk sales have increased by an estimated \$114 million

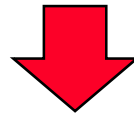
Redefining Productivity in the Value Chain



- Resource use
- Energy use
- Logistical efficiency
- Employee productivity
- Location of facilities and the supply chain

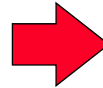
Local Cluster Development

- A strong local cluster with capable local suppliers and local institutions **improves company productivity**
 - e.g., greater supply chain efficiency, lower environmental impact, and better access to skills
- **Companies**, working collaboratively, can catalyze major improvements in the local cluster and business environment
- Local cluster development **strengthens the link** between a company's success and community success



- What suppliers are **inefficient** or **missing locally**?
- What **local deficits** or **institutional weaknesses** create internal costs for the firm?

Moving to Shared Value



- **Values:** “doing good”
- Good citizenship, philanthropy, and sustainability
- **Discretionary**
- **Separate** from profit maximization
- Agenda **externally determined**
- Impact is **limited** by the corporate footprint and CSR budget

• Example: Fair trade purchasing

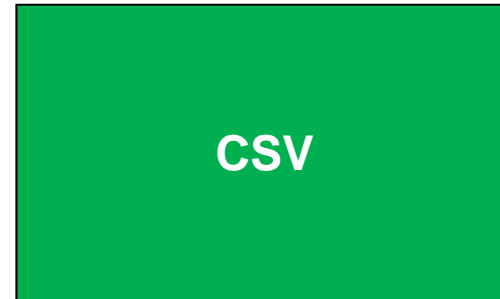
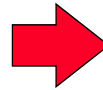
- **Value:** economic and societal benefits relative to cost
- **Joint** company and community value creation
- Part of **competing**
- **Essential** to profit maximization
- Agenda is **business specific**
- Mobilizes the **entire company** budget

• Example: Transforming procurement to increase quality and yield

In both cases, **compliance** with laws and ethical standards and reducing harm for corporate activities are **assumed**

Moving to Shared Value

Novartis



- Donate drugs to lower-income populations
- Same products, but free or at discounted price
- Product access for affected individuals



- Reduced revenue at the same cost

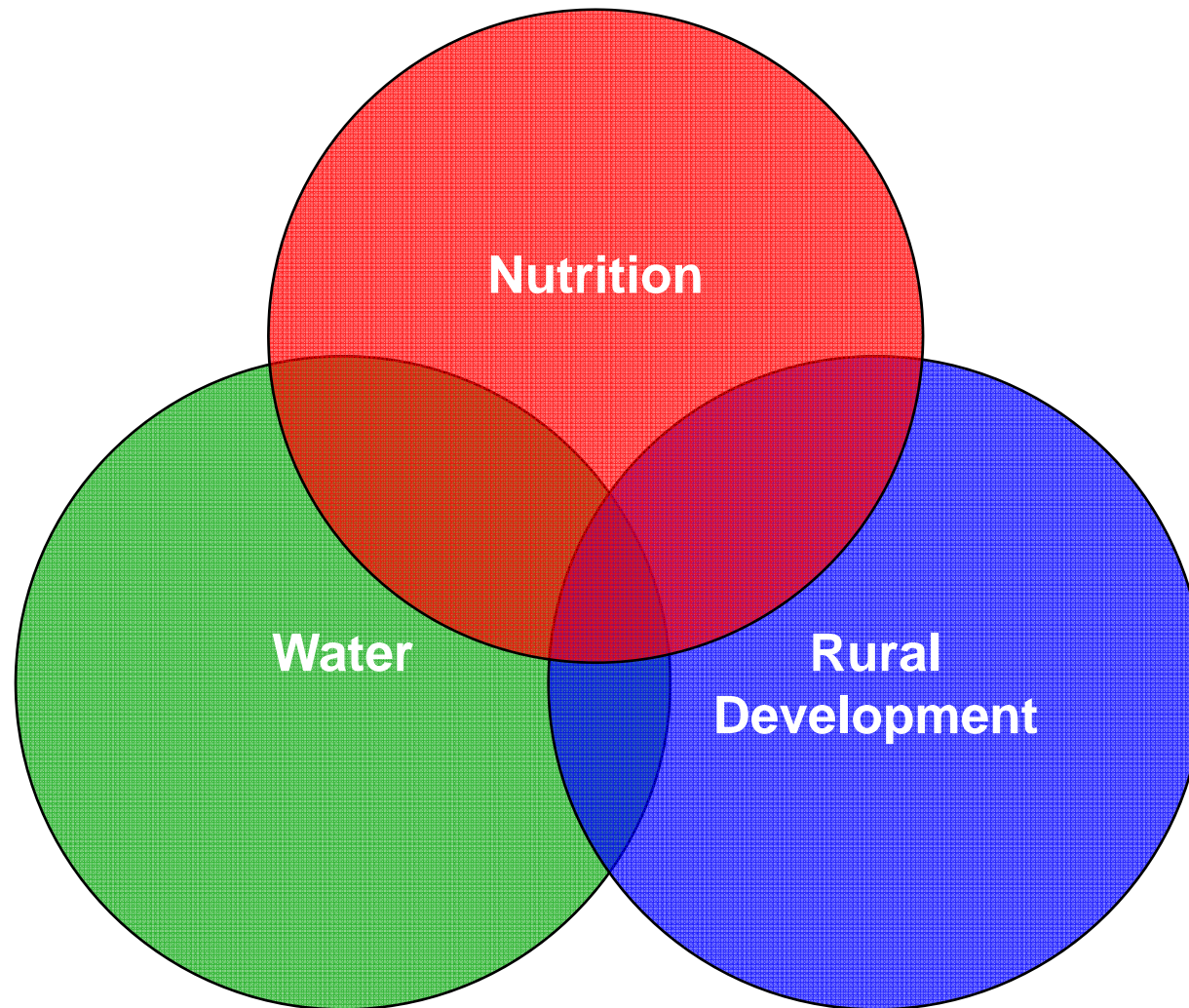
- Arogya Parivar: Implementing a new drug distribution channel for low-income populations
- New quantity, packaging, patient education, and distribution
- Improvement in local healthcare delivery infrastructure
- Learning about customer behavior and new business models



- Expanded revenue and profitable business model

Creating Shared Value: Deciding Where to Concentrate

Nestlé



- Opportunities to create shared value are inevitably **tied closely** to a company's particular businesses

Creating Shared Value

Nestle Nespresso

Implementing shared value in sourcing premium coffees from farmers in Costa Rica, Guatemala, Colombia, and Ghana

- Reconfiguring the value chain
 - Reconceiving **procurement**
- Upgrading the cluster
 - Supporting local **cluster development** in coffee growing regions, including establishment of cluster institutions
 - **Partnering** with stakeholders

Shared Value		
<u>Farmers</u>	<u>Community</u>	<u>Nespresso</u>
→ Better yields	→ Environmental sustainability	→ Stable supply
→ Better prices	→ Economic development	→ Better quality
→ Better processing		→ Reinforces strategic positioning

Adding a Social Dimension to Strategy

- Shared value opens up new **needs**, new **markets**, and new **value chain configurations**
- This creates **new strategic positions**, and new opportunities for **extending existing positioning**



- Companies should incorporate a **social dimension** to their value proposition
- Shared value can **reinforce** and even **anchor** a company's strategy
- The social dimension of strategy can be **more sustainable vs. competitors** than conventional cost and quality advantages

Shared Value and Strategic Positioning

Whole Foods Markets

Value Proposition

- Natural, fresh, organic, and prepared foods and health items with excellent service at premium prices
- Cater to specialized nutritional requirements (gluten allergies, vegan, etc.)
- Educated, middle class, and affluent customers who are passionate about food and a healthy lifestyle

Distinctive Activities

- Well-lit, inviting supermarket store formats with appealing displays and extensive prepared foods sections
- Produce section as “theater”
- Café-style seating areas with wireless internet for meals and meetings
- Each store carries local produce and has the authority to contract with the local farmers. Company provides low-interest loans and microcredit if needed
- Information and education provided to shoppers along with products
- High touch in-store customer service via knowledgeable, flexible, and highly motivated personnel
- Flat compensation structure
- Own seafood procurement and processing facilities to control quality (and price) from the boat to the counter
- Heavy emphasis on environmental sustainability in all activities.
- Emphasis on supporting community development



- Successful strategies in the future will embody a significant **shared value dimension**

The Purpose of Business

- There is an opportunity **to transform thinking and practice** about the role of the corporation in society
- Shared value gives rise to **far broader approaches** to economic value creation
- Shared value thinking will drive the next wave of **innovation, productivity enhancement, and economic growth**
- Businesses **acting as businesses**, not as charitable givers, are arguably the most powerful force for addressing many of the pressing issues facing our society
- A transformation of business practice around shared value will give **purpose** to the corporation and represents our best chance to **legitimize business again**