

FOM-Conference

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# FOM International CSR Research Conference

## Implementing Sustainable CSR Management Solutions



18.04.2013, 10:30 Uhr

Introduction

Prof. Dr. Linda O Riordan, FOM, Germany



# Implementing Sustainable CSR Management Solutions



**WELCOME !!!**



### Conference Hashtag

You will find the FOM International CSR Research Conference  
on Twitter with **#CSR\_Cologne**

During the  
Conference  
Level 3

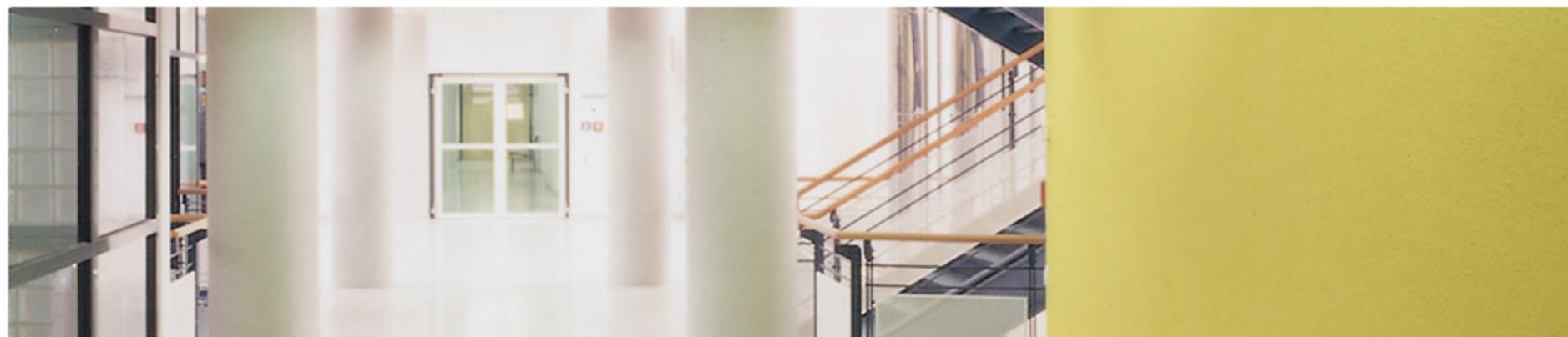
### Live Twitterwall

- 1. Introduction**
- 2. CSR Concept and Current Status Quo**
- 3. Managing CSR**
- 4. Conference Agenda**
- 5. Business Re-imagined...**
- 6. Prerequisites for a New Future Vision**



- 1. Introduction**
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FOM » Forschung » KompetenzCentren » KCC

- Die FOM
- Studienprogramm
- Das Studium
- Studienorte
- International
- Für Unternehmen
- Forschung**
  - Forschungsstruktur
  - Daten und Fakten
  - Institute
  - KompetenzCentren**
    - KCC
    - KCD
    - KCG
    - KCM
    - KCS
    - KCU
  - Round-Tables
  - Projekte

## KompetenzCentrum für Corporate Social Responsibility



KCC KompetenzCentrum für Corporate Social Responsibility der FOM Hochschule für Oekonomie & Management

## KompetenzCentrum für Corporate Social Responsibility

Das KCC ist ein international ausgerichtetes wissenschaftliches KompetenzCentrum für Corporate Social Responsibility (CSR) und verwandte Forschungsbereiche. Als „think-tank“ für Wissenschaftler und im Dialog mit Management-Experten und Führungskräften aus der Praxis fokussiert das KCC die „CSR-Management“-Forschung sowie den Bereich der Wirtschaftsethik.

Der Ausgangspunkt der Aktivitäten liegt in der nachhaltigen und ergebnisorientierten wissenschaftlichen Bearbeitung von managementorientierten Herausforderungen im Schnittfeld von ökonomischer, sozialer und ökologischer Sphäre.

Als wissenschaftlicher Forschungsbereich der FOM versteht sich das KCC ebenso als Katalysator für die entsprechenden wissenschaftlichen Weiterentwicklungen der anwendungsorientierten Forschung sowie der Studienangebote der Hochschule.

## Wissenschaftliche Leitung

Das KCC wurde 2012 durch die Wissenschaftler Prof. Dr. Linda O’Riordan sowie

### Kontakt



**Prof. Dr. Linda O’Riordan**  
 Bereich CSR Management Research  
 fon: +49 201 81004-408  
 fax: +49 201 81004-410  
 » [linda.oriordan@fom.de](mailto:linda.oriordan@fom.de)



# First International CSR Research Conference: Management Approaches in CSR

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### Key Questions

CSR remains an elusive notion and consequently a management challenge. Because it is a diverse concept which is subject to varying interpretations by business executives and academic researchers, no consensus exists on how to define, manage or effectively measure the impact of CSR.

Three key questions pivot around opinions regarding:

- What is CSR Management? (i.e. What role do moral values/ethics play in business?)
- Is it ethical to leverage CSR activities to generate business value in the form of competitive advantage?
- What role does CSR education play in this new and exciting field of opportunity?









### The Conference

The Conference will be held in English and includes the typical FOM approach which applies research and theory to management practice.

Participants are invited to take part in the CSR debate surrounding this complex topic. They will have the opportunity to listen to and discuss with leading international CSR management and academic experts. The sessions are interactive. They encourage feedback so that delegates have the opportunity to pursue their particular areas of interest.

The FOM actively supports responsible business behaviour. In order to work together to move the CSR debate forward, we aim to create an environment in which knowledge can be shared. Accordingly, the conference is free of charge as all participants are invited as honorary guests of the FOM.

**Chair Persons**  
Prof. Dr. Linda O'Riordan  
Prof. Dr. Stefan Heinemann  
Prof. Dr. Markus Braunewell

### FOM Hochschule für Oekonomie & Management

FOM Hochschule für Oekonomie & Management was founded by several trade associations as a non-profit organisation in 1993. It runs 21 study centres across Germany and one in Luxembourg.

With its focus on practical experience, the FOM encourages knowledge transfer between universities and companies. The excellent level of acceptance that the FOM enjoys is further underlined by the close cooperation not only with public universities, but also with a high number of regional and medium-sized companies as well as multinational groups.

FOM graduates are much sought after by the business community for their insightful specialist and social competences.

Participation at conference is free of charge. Applications may be submitted by fax, e-mail or phone.  
fon 0800 1 95 95 95  
fax 0800 8 95 95 95  
studienberatung@fom.de

Please register by the end of October 2011. Space is limited and registration is required.

**Conference Location:**  
FOM Hochschule für Oekonomie & Management  
Sigfeldstr. 5 | 45141 Essen

Studium heißt dem Beruf **FOM** [www.fom.de](http://www.fom.de)

Aachen | Berlin | Bonn | Bremen | Dortmund | Duisburg | Düsseldorf | Essen | Frankfurt a. M. | Gütersloh | Hamburg | Köln | Leipzig | Mannheim | Marl | München | Neuss | Nürnberg | Siegen | Stuttgart | Wuppertal und Luxemburg

**For Students, Alumni & Companies**

### International Research Conference »Management Approaches in CSR«

18<sup>th</sup> November, 2011

FOM Hochschule für Oekonomie & Management  
Sigfeldstraße 5 | 45141 Essen

















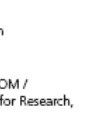





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## Conference Programme

<b>Corporate Social Responsibility (CSR)</b>	10:00	<b>WELCOME ADDRESS</b> Prof. Dr. Burghard Hermeier, Rector, FOM		11:30	<b>SESSION III</b> "The ISO 26000 Guideline – New Perspectives for Managing CSR and Sustainable Development" Prof. Dr. Rüdiger Hahn, Assistant Professor for Sustainability and Corporate Responsibility, Heinrich-Heine-University, Düsseldorf		14:25	<b>SESSION VII</b> "Must Ethics Pay? Legal Framework for CSR in Germany" Prof. Dr. Müller-Michaels Professor for Business Law, Attorney at law, FOM Düsseldorf	
The »Corporate Social Responsibility« (CSR) debate has increased in intensity since the recent global financial crisis. Against the background of ongoing corporate scandals over the past 15-20 years, companies are now beginning to respond to the CSR challenge.		Prof. Dr. Thomas Heupel, Vice-Rector for Research, FOM		12:00	<b>LUNCH BREAK</b>		14:45	<b>SESSION VIII</b> "CSR & Business Ethics Education – Conjectures & Certainties" Prof. Dr. Stefan Heinemann, Professor for Business Ethics, FOM Essen	
The basis for the CSR concept is the triple bottom line (e.g. Elkington, 1999) which suggests that managers are required to balance social and environmental aspects alongside their economic goals. A 2009 study (BBDO) identified that ethical values in social and ecological matters have become increasingly important in public opinion.		Prof. Dr. Linda O'Riordan Professor for International Management, CSR Researcher, FOM Essen		13:15	<b>SESSION IV</b> "Strategic CSR: Ideas and Challenges from the Perspective of an International Professional Services Firm" Dr. Michael Fuchs, Ethics Officer, Deloitte Germany, Düsseldorf		15:15	<b>COFFEE BREAK</b>	
While 58 % of Germany's mid-sized companies report that they undertake CSR activities (KfW 2011), 93 % of leading CEOs around the world see sustainability as important for their company's future success (Accenture, 2010).	10:15	<b>INTRODUCTION</b> Prof. Dr. Linda O'Riordan Professor for International Management, CSR Researcher, FOM Essen		13:40	<b>SESSION V</b> "Providing Better Guidance to Corporate Sustainability" Dr. Rodrigo Lozano, Lecturer & Researcher in Corporate Sustainability, University of Leeds, Leeds (UK)		15:45	<b>PANEL DISCUSSION</b> with the Audience: "How to Effectively Manage CSR & Sustainable Development? – The Practical Value of CSR Management Instruments for Responsible Managers" Moderator: Prof. Dr. Markus Braunewell Professor for Business Law, FOM Essen	
Global corporations in the pharmaceutical industry such as Johnson & Johnson, Novartis, Sanofi-Aventis, and Merck Darmstadt have already implemented CSR-dedicated departments. Companies in other industries also actively address CSR. Daimler for example has a Board Member responsible for »Integrity and Legal Affairs«.	10:30	<b>SESSION I</b> "A New Conceptual Framework for Managing CSR" Prof. Dr. Linda O'Riordan Professor for International Management, CSR Researcher, FOM Essen		14:05	<b>SESSION VI</b> "Is it Necessary to Differentiate between Services & Industry when Managing CSR?" Katrin Wagner, Director CSR, HSBK Trinkhaus & Burkhardt AG, FOM Alumna, Düsseldorf		16:45	<b>WRAP-UP</b> Prof. Dr. Burghard Hermeier, Rector, FOM / Prof. Dr. Thomas Heupel, Vice-Rector for Research, FOM	
11:00	<b>SESSION II</b> "CSR Management at J&J" Frank Welvaert, Director CSR, Johnson & Johnson ENEMA Europe, Middle East & North Africa								

2 of 2



1. Introduction
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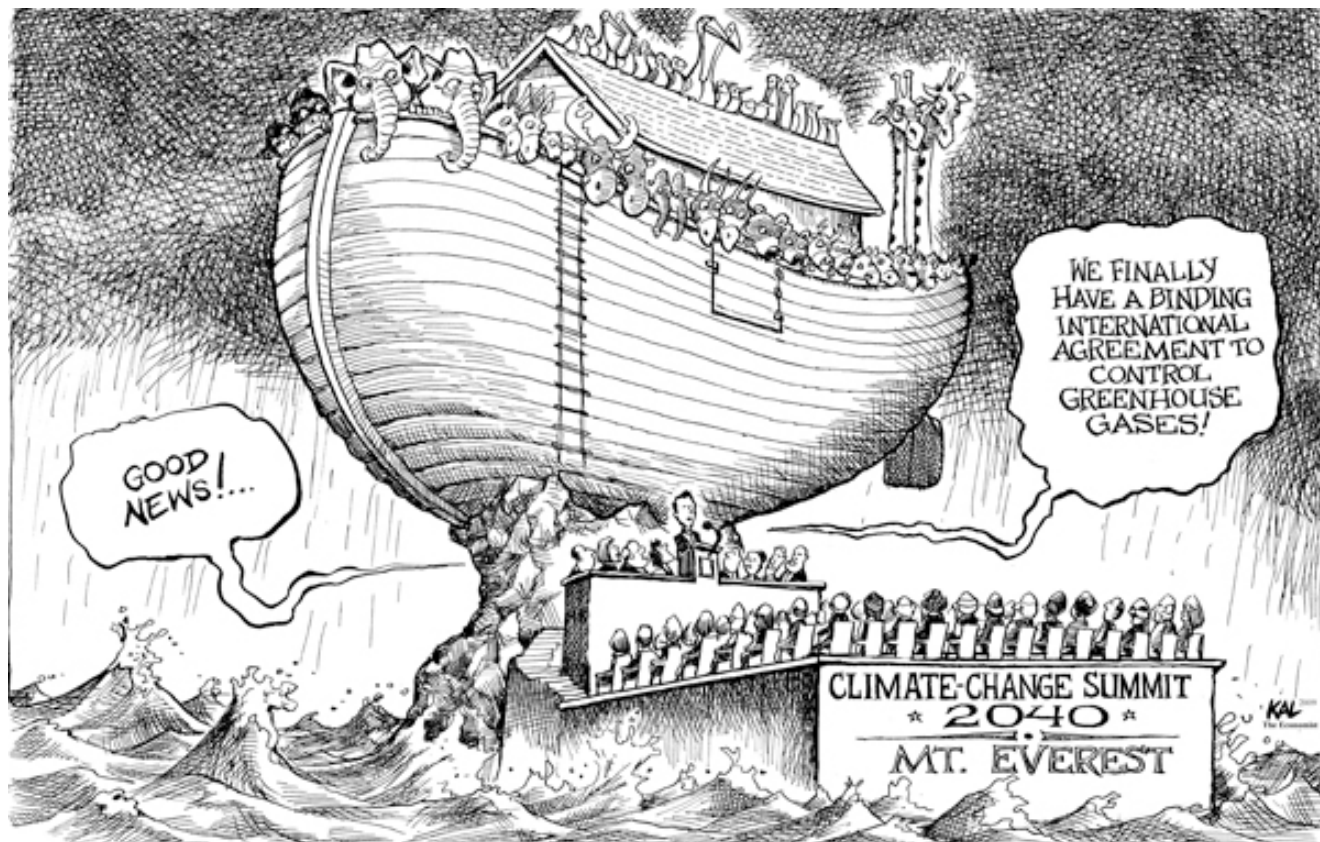
- CSR is an Anglo-American (normative) term which addresses the **voluntary** moral/ethical behaviour (social responsibility) of managers within companies.
- The basis for the CSR concept is the triple bottom line (e.g. Elkington, 1999) which suggests that managers are required to balance **social** and **environmental aspects** alongside their **economic** goals.



⇒ The Concept of Sustainability

# ...Previous Track Record... ?

## The Environment:



While we we can't influence the weather (!)... **our actions can affect the climate...**  
 We are not exactly sure about the sensitivity of our climate to the impact of carbon emissions,  
 but what we do know is that temperatures are heating up, and the ice is melting, so water levels are rising...  
 Hopefully this cartoon does not depict the outcome in 2040 or before...

The problems we face are vast and complex, but come down to this:

- 7.3 billion people are breeding exponentially...
- The process of fulfilling their needs , is stripping the earth of its biotic capacity to produce life...
- A climatic burst of consumption by a single species is overwhelming the skies, earth, waters and fauna...



Source: Adapted from Paul Hawken, The Ecology of Commerce, 1993:xii



*International Herald Tribune, October 27, 1989. Kal, Cartoonists and Writers Syndicate, 1989.*

Does our economic system provide an appropriate mechanism for the fair distribution of the wealth created by business?...

...or is it more similar to a casino in which we all more or less play Roulette?...

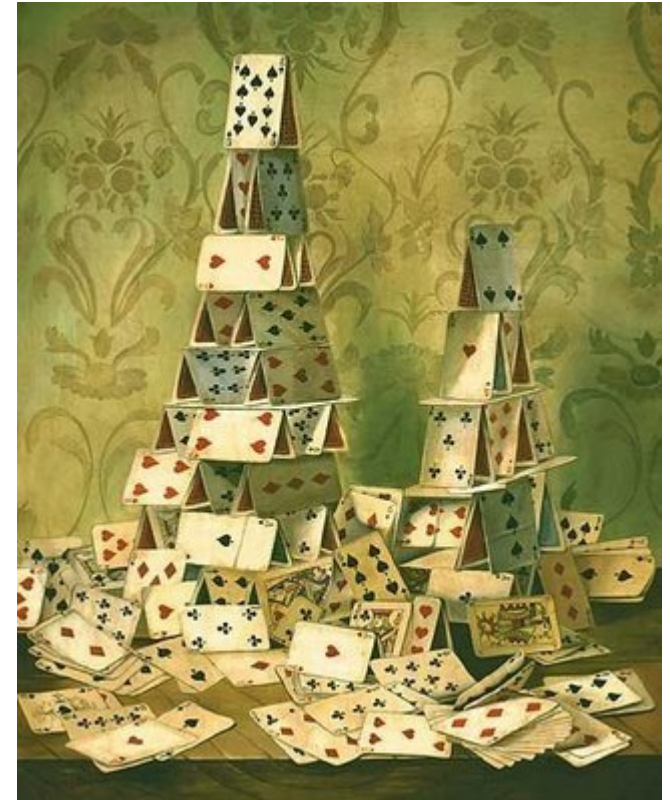
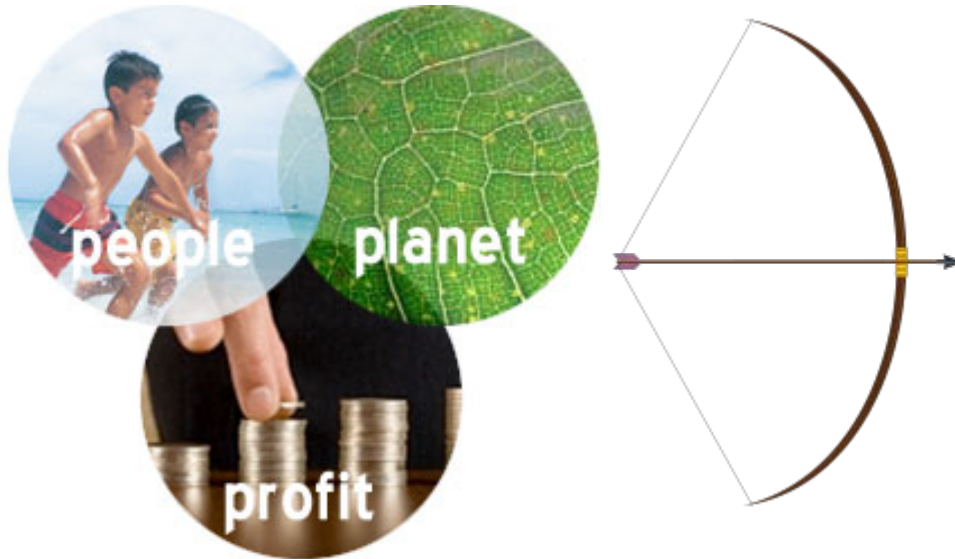


# The Role of Business in Society... ... How „Ethical“ is Capitalism ?



Many citizens in society are becoming more aware of these issues...

## The **Result** of Past Approaches?



Is business operating within structures that are no more stable than a house of cards ...?



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**Diverse range of terms employed** to convey notions concerning philosophical and subjective questions e.g.

- + CSR
- + Sustainability
- + Ethics
- + Responsible Management
- + Etc. Etc. Etc.

(... And these concepts evolve over time...)

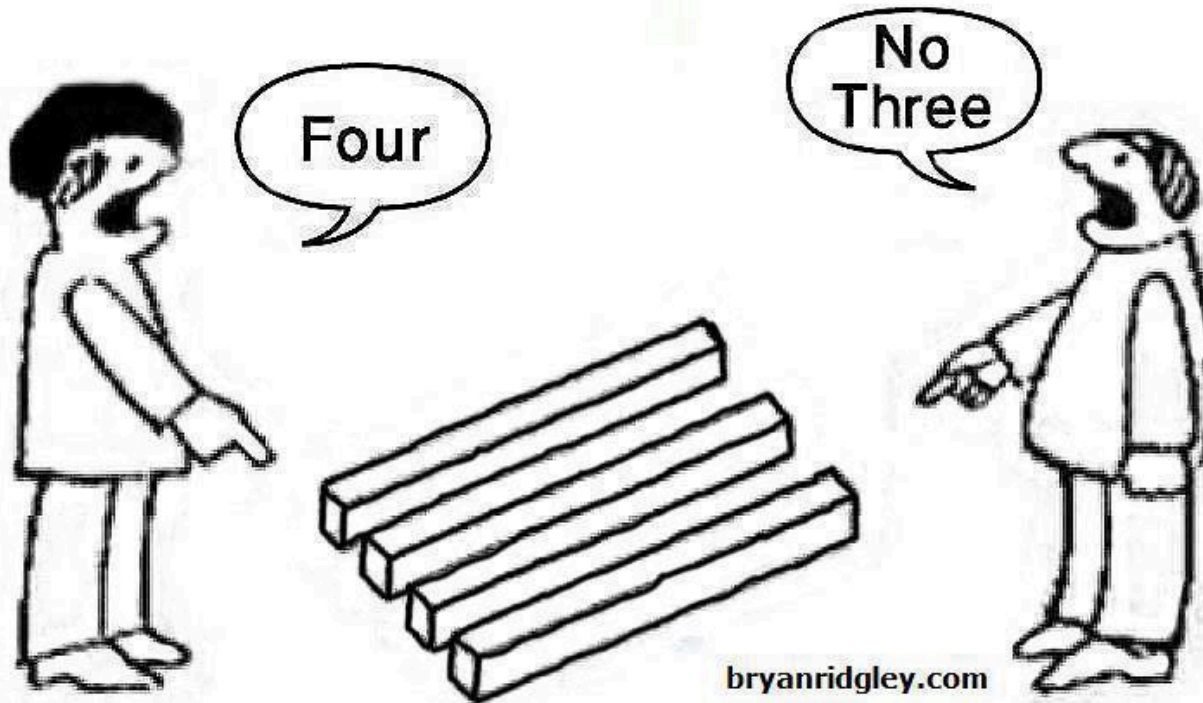
**Limited consensus** on what these labels mean and how to measure any related business activities...

⇒ **Differing Definitions, Perceptions & Practices...**



# CSR is subject to Varying Stakeholder Interpretations

Reality can be so complex that equally valid observations  
from differing perspectives can appear to be contradictory.



A key practical question which this triggers for those attempting to manage CSR is:  
**What is responsible behaviour and who defines this?**



**“ If you can't measure it you can't manage it...”**

Despite the Elusiveness:  
Society 'Expects' that Industry 'Should' Behave Responsibly...



**=> Great Expectations...**

*“ ... to attract and retain the best talent, companies need to demonstrate their green efforts and environmental responsibility,... ”*

PriceWaterhouseCoopers, 2012



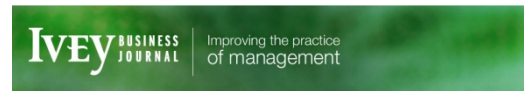
*“Most large companies in Germany have a CSR manager who co-ordinates the firm’s social engagement activities. They develop campaigns and projects that are aimed to improve the firm’s image via ,good‘ deeds ... ”*

Die Zeit, 2013 (www.zeit.de)



*“Incorporating corporate social responsibility into all strategic decisions is, arguably, one of the most difficult challenges a manager faces.... ”*

Ivey Business Journal, 2013



Key question for Management is no longer:  
Not *Whether* to Behave Responsibly  
But **HOW**...?

Identifying sustainable business solutions  
for global challenges:

- Remains an elusive exercise ...
- Balancing competing stakeholder interests is subject to unpredictable stakeholder interpretations ...

⇒ Key Issue: *How to Measure the Impact of the Resources Invested ?*





## But...Who is Responsible to Whom and for What ?

The CSR debate is triggering broad-ranging questions regarding:

- **Who** in society controls corporations...?
- **To whom are** corporations accountable ...?
- What role do **Governments** play?
- What role does the **Media** play?
- What role do **We** as individuals play?

=> **How to Balance the Triple Bottom-line Goals** more Sustainably?



## A Key to the Management Solution: ...Deciding which **Values** to Follow...?

# LEARNING



to **SEE**  
What Counts

These challenges are closely related to **How We Interpret Value...**



“Make sure everything is done ethically. Within reason, of course.”

**Does our current economic/legal system deem sustainable CSR “irresponsible“?**

## The thorny uneven path to sustainable CSR solutions...



**...and the risk of change for first movers.**

## Will CSR “Pay Off“?



**“ Most managers view CSR as a cost rather than a benefit to the business...“**

(Source: O’Riordan, 2012)



## Securing Consumer Confidence and Sustaining Trust via clear policies/mechanisms and effective codes of conduct for suppliers:

The recent scandal in Europe where horse DNA has been found in up to 5% of beef products randomly tested across the EU (according to results from the European Commission) is said to have damaged consumer confidence in parts of Europe's food industry, hitting sales of processed ready meals and boosting demand for organic or local produce.

With consumers now asking more questions about their food producers and traceability, some argue that the EU has one of the best safety systems in the world... Nevertheless, good supply chain management is vital because it can help firms to manage the complex and (in this case) interwoven web of food company suppliers.

(Source: 'Knowing your supply chain' Adapted from CSR Asia, Vol 9, April, 2013)

## New Routes to Innovation??

Questioning whether the products and services which business delivers to consumers **inclusively add sustainable 'value' in the long term** for society ...

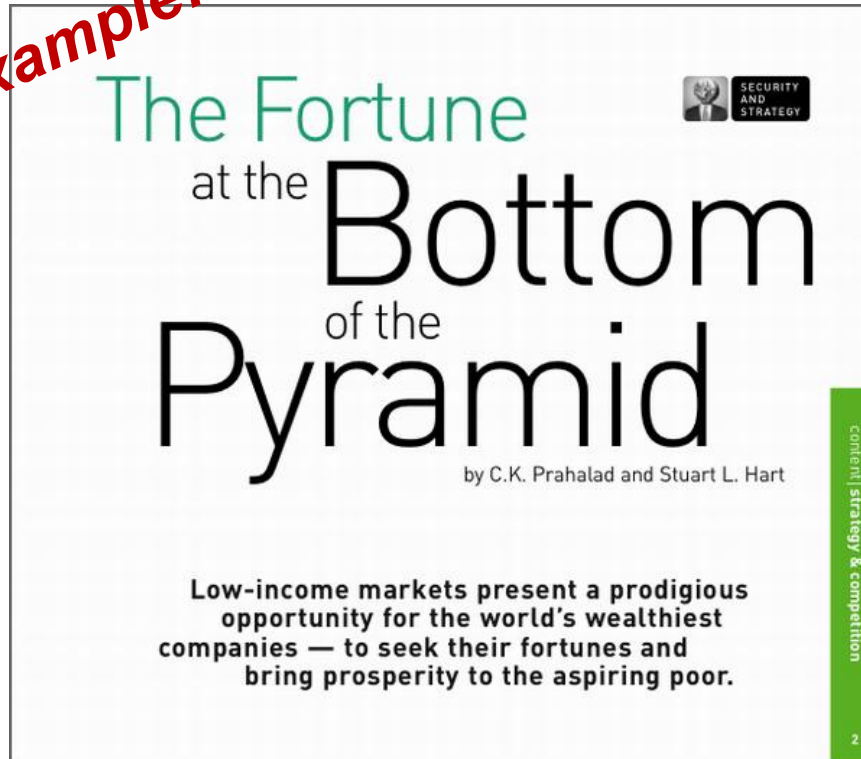
...and exploring alternative opportunities for more considered (authentic) differentiation in product & service development, promotion, pricing and distribution...





## Missing the best Opportunities?

**Example...**



**The first movers are tuning in to the potential for  
creating sustainable long-term competitive advantage**



**Guidance** is required when seeking sustainable ways to do business...

STRATEGIC ORGANISATION  
OPEN CSR STAKEHOLDERS  
RELATIONS PLANNING DECISION-MAKING  
GOVERNANCE OUTPERFORM ENVIRONMENTAL  
**PERFORMANCE**  
TRANSPARENCY **SUSTAINABILITY**  
SUPPLY-CHAIN PUBLIC TRADE CORPORATE GOOD **MANAGE**  
FAIR COMMUNITY IMPROVED ACCOUNTABILITY MARKETS  
RISK IMPACT SOCIAL



## How to integrate CSR into the existing business model?



# Hopefully there is Still Light at the End of the Tunnel for CSR ...?



1. Introduction
2. CSR Concept and Current Status Quo
3. Managing CSR
4. **Conference Agenda**
5. Business Re-imagined...
6. Prerequisites for a New Future Vision



10:00

Level 4



**Prof. Dr. Linda O'Riordan**

FOM Hochschule für Oekonomie  
& Management, Germany



**Prof. Dr. Thomas Heupel**

FOM Hochschule für Oekonomie  
& Management, Germany



**Prof. Dr. Stefan Heinemann**

FOM Hochschule für Oekonomie  
& Management, Germany



11:00

Level 4



**Prof. Dr. Jan Jonker**

Radboud University Nijmegen, Netherlands

“Changing the Future: Strategies and Management Models when Implementing Sustainability”

11:30

Level 4



**Prof. Dr. Dr. h.c. Hans-Ulrich Küpper**

Ludwig-Maximilians-Universität München, Germany

“CSR and Business Ethics – a New Perspective for Management?!”

12:00

Level 4



**Marion Birnstill**

Johnson & Johnson Corporate Citizenship Trust, Belgium

“CSR and Innovation”

12:30

Level 3

**Lunch Break**

**Track 1 | Level 4**

Chair: Prof. Dr. Jan Jonker

**Session 1 | Global Sustainability**

13:15



**Prof. Tom Nist**

Director of Graduate Studies & Donahue  
Chair in Investment Management,  
Duquesne University, Pittsburgh, USA

“Update from the USA - Key issues and debates  
inside the American Sustainability Agenda”

13:55



**Dr. Ortrud Kamps**

FOM Hochschule für Oekonomie  
& Management, Germany

“Cotton made in Africa (CmiA) - A global  
initiative of the Aid by Trade Foundation”

**Track 2 | Level 2**

Chair: Prof. Dr. Dr. h.c. Hans-Ulrich Küpper

**Session 1 | Sustainable Supply Chain**



**Dr. Donna Marshall**

School of Business, University College  
Dublin, Ireland

“Environmental and Social Sustainability Issues  
in Supply Chain Management”



**Kathrin Mohr**

Program Manager Disaster Response  
Teams, Deutsche Post DHL, Germany

“Humanitarian Logistics - GoHelp: the Disaster  
Management Program of Deutsche Post DHL”

**Track 1 | Level 4**

Chair: Prof. Dr. Jan Jonker

**Session 2 | Inclusive Growth Strategy Emerging Markets**

14:15



**Gaurav Metha, MBA**  
Founder & CEO, Project Dharma/Gajam  
India Private Ltd, India

“Creating sustainable impact at the BOP using a social enterprise model: Project Dharma”

**Track 2 | Level 2**

Chair: Prof. Dr. Dr. h.c. Hans-Ulrich Küpper

**Session 2 | Human Resource Management**



**Prof. Dr. Ina Ehnert**  
Louvain School of Management, Belgium

“The role of HRM in developing sustainable business organisations”



**Prof. Snjólfur Ólafsson**  
School of Business, University of Iceland,  
Iceland

“Getting employees on board the CSR train”

15:00

Level 3

**Coffee Break**

**Track 1 | Level 4**

Chair: Prof. Dr. Jan Jonker

**Session 3 | Defining & Measuring Impact**

15:15



**Joris Lenssen**

Programmes Director, The Academy of Business in Society (EABIS), Belgium

“Assessing and Measuring the Impact of CSR: Insights from the world’s largest research project in this domain”

15:45



**Dr. Rodrigo Lozano**

Utrecht University, Netherlands

“Addressing stakeholders and better contributing to sustainability through Game Theory”

**Track 2 | Level 2**

Chair: Prof. Dr. Dr. h.c. Hans-Ulrich Küpper

**Session 3 | Governance / Finance**



**Prof. Tom Nist**

Director of Graduate Studies & Donahue Chair in Investment Management, Duquesne University, Pittsburgh, USA

“Sustainability in Finance - Can finance practitioners be held accountable to a sustainability agenda?”



**Prof. Dr. Olaf Müller-Michaels**

Professor for Business Law at FOM, Attorney-at-Law, Germany

“Legal Framework for CSR in Germany”

**Track 1 | Level 4**

Chair: Prof. Dr. Jan Jonker

**Track 2 | Level 2**

Chair: Prof. Dr. Dr. h.c. Hans-Ulrich Küpper

**Session 4 | Economics**

**Session 4 | Marketing**

16:00



**Dr. Lukasz Jablonski**

Cracow University of Economics,  
Poland

“Economic development and CSR initiatives in national economies”



**Dr. Sheila Killian**

Kemmy Business School University of  
Limerick, Ireland

“Responsible marketing: invisible, shifting standards”

16:45

**End of Day 1**

09:00

Level 4

**Prof. Dr. Linda O’Riordan**

Introduction Day 2

09:15

Level 4



**Prof. Tom Nist**

Director of Graduate Studies & Donahue Chair in Investment Management, Duquesne University, Pittsburgh, USA

“Sustainability in Graduate Management Education, A Case Study”

09:30

Level 4



**Dipl.-Kfm. Volker Linde**

Partner, Deloitte & Touche GmbH  
Wirtschaftsprüfungsgesellschaft, Germany

“The Road to Sustainable Finance: Sustainability and the Role of the CFO”

10:00

Level 4



**Prof. Dr. David N. Abdulai**

African Graduate School for Management and Leadership,  
South Africa

“From Charity to Mutual Benefit: a New Look at CSR in Africa”

10:30

Level 3

**Short Coffee Break**



### Workshop from Track 1 | Level 4

Chair: Prof. Dr. Jan Jonker

### Workshop from Track 2 | Level 2

Chair: Prof. Dr. Dr. h.c. Hans-Ulrich Küpper

10:30

Identification of 3 Key Themes  
(discussion)

Identification of 3 Key Themes  
(discussion)

11:00

Identification of 3 Key Risks (discussion)

Identification of 3 Key Risks (discussion)

11:30

Identification of 3 Key Opportunities  
(discussion)

Identification of 3 Key Opportunities  
(discussion)

12:45

Level 4

Presentation of Workshop Results

13:30

Level 3

Lunch Break

14:30

End of Day 2

1. How to innovatively implement integrated sustainable CSR strategies into corporate systems?
2. What opportunities exist to enable inclusive CSR across the key business functions?
3. How to foster effective management solutions?



1. Focus on Implementing CSR into Business Operations
2. Examining How CSR can be an Agent for Change
3. Re-imagining How We do Business
4. Identifying Ways to Create Organisational Value via:
  - + Strategic considerations (**Track 1**):
    - Sustainable Planning & Measuring
    - Change Management
    - Economics
  - + Key business functions (**Track 2**):
    - Supply chain
    - Human Resources
    - Marketing
    - Finance
    - Governance and legal



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The first prerequisite for this journey is that we **open our minds to see differently....**

We have to understand that the old way of doing things has not brought effective results...

While these ideas may go beyond the conventional thinking or even norms, we now need to **wake up** to the fact that the existing model is not a feasible way forward for the future...

## WAKE UP !!!!



This means that we need to change and stop ignoring the obvious:  
...our planet and our systems are out of sync and off-kilter....

We have attached ourself to a system which is in many ways dysfunctional.



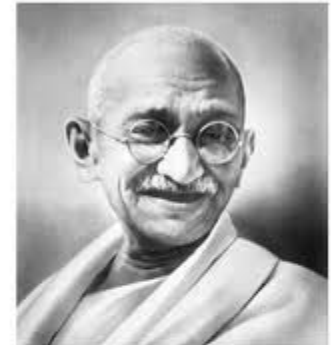
# Managing Sustainable CSR... Finding a More **Imaginative** Way Forward?



The measures that have been undertaken to date are in general not sufficient...

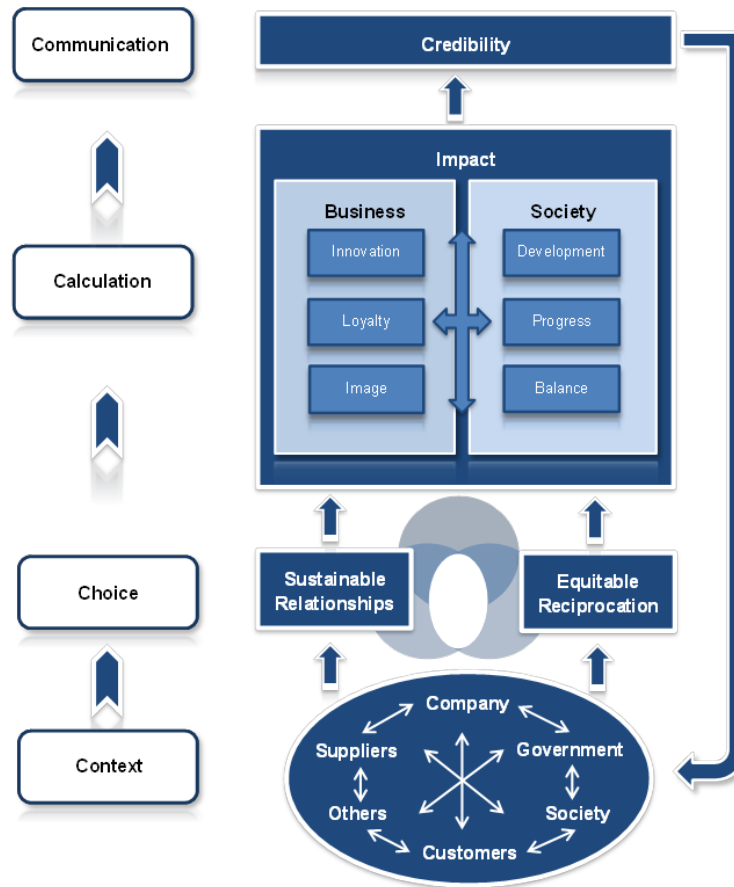
## What if we lived in a world where...

- + **CSR** were seen as being in a company's own self interest?
- + **Society** understood that enough is better than more?
- + **Competition** was focused on doing honourable deeds rather than accumulating money and materialistic objects?
- + **Employees'** talents were leveraged to their optimum and their time was spent 'making a difference' in a meaningful way?
- + **Success** was measured by social outcomes of performance rather than mere monetary recognition?
- + **Business** focused on creating multiple value by developing innovative products and services that were sourced sustainably and which used efficient processes that minimised environmental damage but maximised social value?



Be The  
**Change**  
You Wish To See In  
**The World**

# A Conceptual Framework For a Better Way Forward?...



Source: Adapted from O’Riordan, 2010:352

My research in this field proposes a **management framework solution** as one way to manage CSR via four key steps...but this is just one of many possible routes...

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- Means a journey comprising **many routes** to achieving sustainable solutions
  
- Requires an open mind to **'see' the opportunities** and thereby create the competitive advantage that leads to long-term economic wealth
  
- Involves **new ways** of:
  - + Measuring Value
  - + Recognising Performance
  - + Re-engineering the Organisation
  - + Rewarding Innovation



# Do We Dare to Make a Difference?







## CSR Requires that We: “See“:



# CSR Requires that We: **“Think”** Innovatively!





# CSR Requires that We: Plan & Measure Inclusively!



# CSR Requires a **Focus on Impact** not Inputs...!





**You are invited to accompany us on a journey on which we seek a new approach to creating sustainable shared innovation for business, society and our planet ...**

FOM CSR Conference 18-19th April, 2013

## Implementing Sustainable CSR Management Solutions



**This journey has many paths...**

**It requires as the pre-requisite that we have both the courage to face the realities of our time and the will to make a difference to effect positive change...**



**FOM CSR Conference 18-19th April, 2013**

## Implementing Sustainable CSR Management Solutions



**This journey is a call for us to use our talents and resources to serve a greater purpose than our own individual advantage in the first instance in the interest of society and our planet...**

# Thanks for listening!

