

Corporate Social Innovation

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Social Value and Your Business

The business sector has a critical role to play in contributing to a flourishing society. And consumers increasingly expect it. There is a high level of consensus around the world that companies' social role goes beyond meeting legal requirements, complying with ethical standards, creating jobs and paying taxes¹.

How can business respond to these rising expectations? What role can business play to contribute to strong communities? And how can this be done in a way that enables business growth and delivers financial value?

Business is not apart from society but a part of society.

— TOMORROW'S COMPANY

This “Corporate Social Innovation” report is a partial answer to these questions.

It is designed to address the knowledge gap for businesses large and small that seek to foster more inclusive and equitable communities, yet lack the tools and insights to play an effective role.

Leading businesses know that their financial health and the health of their communities are interdependent. By supporting the vibrancy, health and resilience of the communities in which they operate, they are contributing to their future workforce and supplier and customer base. Everyone, including business, benefits from a vibrant and healthy community and society.

While for years companies have “given back” to society through philanthropy and community relations, increasingly they are tapping into their core competencies and operations to create a more positive social footprint. They are going beyond charity to use their power to purchase, develop products, invest, market, hire and train to create lasting value for society and their business.

The “[Social Value Business Guide](#)” provides an overview of four emerging opportunities to create strong social value from your business investments and tap into the business benefits:

- **Community hiring**
- **Living wage**
- **Social buying**
- **Social innovation**

This report focuses on Social Innovation.



About the Author

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Social Value Creation through Social Innovation and Collaboration



> What is it?

Social innovation is defined as an “initiative, product, process or program that profoundly changes the basic routines, resource and authority flows or beliefs of any social system (e.g. individuals, organizations, neighbourhoods, communities, whole societies)”². It is about new ideas or new ways of addressing pressing unmet needs.

Social innovation in the corporate context is doing business in ways that create business and social value. Social innovation is when companies re-engineer their business models, products, services, structures, systems, processes or relationships to generate profits and new value propositions in tandem with social outcomes. It is a new approach to business value creation in which firms bring their unique set of corporate assets (such as their entrepreneurial skills, business acumen, resources and ability to scale) to create solutions to complex societal issues while generating new customer value propositions.³

Social innovation involves reframing a social problem or getting to the root of social issues using the tools of business. This kind of innovation is possible when a business is tuned into its broader social, economic, technical, political and environmental context. Through partnerships and stakeholder relationships, a business is able to powerfully harness insights from the larger system within which it operates to address otherwise intractable issues – sometimes called “wicked problems”.

Collaboration is thus critical to social innovation. In order to tackle complex social challenges and scale solutions businesses reach outside traditional business and operational boundaries and planning horizons to work with other companies, governments and civil society organizations at the regional, national, sectoral or value-chain level (up and downstream of its operations with suppliers or customers).

By using the tools of social innovation and collaboration a company can create new business opportunities and advance social progress. The challenge and opportunity is to find social concerns that intersect with your core business and co-create solutions with other societal actors⁴. It involves pivoting your business competencies to test, prototype, and scale new business value propositions that create social value for communities and the broader society. This can result in new products and services that address unmet needs, inclusive supply chains (through social buying strategies) and last-mile distribution systems that break down access and affordability barriers for marginalized or excluded people, markets or regions (e.g. seniors, people with disabilities, remote communities, inner-city communities, etc.).

Thus, social innovation for business is a shift in perspective in how a company contributes to community and social well-being, and can be understood along a continuum⁵:

From:

To:

To:

Charitable Investments

The company contributes to specific social causes through donations, sponsorships and volunteering to enhance the company brand, image or reputation

Strategic Investments

The company invests in new ventures and enterprises that value social impact along with their bottom line.

Systemic Investments

The company addresses systemic social issues through its core business and external collaborations to make a sustained social impact and drive business value.

With this new mindset (similar to the Transformational Community Investment Framework on page 7), a company evolves from ad hoc granting transactions with non-profits, and defensive compliance relationships with governments, to progressive multi-stakeholder collaborations for social change. By playing different and complimentary roles, societal partners cross-pollinate ideas and harness unique resources, insights and competencies to further social prosperity.

Danone's Approach to Social Value Creation

[Adapted from: "Co-Creation: Moving Beyond CSR", March 3, 2014.](#)



Danone, a French multi-national food products company, is developing innovative business models that generate new social and environmental value. Through three platforms, Danone addresses critical issues related to the corporation's expertise and goals—issues like malnutrition, access to water, sustainable resources management and sustainable supply and value chains. One of these platforms is the Danone Ecosystem Fund which supports the partners of Danone's "ecosystem" (small agricultural producers, small suppliers and distributors) to effect powerful social change—and reinforce the company at the same time. The Fund supports initiatives with general interest purposes, which are first identified by Danone subsidiaries in the territories where they operate. The initiatives add value in three areas: employment, skills and employability and micro-entrepreneurship.

By design, projects need a top manager from a Danone business unit to champion them and a partner from a non-profit organization to co-design, co-manage, and co-monitor the project over time. This process ensures the commitment of Danone's subsidiaries and non-profit organizations to developing what is known as a "hybrid" approach to dialogue, design and strategies, based on new and alternative methods of creating and sharing value. Other parties may be brought on board as well, such as local government bodies or international institutions. Social mission organizations facilitate dialogue between communities and Danone and provide expert knowledge of the local context. This co-creation process commits Danone to rethinking its practices and business models, through partnerships with players who traditionally stick to their own fields of expertise.

Such innovations are intended to spread across the company and help advance its transformation. To this end, the Ecosystem approach promotes open-source knowledge in terms of business models and project management: good practices, practical tips and decision-making tools are formalized and shared with the business community.

One example project is the Social School for Women Empowerment. In Spain, two million women suffer from gender violence, according to the Spanish Institute for Women. Since November 2011, Danone Spain and the Danone Ecosystem Fund, in partnership with the Ana Bella Foundation, have run a Social School for Women Empowerment to help abused women become more autonomous in their lives and better integrated into society. The women benefit from personal coaching, social workshops and professional training. With the aim to become financially independent, they are offered job opportunities by Danone Spain as sales promoters for the Group's brands in supermarkets (similar to the community-hiring approach described in Section One). On top of committing to diversity and promoting women's leadership, the project is a means for Danone Spain to recruit and keep salespeople who are qualified and motivated – the commercial performance of these women as healthy nutrition and brand ambassadors is above average. Sales increased in several sales points as a result of the work of the project's beneficiaries.

This type of project is meant to be replicated and scaled-up to maximize its social and societal potential, as well as contribute to transforming business practices from the inside.

After four years of existence, the Danone Ecosystem Fund has supported the co-creation of nearly 50 programs with more than 30 different non-profit partners, aiming to impact 50,000 direct beneficiaries. The best proof of the relevance of such models is that they have attracted co-funding from a variety of stakeholders, matching the amount committed by the Fund itself so far.

> Why is it important?

Business has unique insights, skills and resources to contribute to address important social issues. Businesses need to collaborate with customers, suppliers, peers, governments and civil society in order to reduce poverty, homelessness, un- and under employment, skill shortages, poor health and nutrition, obesity, income inequality and social exclusion. Breakthrough solutions can only be developed and scaled by combining the tools, means, expertise and synergies of all stakeholders.

Using social innovation and collaboration companies can co-create game-changing solutions for more inclusive and humane societies, redefining their business models, structures, processes and value propositions in ways that create new value for both the firm and stakeholders.

> What can you do?

There is no one formula for social innovation and collaboration. The following is a suggested process you can follow on the path to social and business value creation. *(Note: A number of the steps below have been informed by the [Shared Value Initiative](#) and [Phil Preston's](#) "Turning Community Engagement into a Business Proposition".)*

Step 1. Understand

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Engage senior leaders to understand the benefits and opportunities of social innovation and collaboration investments. Research best practices within and outside your industry to learn how leading businesses are pursuing this innovation path. Share the [2050 Vision](#) and [2020 Action Plan](#) of the World Business Council for Sustainable Development and the World Economic Forum's [2014 Global Risk Report](#) that create a call to action for business leadership. Understand the macro social trends and systemic challenges, which will have the biggest implications for the future of your business, suppliers, customers and markets. Document how your products and services up- and downstream of your business operations affect people, communities and society to identify vulnerable or opportunistic leverage points for social change. Determine top stakeholder social concerns, challenges and expectations. Find out if any of your industry associations are working on these issues and if they have insights to share. (See the [Industry Association Roadmap for Sustainability](#) for advice on how to work with your industry association on social issues.) Compile this into a list of relevant social issues.

Tip: You have a number of options for focusing this effort. You could take a company-wide approach or pursue innovation at a brand, product, process, project, country, facility, customer segment, business unit or department level. Narrowing your initial focus can help build internal buy-in and experience to scale up in future years as you build your capacity and achieve results in this new business approach.

Step 2. Analyze

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Using information generated from the first step, conduct a deeper dive into your company's business model and strategic positioning. Assess your corporate strategy or business plan to identify win-win opportunities. Catalogue your organization's assets, competencies, and resources, which you can pivot to address the societal or community issues you identified in Step 1. See Figure 1 below for potential business assets that can be harnessed

for social change. The most effective innovations will emerge out of the unique context, plans, structure, culture, and assets of your business.

Figure 1

Business Assets to Leverage

- | | |
|---|---|
| ✓ Products & services | ✓ Customers |
| ✓ Physical assets | ✓ Vendors & supply chain |
| ✓ Logistics infrastructure | ✓ Relationships |
| ✓ Distribution network | ✓ Management expertise |
| ✓ Intellectual property | ✓ Operational & technical skills |
| ✓ Research & consumer insights | ✓ International reach |
| ✓ Stores | ✓ Brand & convening power |
| ✓ Hiring process | ✓ Marketing channels |
| ✓ Employees | ✓ Communication capacity |

From your initial list of important societal or community-based issues relevant to your business, ask: what strengths does your business have to address them, what opportunities are there to apply these strengths in new or innovative ways, who might be some key partners to capitalize on these opportunities? Look beyond your business boundaries for some of these answers, including your upstream suppliers and your customer base.

Gap Analysis: Sample Exercise for Turning Low-impact Social Initiatives into High-impact Social-value Initiatives

Reflect on your existing social or community initiatives. Estimate the significance of the social value and business value created for each one (e.g. rate them low / med / high). Plot them on an X-Y chart with social value on the vertical axis and business value on the horizontal axis.

Are any in the high impact zone? If so, can more impact be realized? If not, do they have potential to be there? Is there an opportunity to develop initiatives in this space? (adapted from [Phil Preston](#))

Gain further insights from across your company by convening a cross-organizational group, including marketing, sales, product development, human resources, government and community relations, strategy, finance, and operations to contribute ideas. Business lines, functions and departments often hold important strategic information so their participation is important. Ask them what specific social issues or trends the company is well placed to address that are relevant to your operations, supply chains and customers. These internal stakeholders will be critical knowledge and collaboration partners

for future phases of social innovation. This process will enable staff from across the company to become engaged as change-makers and social innovation champions in the organization.

Consider consulting external stakeholders – including community groups and NGOs, suppliers, governments, customers and others – and ask them what social issues matter to them when they think about your company’s impact on their lives and in their communities – on what issues do they look to you for leadership and which of their priorities could be met from your core capabilities? Often seemingly disruptive voices have important or game-changing insights to offer.

Thinking outside of the box and questioning common business assumptions can also generate innovative approaches. For example, managing through the use of quarterly business cycles and short-term differentiation strategies can undermine opportunities to innovate⁶. Unilever’s CEO Paul Polman has declared that the company’s primary fiduciary duty is to improve the lives of the world’s citizens, a value proposition that will ultimately benefit the company’s shareholders. Thus, he has stopped quarterly earnings reporting, which has contributed to a reduction in his company’s share-price fluctuations as hedge-fund investments declined from 15 percent to five percent⁷.

Step 3. Engage

Step 3. Engage

From Step 2 you should have a list of business development opportunities and capabilities that intersects with issues relevant to your company and stakeholders.

With this information invite key internal and external partners with unique expertise in the business opportunity and social problem to a joint exploration session. An intentional mix of perspectives can foster cross-pollination and bring different insights, skills, competencies and roles to the innovation process. Bring people with outlying ideas to the conversation to stimulate and provoke new thinking.

Collectively and systematically confirm the areas of overlap between your business and social issues. This step should help you finalize a list of priority social issues that your company is well positioned to tackle and that can be addressed through your core business strategy.

From this process you will likely also have determined strategic external partners to help you implement your business priorities.

Social Collaboration Links Education and Workforce Needs

Arcelor-Mittal, the world’s leading steel company, recognized growing education challenges in US communities: unacceptable high school dropout rates, inadequate work-ready skills, and growing numbers of work-qualified students relocating from their home communities – a veritable “brain drain”. Simultaneously, faced with an aging, skilled workforce, Arcelor-Mittal was challenged with increased recruitment needs.

Teaming with multiple non-profit and government partners, the company is changing how it manages education and workforce issues. “STEM Futures” provides teacher training and equipment for elementary and middle schools; “Steelworker for the Futures” enables community colleges to provide a combination of education and hands-on job learning through the company; and the “Campus Partnership program” supports four-year university programs in business and metallurgical engineering.

The company is now piloting a collaborative, led by the Council for Adult Experiential Learning, to focus on high schools. The goal is to graduate students ready for college and work, improve manufacturing-focused curricula, and build a workforce pipeline to support local employer needs.

[From “Increasing Impact, Enhancing Value”, p. 43](#)

As with any business innovation you will need to conduct business feasibility studies and develop business and social benefit and cost projections. Pilots and proofs of concept can validate your social value initiatives and position your business to launch and scale its social impact strategy. The next step will outline how to go from idea to operational concept.

Step 4. Innovate

Step 4. Innovate

The foregoing understanding, analysis, and engagement steps provide rich ground for innovation. Leading companies are increasingly embracing the following innovation tools and methods to continuously foster social and business value creation. The tools draw on approaches that predominate in technology development using “rapid innovation” techniques and instilling an innovation culture. They shift emphasis away from centralized or hierarchical planning structures to tap the knowledge of customers, the social media universe, stakeholders and big data (a collection of data from traditional and digital sources inside and outside your company that represents a source for ongoing discovery and analysis⁸). To encourage innovation it is important to create experimental and safe spaces where innovation can thrive apart from the requirements of everyday operation, and where failure is embraced as a learning process.

Design Thinking and User-Centred Design Methods⁹: Many companies use design techniques when developing new products, in media development and marketing. But design thinking can be applied more broadly to rethink the value chain and find new ways to link the business mission to social impact. Design-based and user-centred approaches start with a discovery phase of research about the user, problem or context. Design methods make things tangible, using physical, visual, experiential and creative means. Divergent thinking is encouraged. Involving multi-disciplinary people (for example, architects who have studied psychology, artists with MBAs, or engineers with marketing experience) can foster innovation across disciplines. Ideas are made concrete and tested with users or beneficiaries via rapid prototyping (described below) to iterate the best strategy or solution. Design thinking is gaining profile in the world’s leading universities and business schools, such as MIT’s multiple design labs, Stanford’s d.school, Harvard’s i.lab, and University of Toronto’s DesignWorks in the Rotman School of Management.

Rapid Prototyping: Rapid prototyping enables a company to seek quick feedback from customers, stakeholders and employees by engaging them to hone an innovation over several rapid cycles of design. Old-style approaches involve heavy up-front investment to get a product or process right, a big launch and little room for ongoing experimentation. Rapid prototyping starts with something that is “good enough” and invests in ongoing learning and development. The motto is “show, don’t tell”. Rapid prototyping involves framing a particular challenge and seeking responses on many parallel tracks. A prototyping mindset values failing fast, engaging affected people all the way through the design and prototyping process, and rigorous commitment to evidence and results. Phillips Healthcare runs a rapid prototyping lab where the company recently designed six new solutions in two weeks, including designs for smart baby monitors and air purifiers, a portable ultrasound and new voice-controlled operating room devices to keep surgeon’s hands sterile¹⁰.

Collaborative Innovation Labs: The two methods above are often found in “lab” settings – collaborative innovation labs – which are increasingly recognized as effective ways to convene multiple sectors and stakeholders around challenges of mutual concern. Businesses can set up their own lab processes to get ongoing feedback and start to design products or services that can be more nimble or responsive to shifting demand or markets. But more powerfully, businesses can help solve problems that they have identified as priorities through collaboration. One example of this is the Sustainable Food Lab¹¹ – a consortium of business, non-profit and public organizations that works to connect the goals of food commodity buyers with the goals and practices of producers, suppliers and customers, in order to accelerate the shift toward sustainable food systems. The Food Lab addresses topics such as inclusion of small-scale producers in developing countries, strategies for low-carbon farming, and sustainability metrics. Member organizations include Unilever, Oxfam, Sysco, Costco and Rainforest Alliance (the latter is an environmental organization). When setting up an innovation lab ensure there is a plan for re-entry of the innovation into the business to ensure the ideas diffuse across the organization.

Open Innovation Platforms: Idea jams, crowd-sourcing and competitions are examples of open innovation platforms – engagement approaches that enable companies to learn about their broader operating context, grow reputation and build relationships. Open innovation platforms can be used with employees, customers, other stakeholders and broader publics to direct resources, solve problems and generate buzz. Idea jams involve employees, suppliers or customers in developing new business ideas. Crowd sourcing is an approach to gathering ideas or content by soliciting contributions from a large group of people and especially from the online community. Competitions identify and recognize internal or community initiatives, using online voting to build social media presence and direct resources to innovation. These can connect directly to corporate activities, or link to relevant social or environmental issues and key stakeholder interests. IBM has been using “jams” since 2001 to involve its over 300,000 employees around the world in exploration and problem-solving, with established thought leaders, practitioners and the public¹². Universities can also be great partners. For example, the [Rotman Design Challenge](#) (RDC) brings together over one hundred graduate students from all

over the world to compete on solutions to social problems posed by business sponsors. The RDC uses creative problem solving techniques and frameworks from both business and design disciplines in a collaborative environment supported by academics, professionals and consultants from the fields of business and design.

Open Innovation at Unilever

“We have world-class research and development facilities, making breakthroughs that keep Unilever at the forefront of product development. But we know that the world is full of brilliant people, with brilliant ideas – and we are constantly looking for new ways to work with potential partners.

We call this way of working Open Innovation.

We’re looking for help in achieving our most important ambition. We want good technological ideas to become reality quickly – whoever thought of them first.

Often we will have specific challenges we'd welcome your collaboration on: a new formula, a new technique, new packaging or a fresh design solution to a product we already have in mind. We call these our 'wants'. We're looking for new designs and technologies that help us improve the way we make our products. There are a series of challenges which we're already working on, and where we'd like to work together with partners.”

Unilever’s current list of [wants](#) includes safe drinking water and fighting viruses.



Big Data: New datasets and the patterns revealed by their aggregation present a significant opportunity for understanding systems and creating social value in the future. The wealth of information now available to many companies about their customers promises to provide many new insights about the complexity of human behavior and societies. While there are important privacy implications, researchers and businesses around the world are looking at ways to leverage massive datasets to better serve both people who generate the data, and ultimately the societies in which they live.

Step 5. Sustain

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The foregoing steps should put your company on the path of pursuing one or more social change strategies through your core business. Leader companies go the next step of embedding their social mission into their core business purpose. Nestlé, for example, evolved its core purpose as a producer of food and beverage products to be the world's leading nutrition, health and wellness company and prioritized nutrition, water and rural development as top social issues to address through its business. Unilever’s core purpose is “To make sustainable

living commonplace” and it has adopted business priorities to improve global health and well-being and enhance livelihoods.

Redefining your company’s core purpose to include your social mission, will send a signal to your shareholders, employees, customers, suppliers and other stakeholders of your commitment and will tap into the pent-up consumer and societal demand for company leadership on societal issues. (See quote below.)

“The vast majority of people, in fact, well over 80 percent of consumers from Shanghai to London, New Delhi to New York feel strongly that companies and brands must actively lead social change.”

Tony Pigott

Recent past CEO of J Walter Thompson Canada (JWT), a global marketing communications agency operating in over 90 countries worldwide.

You may wish to adopt the following measures to further embed your social purpose into your core business and value chain (adapted from [Shared Value Initiative](#)):

- Invest in the platforms or mechanisms that sustain collaboration and innovation. The methods listed above, including design thinking, prototyping, labs, open collaboration or crowd-sourcing platforms and big data, provide ongoing opportunity sourcing mechanisms. Identify how these approaches can dovetail with your existing stakeholder engagement programs.
- Set up a cross-functional innovation team to ensure a steady pipeline of social value ideas aligned with your business. This team can test out different ways of thinking and engaging with opportunities, and as the team develops expertise, they can share it more widely.
- Regularize social-value considerations in your corporate plans, investments, decisions and remuneration systems.
- Ensure your leaders have the knowledge and experience to work across sectors on social development issues; embed social value collaboration competencies into your recruitment, training, competency and leadership development models. You will want to foster a social-purpose culture that encourages exploration and rewards social value innovation.
- Pursue innovation from the inside out, by surfacing the inner experiences of employees during the normal course of the workday¹³. “Inscaping” is a new approach to working from a deeply experiential place, drawing on the full range of things that constitute our inner lives: ideas, intuitions, curiosities, aspirations, fears, values, emotions, life circumstances, etc.¹⁴
- Set business and social goals, targets and measures for your social value strategy and anticipated business growth objectives. Monitor your progress and refine your strategy with insights and experience.

Encouraging and sustaining ongoing social innovation in this fashion will help foster both a cultural shift – and a strategic business shift. While this will place heavier demands on your firm, the social and business rewards are worth it.

> What are the business benefits?

The business benefits are dependent on the particular social issues and business strategies you pursue.

The range of business benefits include:

- Increased market share through new and more loyal customers and markets
- New and deeper insights into customer segments
- New products and services
- Improved reputation and brand differentiation
- Improved employee recruitment and retention
- Improved productivity
- Secured access to supplies and resources

“In any company, you have to go back to what drives people. Making more money or being bigger means less and less. Brands with a purpose and that are values-led over time are going to be more successful.”

— UNILEVER CEO PAUL POLMAN¹⁵

Case Study

Social Business: Assiniboine Credit Union¹⁶

www.assiniboine.mb.ca



Assiniboine Credit Union (ACU), a financial institution based in Winnipeg with nearly 600 employees, over 100,000 customers (members) and over \$3 billion in assets, has a mission to provide financial services for the betterment of their customers (members), employees and communities. Their vision is of a “world where financial services in local communities contribute to a sustainable future for all”. As part of their mission, they look for opportunities to provide financial services that make a difference in the lives of people and communities not well served by mainstream financial institutions. They also build partnerships and invest financial and non-financial resources to foster self-reliant, sustainable communities.

They pursue their inclusive objectives through community hiring, financial inclusion, ‘social impact’ financial services and social purchasing, expanding opportunities for people facing economic barriers as employees, customers and suppliers.

With a focus on community hiring, ACU’s “Diversity and Inclusion Vision” is to be an inclusive workplace with a diverse workforce that mirrors the communities they serve. To move this vision forward they established a steering committee of senior leaders and managers to lead their Diversity and Inclusion vision and strategy. They conduct regular workplace surveys to measure their progress and partner with community

organizations and schools to provide training and employment for people facing barriers to employment. The following table summarizes their diversity and inclusion progress as of 2012:

Group:	% of community	% of ACU employees
Aboriginal People	10.0%	9.2%
People of Colour	16.0%	20.0%
People with Disabilities	6.4%	7.3%

With a commitment to financial inclusion, the credit union also sets goals to increase access to affordable financial services for people living in poverty. ACU works with community partners to open accounts for unbanked and under-banked citizens and partners with SEED Winnipeg Inc. (Supporting Employment and Economic Development) to help families living on low income open Registered Education Savings Plans (RESPs) to save for their children's post-secondary education. They also offer special Matched Savings Accounts for participants of poverty-reducing asset building programs offered by members of the Winnipeg *AssetBuilders* Partnership.

The credit union pursues strategies to grow the value of 'social impact' financial services benefitting underserved neighbourhoods, organizations, communities and households. They operate an inner city branch, and created the Community Financial Centre to better serve non-profits, co-operatives and social enterprises and to deliver special micro-credit programs. With SEED Winnipeg they launched the "Recognition Counts! Loans for Skilled Immigrants Program" to support skilled immigrants living on low income to pursue certification, upgrading or training so they can gain employment in their field here in Canada.

In 2012 ACU reported 461 unbanked/under-banked individuals who opened accounts through community partnerships, 268 new RESPs opened for low-income families, and 686 Asset Building Program participants who used ACU's Matched Savings Account to save. As well, in 2012 the credit union approved \$4.3M in new financing for affordable housing, \$6.2M in financing for community facilities and \$.2M in micro-credit financing for business start-ups and expansion. By the end of 2012 they had nearly \$45M invested in community finance loans.

Assiniboine also includes inclusive objectives in its procurement program. In 2012 they sourced over \$350,000 in goods and services from inner-city businesses, co-operatives, fair-trade suppliers and social enterprises. For example, they hired Inner City Renovations, a social enterprise which hires inner city low-income residents for construction projects, to renovate their new inner city branch.

Assiniboine's commitment to social inclusion and community betterment influences its approach to community engagement in ways that create business and social value.

Appendix A Resources

Shared Value Readiness Assessment

<http://sharedvalue.org/readiness-assessment>

Increasing Impact, Enhancing Value: A Practitioner's Guide to Leading Corporate Philanthropy

Council on Foundations, 2012

<http://www.cof.org/sites/default/files/documents/files/CorporateGuide.pdf>

Danone Co-creation Guide

http://ecosysteme.danone.com/guide_cocreation/#/38

Project Innovation: The Social Innovation Toolkit

<http://www.socialinnovationtoolkit.com/about.html>

Project Innovation is a teaching and learning resource to support the advancement of social innovation among non-profit organizations, charities, governmental agencies, and for-profit ventures that are working to improve the conditions and experiences of vulnerable populations.

DIY Toolkit – Practical tools to trigger and support social innovation

<http://diytoolkit.org/>

Convening a Comprehensive Multi-Sector Effort to Reduce Poverty: A Primer

<http://vibrantcanada.ca/resource-library/multi-sector-collaboration/convening-comprehensive-multi-sector-effort-reduce-pover>

Collective Impact article and resources, Sanford Social Innovation Review

http://www.ssireview.org/articles/entry/collective_impact

“Collective impact” is an approach to create lasting solutions to social problems on a large-scale wherein organizations coordinate their efforts and work together around a clearly defined goal.

Multi-stakeholder Collaboration and Systemic Change articles by Chad Park, The Natural Step, 2014

<http://www.sigeneration.ca/sustainability-driven-collaboration-platform-turning-wicked-problems-wicked-opportunities/>

Breaking Through: How Corporate Social Innovation Creates Business Opportunity, 2014

Social Innovation Generation, Volans and KPMG

<http://volans.com/wp-content/uploads/2014/05/5441-KPMG-Social-Innovation-Report-FY14-web-Final.pdf>

Measuring Shared Value: How to Unlock Value by Linking Social and Business Results

http://sharedvalue.org/sites/default/files/resource-files/Measuring_Shared_Value.pdf

Business and Impact: Inventing new models at the crossroads of the social, business and public sectors to address societal challenges. A 2013 study of new market opportunities with high social impact in Europe.

http://www.ashokacentre.org/documents/Ashoka_Study_English.pdf

Making the Economy Work for Everyone: Business Leadership for an Inclusive Society by Business for Social Responsibility article by Business for Social Responsibility, 2014

<http://www.bsr.org/en/our-insights/bsr-insight-article/business-leadership-for-an-inclusive-economy>

The Reconceptualization of Business Discussion Paper by UN Global Compact and Principles for Social Investment Secretariat, 2012

http://www.siemens.com/sustainability/pool/nachhaltigkeitsverstaendnis/psi_reconceptualization_of_business.pdf

Network for Business Sustainability (NBS)

Driving Social Change, Civic Dialogues and Sustainability Through Partnerships

A research group based at the Ivey Business School, NBS is a network of international academic experts and business leaders which conducts research into top sustainability issues with the goal of shaping management practice and research. Three relevant reports are “Driving Social Change”, which outlines the three conditions necessary for changing people's behaviour to create benefits for society; “Civic Dialogues on Sustainability”, which is a guide on why and how to build broad-based agreement and commitment around complex and controversial issues; and “Sustainability Partnerships”, a toolkit for building effective civil society partnerships.

Driving Social Change: <http://nbs.net/topic/stakeholder/social-change/>

Civic Dialogues on Sustainability: <http://nbs.net/knowledge/how-business-can-engage-the-public-in-sustainability-through-civic-dialogue/>

Sustainability Through Partnerships: <http://nbs.net/wp-content/uploads/NBS-Partnerships-Executive-Report.pdf>

Design Thinking for Social Innovation

Sanford Social Innovation Review, Tim Brown & Jocelyn Wyatt, 2010

http://www.ssireview.org/articles/entry/design_thinking_for_social_innovation/

Social Innovation Generation

<http://www.sigeneration.ca/>

Social Innovation Generation (SiG) seeks to address Canada's social and ecological challenges by creating a culture of continuous social innovation.

Shared Value Initiative

<https://www.sharedvalue.org/>

The Shared Value Initiative is a global community of practice committed to driving adoption and implementation of shared value strategies among leading companies, civil society, and government organizations. Their resources informed the Social Innovation and Collaboration section of this guide.

Ashoka

<http://www.ashokacentre.org/index.php>

Ashoka is an international organization which brings together businesses, social entrepreneurs, and governments to find innovative and effective solutions to society's most pressing societal challenges. It operates the Ashoka Centre, a platform for Social and Business Co-Creation to engage different sectors to address urgent societal issues at a large scale.

Endnotes

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- ¹ “GlobeScan Radar 2013: Business in Society”, August 2013, p. 9.
- ² Social Innovation: A Primer, http://sigeneration.ca/documents/social_innovation_primer.pdf (Accessed April 1, 2014)
- ³ Mervis and Googins (2012) in Bradley Googins, “Leading with Innovation: Transforming Corporate Social Responsibility” (2013).
- ⁴ This builds upon the Michael Porter/Mark Kramer “Shared Value” model as summarized here: <https://www.sharedvalue.org/about-shared-value> accessed on March 15, 2014.
- ⁵ Framework adapted from Business for Social Responsibility’s Guide to Business and Population Health: https://www.bsr.org/reports/BSR_A_New_CSR_Frontier_Business_and_Population_Health.pdf (p. 12).
- ⁶ From: http://www.ssireview.org/articles/entry/wicked_problems_problems_worth_solving accessed June 30, 2014.
- ⁷ From: <http://www.theguardian.com/sustainable-business/paul-polman-unilever-sustainable-living-plan> accessed June 30, 2014.
- ⁸ From: <http://www.forbes.com/sites/lisaarthur/2013/08/15/what-is-big-data/> accessed July 2, 2014.
- ⁹ For more on design thinking in social innovation see: http://www.ssireview.org/articles/entry/design_thinking_for_social_innovation/ accessed June 30, 2014.
- ¹⁰ From: <http://www.bizjournals.com/boston/blog/health-care/2014/04/six-innovations-from-philips-healthcares-rapid.html> accessed June 30, 2014.
- ¹¹ From: sustainablefood.org accessed June 30, 2014.
- ¹² From: <http://www.kpmg.com/Ca/en/IssuesAndInsights/ArticlesPublications/Documents/5441-KPMG-Social-Innovation-Report-FY14-web-Final.pdf> accessed June 30, 2014.
- ¹³ Inside-Out Innovation, Stratford Social Innovation Review http://www.ssireview.org/articles/entry/inside_out_innovation accessed April 1, 2014
- ¹⁴ Expressive Change: Inscaping <http://www.ssireview.org/pdf/2-InscapingIntro.pdf> accessed April 1, 2014
- ¹⁵ From: <http://www.theguardian.com/sustainable-business/unilever-ceo-paul-polman-interview> accessed March 17, 2014.
- ¹⁶ Adapted from: <http://cbsr.ca/blog/transformational-company-case-study-inclusive-business> by Coro Strandberg.