

# The Role of Business in Society: Creating Shared Value

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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](http://www.isc.hbs.edu).

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# The Role of Business in Society

- Only business can **create prosperity**
- Healthy businesses need a **healthy community**

BUT

- There is a **growing awareness** of major societal challenges
- Companies are increasingly 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**



- Despite growing corporate citizenship activities, the **legitimacy of business** has fallen

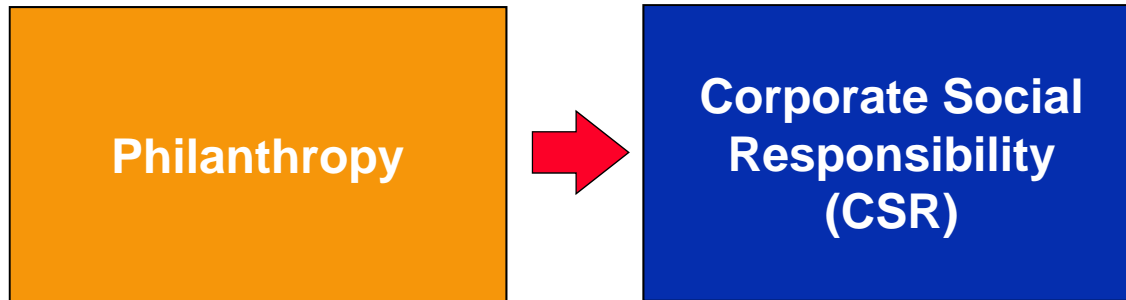
# The Role of a Company in Its Communities



## Philanthropy

- Donations to worthy social causes

# The Role of a Company in Its Communities



- Donations to worthy social causes

- Good corporate citizenship and compliance with community standards
- Sustainability

# The Role of a Company in Its Communities



# The Concept of Shared Value

**Shared Value: Corporate policies and practices that enhance competitiveness of the 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 and companies to grow faster

# The Concept of Shared Value

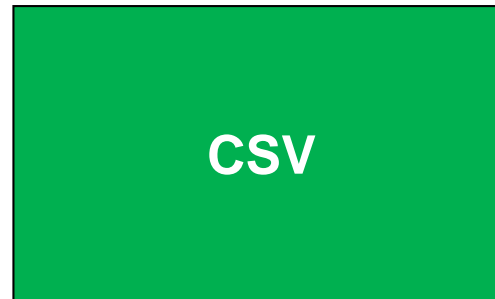
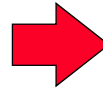
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- Concern with **societal issues** will be a defining characteristic of the post-crisis era
- Incorporating societal issues into strategy and operations is **the next major transformation** in management thinking
- Shared value represents the next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

# 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

- **Value:** economic and societal benefits relative to cost
- Integral to **competing**
- **Essential** to profit maximization
- Agenda is **business specific**
- Mobilizes the **entire company** budget

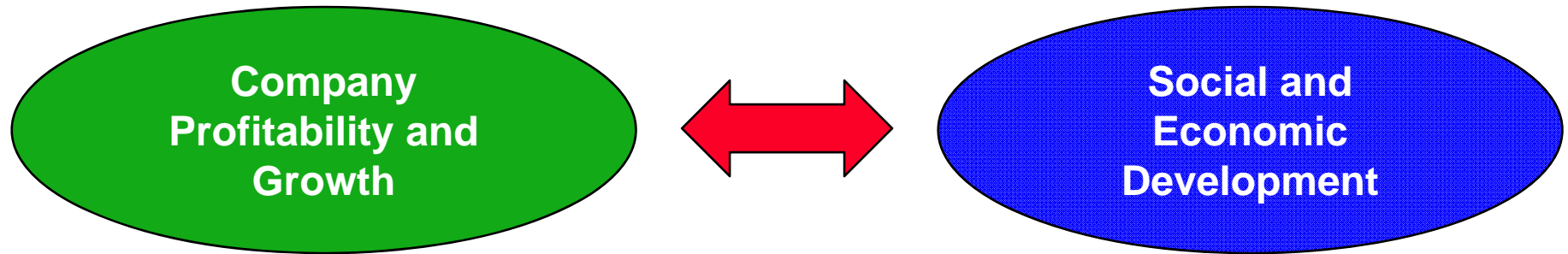
Example: Fair trade purchasing

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**



# Business and Society: Why the Disconnect?

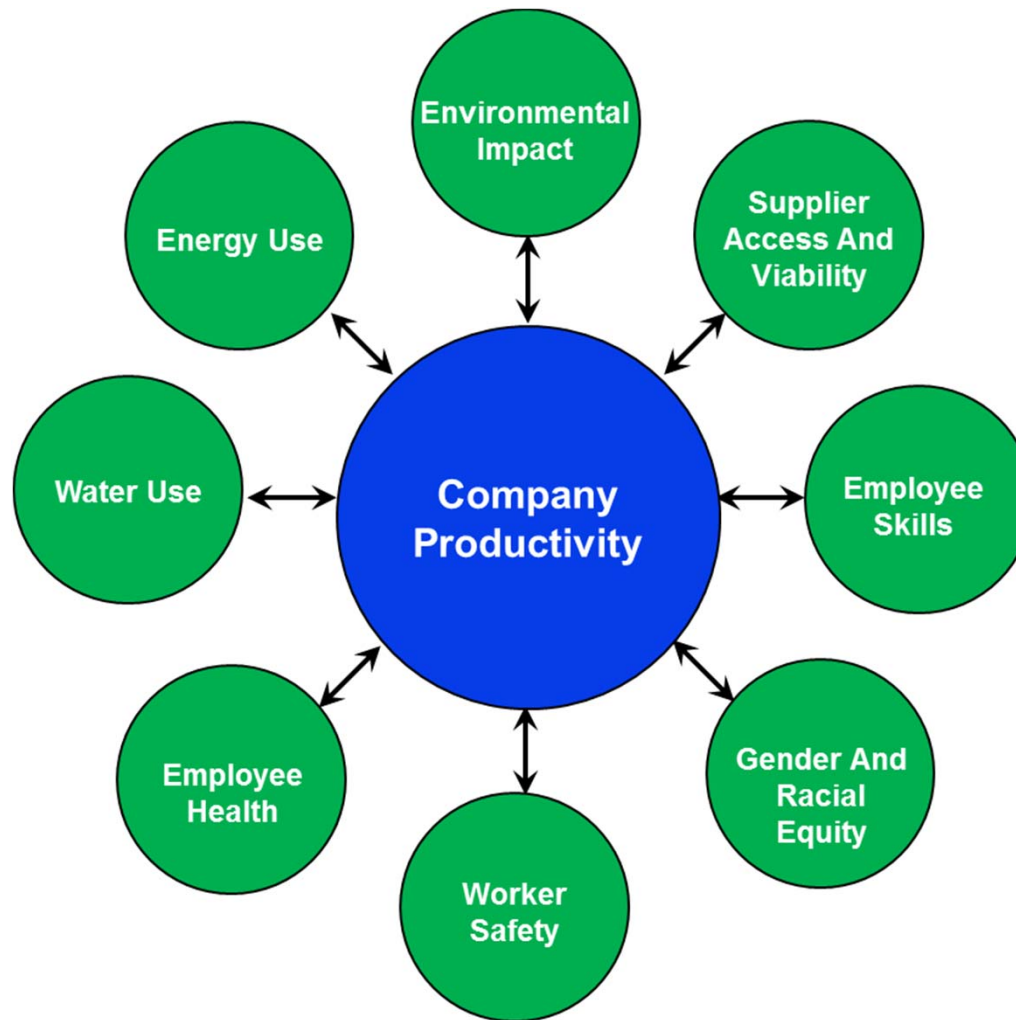


- Companies adopted a **narrow model** of economic value creation
  - Meeting **conventional** needs of **conventional** customers
  - Driving revenue through **acquisitions** instead of new business creation
  - Profit improvement through **downsizing, outsourcing, relocating**, and **globalizing**
  - Emphasis on **capital structure** instead of real value creation
  - Societal issues treated as **outside** the scope of business



- Huge **societal needs** go unmet
- **Growth** and **innovation** suffer

# Societal Needs and Economic Value Creation



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

# Levels of Shared Value

- Reconceiving customer **needs, products, and markets**
- **Redefining productivity** in the value chain
  - How the organization conducts its business
- Enabling **local cluster development**

# Reconceiving Products and Markets

- Design products and services to **address societal needs**
  - E.g., environmental impact, safety, health, education, nutrition, living with disability, housing, financial security
- Open **new markets** by serving unmet needs in underserved communities
  - Often requires **redesigned products** or different **distribution methods**
- Businesses have the potential to be more effective than governments and NGOs in **creating** and **marketing** solutions to community problems



- New needs and new markets open up opportunities to **differentiate, innovate,** and **grow**
- A new generation of **social entrepreneurs** is capturing these opportunities, often faster than mainstream businesses

# Creating Shared Value in Products

## Dow Chemical Insect Control

The Spinetoram™ Family of insect control products are derived from a **biological organism** that provides control of a broad spectrum of insect pests in a variety of crops

- Natural degradation through UV light and soil microbes
- Low solubility in water
- Favorable toxological profile
- Carries lowest human hazard label
- Organic version available



- Ability to be applied at **lower rates** than conventional insecticides
- **Low impact** on beneficial insects
- **Double-digit growth** since launch in 2010

# Creating Shared Value in Products

## Intuit SnapTax

**SnapTax** provides low-income consumers with access to tax preparation services over the phone and enables rapid refunds

- **15 minutes for \$15**, electronic filing included
- Data extracted from **mobile 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 retirement savings

# Creating Shared Value in Products and Markets

## Novo Nordisk in China

**Diabetes training programs** together 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

“**Diabetes bus**” program to raise patient 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



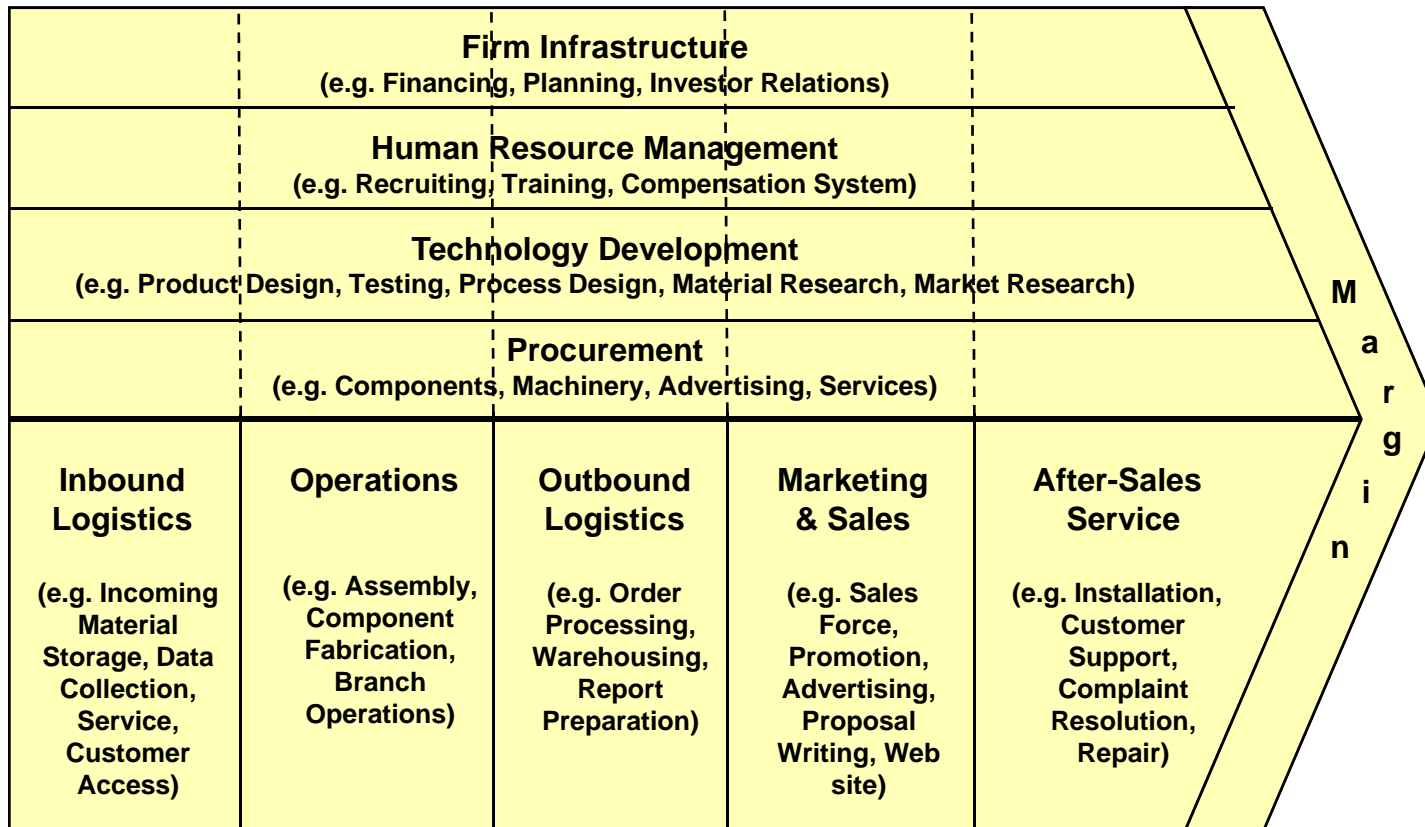
- Since 1997, this program is estimated to have **reduced healthcare costs** in China by **\$700 million** through reducing diabetes related complications
- Novo Nordisk **sales have increased** by an estimated **\$114 million**

# Discovering Product and Market Opportunities to Create Shared Value

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



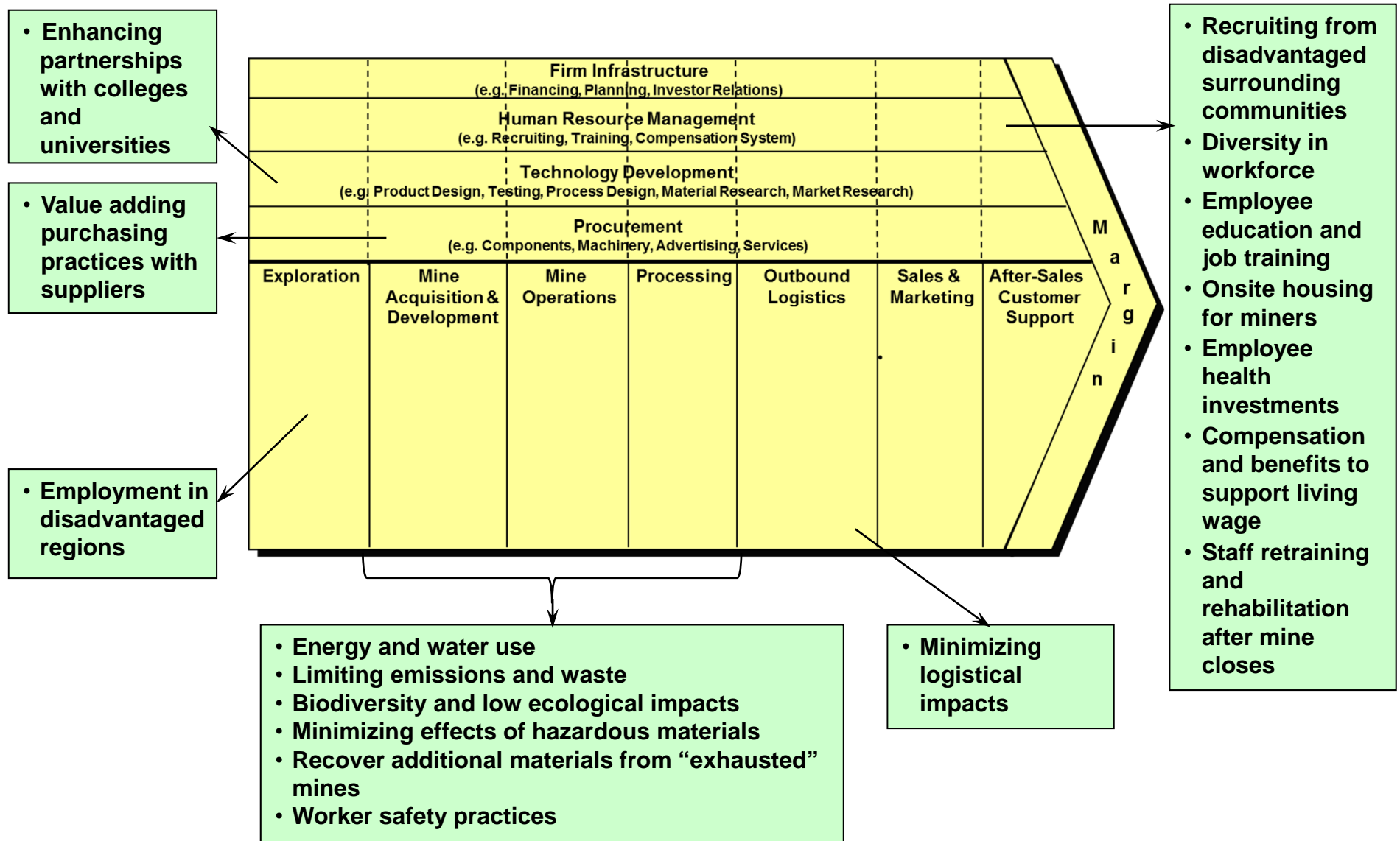
# Redefining Productivity in the Value Chain



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

# Identifying Opportunities for Shared Value in Mining

## The Value Chain

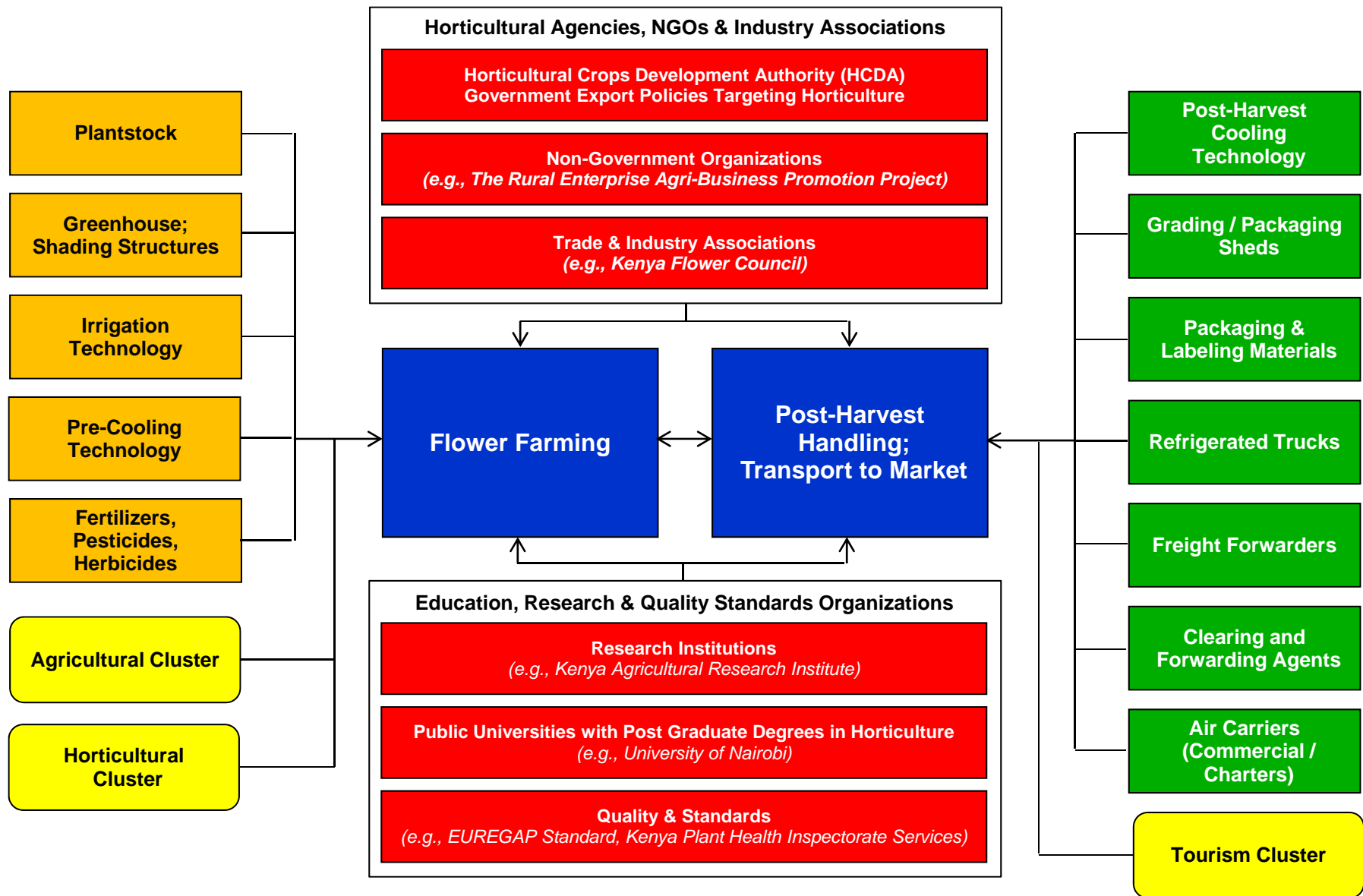


# Cluster Development in the Company's Major Locations

- A strong local cluster improves company **growth** and **productivity**
  - Local suppliers
  - Supporting institutions and infrastructure
  - Related businesses
- **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

# State of Cluster Development

## Kenya's Cut Flower Cluster



# Local Cluster Development

## Newmont in Peru

- Newmont has invested hundreds of millions of dollars into the development of **Minera Yanacocha**, the largest goldmine in Latin America
- Newmont's **SME Linkages Program** was created to strengthen SMEs within Yanacocha's value system, including transportation, maintenance, and construction
- The company also supported **training** of government officials to **improve the utilization of Newmont tax revenues** to strengthen the infrastructure

### Community value

- SMEs bidding for contracts with the mine **increased sales by over 60%**
- Created **6,000 new jobs**

### Economic value

- Newmont **decreased costs** in critical areas like maintenance, transportation, and other support services by **10-15%**
- Newmont **decreased its risk profile** by developing partnerships with local business and government leaders

# Local Cluster Development

## Anglo-American

- Anglo American has established Anglo Zimele, a South African enterprise investment fund, for **mining-related small and medium-sized businesses** in South Africa
- As of 2010, the fund had invested in **509 businesses**, which collectively employed 9,514 people with annual revenues of \$215 million

### Community value

- **10,000 new jobs** created
- Significant increase in **income** for SME employees and owners
- **Spillover effects** of these new businesses on their communities

### Economic value

- Anglo-American has created reliable, high-quality **local suppliers**
- Local suppliers reduce transaction costs and improve **service levels** and **quality**

# Integrating Shared Value Approaches

## Nespresso

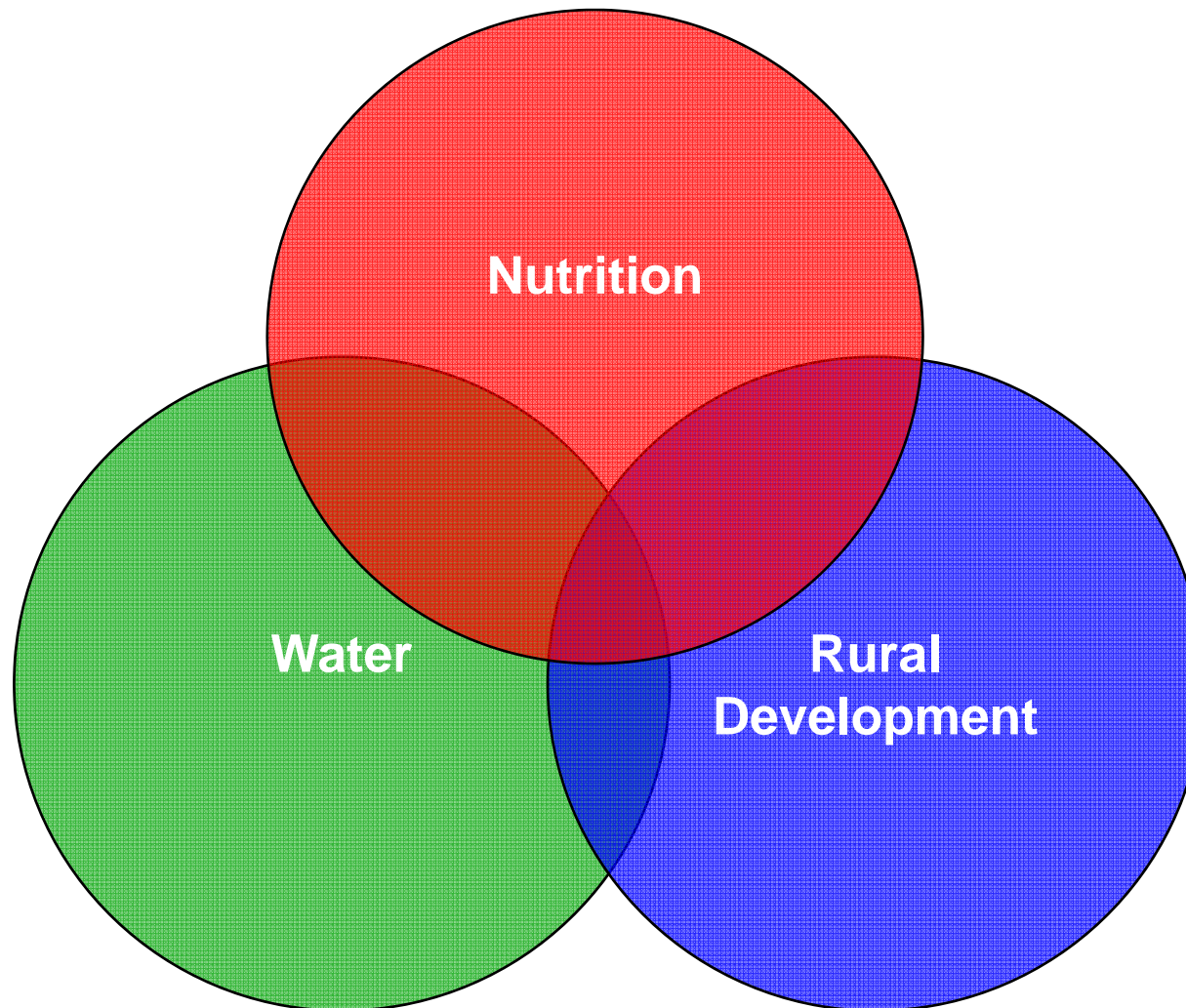
- Implementing shared value in **sourcing** premium coffees from farmers in Costa Rica, Guatemala, Colombia, and Ghana
- Upgrading the cluster
  - Supporting local **cluster development** in coffee growing regions, including establishment of cluster institutions
  - **Partnering** with stakeholders

### Shared Value

<u>Farmers</u>	<u>Community</u>	<u>Nespresso</u>
<ul style="list-style-type: none"><li>• Better yields</li><li>• Better prices</li><li>• Better processing</li></ul>	<ul style="list-style-type: none"><li>• Environmental sustainability</li><li>• Economic development</li></ul>	<ul style="list-style-type: none"><li>• Stable supply</li><li>• Better quality</li><li>• Reinforces strategic positioning</li></ul>

# Creating Shared Value: Deciding Where to Concentrate

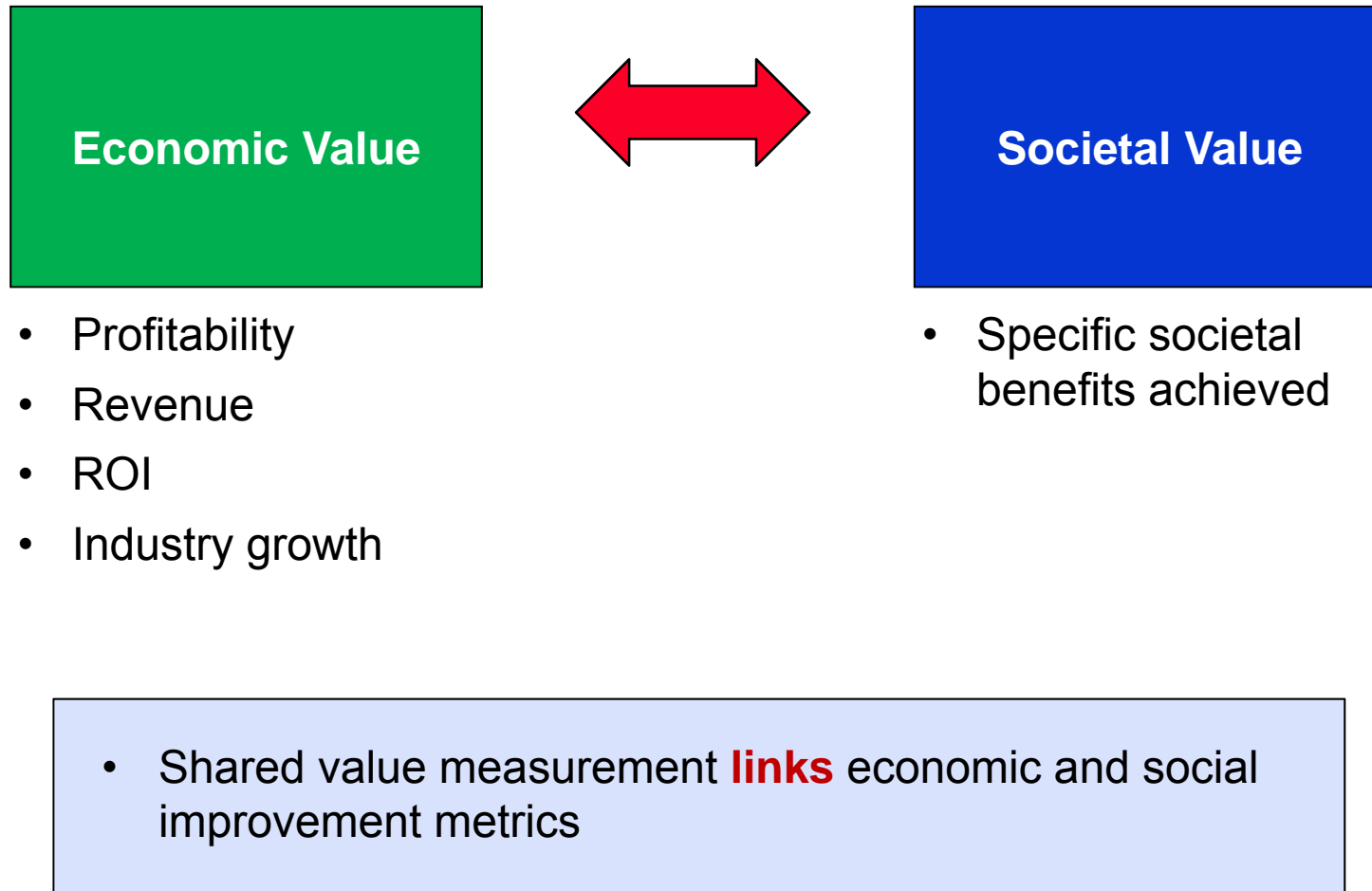
## Nestlé



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



# Measuring Shared Value



# Creating Shared Value

## Implications for Government and Civil Society

- Government and NGOs often assume that **trade-offs** between economic and social benefits are **inevitable**



- Government and NGOs will be most effective if they **enable shared value** by business
- NGOs bring unique **expertise, implementation** capacity, and relationships of **trust** with communities

### A New Type of NGO

<b><i>TechnoServe</i></b>	Promotes the development of agricultural clusters in more than 30 countries
<b><i>RootCapital</i></b>	Provides financing to more than 400,000 farmers and businesses
<b><i>Bill &amp; Melinda Gates Foundation</i></b>	Forms partnerships with global corporations to foster agricultural clusters

- Governments should make **platform investments** in public assets and infrastructure to enable shared value by business
- Government should regulate in a way that **reinforces and rewards shared value** in business, rather than working against it

# 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

## Intrepid Travel

### Value Proposition

- Sustainable small-group travel
- Unique real-life experiences involving significant interaction with the local communities
- Cost-conscious, adventurous, socially aware travellers looking for authentic experiences

#### Mission

“Intrepid’s core purpose is to enrich people’s lives by creating unique, interactive travel experiences. We provide fun, affordable and sustainable travel that is profitable for Intrepid and beneficial to local communities.”

### Distinctive Activities

- Smaller groups allows for frequent use of local public transport, supporting local infrastructure and reducing environmental impact
- Smaller groups allow stays at local hotels and homestay opportunities as well as dining at local restaurants
- Some trips involve community volunteer projects where travellers help build local infrastructure
- Significant training of local tour guides and other local businesses such as hotels to improve quality and efficiency
- Projects such as Kilimanjaro Porters Assistance Project outfits 300+ porters per month with climbing gear and has trained 10,000 porters in first aid, conversational English, money management, and HIV/AIDS awareness since 2004
- Cooperation with Victoria University to study the impact of small group travel on sensitive rural communities



- 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**