

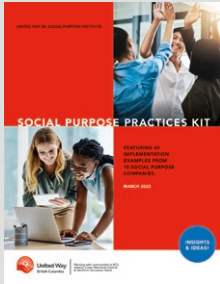
SOCIAL PURPOSE PRACTICE

# Product Transition

Ensure products and services advance your social purpose



**INSIGHTS  
& IDEAS!**



### SOCIAL PURPOSE PRACTICES KIT

This Purpose Practice is one of 11 Practices in the Social Purpose Practices Kit featuring 40 implementation examples from 15 social purpose companies. The Social Purpose Practices shown below are based on the [United Way BC Social Purpose Implementers program](#) and the experience of the companies who went through it.

Check out the complete [Social Purpose Practice Kit](#) to gain insights and ideas on how to meaningfully, authentically, and impactfully realize your social purpose ambition!

PLAN	EMBED	ENGAGE
<ul style="list-style-type: none"><li>➔ Roadmap</li><li>➔ CSR/ESG Transition</li><li>➔ Product Transition</li><li>➔ Process Metrics</li><li>➔ Impact Goals</li></ul>	<ul style="list-style-type: none"><li>➔ Values</li><li>➔ Decision Lens</li><li>➔ Employee Lifecycle</li></ul>	<ul style="list-style-type: none"><li>➔ External Communications</li><li>➔ Customer Lifecycle</li><li>➔ Stakeholder Transformation</li></ul>



**United Way**  
British Columbia

Working with communities in BC's  
Interior, Lower Mainland, Central  
& Northern Vancouver Island

**UNITED WAY BC SOCIAL PURPOSE INSTITUTE**

## SOCIAL PURPOSE PRACTICE

# Product Transition

Ensure products and services advance your social purpose

After adopting a social purpose, social purpose companies review their product and service portfolio to ensure they align with and help achieve their social purpose. They identify products to transition away from, and new products or product features that can accelerate their social impact and put these strategic priorities together in a Social Purpose Product Transition plan.

## WHY ADOPT THIS PRACTICE?

There are two benefits of this practice: 1) innovation and impact and 2) risk management. By considering their products and services from a social purpose lens you can identify innovation opportunities and new product features to introduce to the market. Equally, there is a risk that some products or services are not aligned with the social purpose, and it is essential to identify those situations early and develop transition plans to address any inconsistencies

## WHEN TO ADOPT THIS PRACTICE?

This practice is a medium-term priority, as there are integration initiatives that precede it. However, the benefits of this practice are significant such that implementing this practice should not be deferred.

## INSTRUCTION

Hold a meeting with your product team to consider how your social purpose might positively impact your existing or planned products, services, and brands, what even greater impact you can generate from your products, and which products you need to move away from because they undermine your social purpose. Review the examples below for inspiration and ideas for your own approach.

## FEATURED PRACTICES FROM

### International WebExpress

We exist to Empower Liberty, Democracy and Community through Freedom of Expression. [Intwebexpress.com](http://Intwebexpress.com)



### Community Savings Credit Union

We exist to unite working people to build a just world. [Comsavings.com](http://Comsavings.com)



### Hemlock Printers

We exist to create connections, build community, and inspire actions that safeguard the health of the world's forests. [Hemlock.com](http://Hemlock.com)



### Deep Cove Kayak

We exist to inspire deeper connections to the outdoors and one another. [Deepcovekayak.com](http://Deepcovekayak.com)



## IMPLEMENTATION EXAMPLES

### International WebExpress Social Purpose Product Portfolio Strategy

We will implement these product innovations to align our products to our social purpose:

#### COMMUNITY NEWSPAPERS

##### Empower New Publications

Support start-ups and new publications by providing them a free 1st publication. We will nurture start-ups and canvas for applications for new publication ideas. Best ideas will win a free “dummy” 1st issue and some consulting services to get started.

We will connect through:

- BC Chambers of Commerce (via advertisement)
- Universities Canada, University of BC, Simon Fraser University
- Technical colleges including the BC Institute of Technology and post-secondary journalism programs
- Canadian Immigrant publication (via advertisement)
- Journalism organisations and associations

Offer beneficial pricing to non-profits and low-income groups and empower community builders

Connect to new immigrants:

- Research how to get in touch with new immigrants and find new business there
- Advertise in Canadian Immigrant publication
- Facebook advertising to immigrants
- Engage ethnic associations

##### Support ethnic minorities through a multi-cultural community event

Research and support existing multi-cultural events. Curate a multicultural event that encourages exposure to multi-cultural food, music, and traditions. We will sponsor the food and music. Invite multicultural publishers and readers of publications.

##### Consulting services for new or existing publications

Formalize and standardize our past efforts. Help independent publishers, start-ups, and existing publications become more successful. Offer a mock paper. Create educational video clips: “Tips & Tricks for new publishers”.

#### REAL ESTATE PUBLICATIONS

Offer space from unsold ad space in publications for important community news or announcements. Solicit our publishers to do the same.

#### DIGITAL PRODUCTS

Offer Virtual Reality (VR) solutions to engage a younger audience with print media.

#### PUBLISH MULTICULTURAL COMMUNITY CALENDAR ON OUR WEBSITE

Ask city halls and local tourism organizations to send us event notices.

## IMPLEMENTATION EXAMPLES

### Community Savings Social Purpose Product Transition Strategy

PRODUCT	GREATER IMPACT	MOVE AWAY?
Retail Mortgages (personal)	<ul style="list-style-type: none"> <li>• Create greater access and enhance affordability for 'working people'</li> </ul>	<ul style="list-style-type: none"> <li>• Primary financing goal is to lend for properties affordable to working people</li> </ul>
Line of Credit / Banking Package	<ul style="list-style-type: none"> <li>• Provide affordable credit - give a leg up at rates affordable for the individual situation</li> </ul>	<ul style="list-style-type: none"> <li>• Packages / credit lines that do not help members achieve their goals – non-revolving/ interest payments</li> </ul>
Credit Card	<ul style="list-style-type: none"> <li>• Create access to credit for individuals that struggle to gain access (new immigrants, starting new career, struggled with credit rating in past)</li> <li>• Create programs for members to build a secured credit limit over time with incremental increases (monthly contributions to security deposit)</li> </ul>	<ul style="list-style-type: none"> <li>• Products that are solely profit driven / cause harm</li> <li>• Introduce program to monitor non-revolving balances to offer credit options to get out of debt and build savings</li> </ul>
Investments (term deposits / mutual funds)	<ul style="list-style-type: none"> <li>• Minimum deposit for higher rate investments kept low to improve access. Adopt more flexible policies to allow for emergency redemptions</li> </ul>	<ul style="list-style-type: none"> <li>• Penalizing full interest when members are forced to redeem investments outside of the terms and conditions of the investment when the situation is beyond their control or where the investment is being used to give the member a leg up</li> </ul>
Savings Accounts	<ul style="list-style-type: none"> <li>• Create savings vehicles that allow members full access to funds while granting access to higher rates of return. Product eligibility conditions that benefit individuals/ communities with less access</li> </ul>	<ul style="list-style-type: none"> <li>• One size fits all approach to savings accounts and account eligibility</li> </ul>
Construction Mortgages	<ul style="list-style-type: none"> <li>• Focus on granting credit to commercial builders that create affordable housing and families/communities that create shared living spaces to control housing cost and improve access</li> </ul>	<ul style="list-style-type: none"> <li>• Financing housing projects that are not affordable for the working community</li> </ul>
Business Accounts	<ul style="list-style-type: none"> <li>• Create account products tailored to small and new business owners to help them build their business from the ground up</li> </ul>	<ul style="list-style-type: none"> <li>• Not relevant</li> </ul>

## IMPLEMENTATION EXAMPLES

### Hemlock Printers Social Purpose Product Transition Strategy

These are the initiatives we are undertaking to align our products and services with our social purpose:

#### Procurement:

- Increasing the procurement of environmentally progressive papers which hold Forest Stewardship Council (FSC), Green-e and Ancient Forest Friendly certifications
- Seeking new supplier sources to purchase more agricultural fibre papers, and papers which contain high % post-consumer waste (PCW)
- Assessing the sustainable aspects of our packaging materials and transitioning to higher % PCW and FSC Certified options

#### Product Development:

- Supporting the R&D of agricultural fibre papers through collaboration with mills and Canopy (NGO)
- Expanded holiday wrapping program beyond our current customer base to a North American audience (both businesses and consumers)
- Utilizing European compostable wrap for poly-bagging

#### New Market Entry/Exit:

- With the acquisition of a display signage company, we are embracing environmentally progressive substrates as alternatives to plastic-based substrates

#### Investment:

- Investing in our Green Skid Delivery Program where we plan to use reusable skids and a tracking system to have skids go out and return to our facility to be reused again

For future capital expenditures (CAPX), including press equipment and finishing equipment, we will choose to invest in more sustainable options.

## IMPLEMENTATION EXAMPLES

### Deep Cove Kayak Social Purpose Product Transition Strategy

# Our Products



#### Rentals

Kayaks, Paddleboards, Surfskis, Equipment



#### Lessons

Adults and Youth. We teach all ages and abilities lessons in kayaks and stand up paddleboards



#### Tours

Daily guided kayak tours ranging from 2-5 hours



#### Adult Groups

Guided group tours for adults. Groups of 10 or more. Corporate, Private, Events etc.



#### Youth Groups

Guided group tours for youth. Groups of 10 or more. Schools, Community Groups, Field trips etc.



#### Retail

Full service retail sales of kayaks, paddleboards, surfskis and accessories. Winter sales of nordic skis.



#### Events

Social events, races, fundraisers, parties, group paddles.

# Transforming our Products and Services



#### Phase 1 2022

- Metrics
- Messaging
- Internal Education
- Stakeholder Engagement



#### Phase 2 2 year plan

- Dedicate Social Purpose Manager
- Turn up the volume on messaging and communication
- Act on collaborations
- Engage Destination Marketing Organizations on Social Purpose (e.g. Destination Vancouver)



#### Phase 3 5 year plan

- Industry leader in Social Purpose
- Inspire industry partners and community partners to join United Way Social Purpose Institute
- Destination Marketing Organizations support social purpose businesses

## IMPLEMENTATION EXAMPLES

### Deep Cove Kayak Social Purpose Product Transition Strategy, cont.

# Our Products - Evolving



### Rentals

Further detail in boat talks on environment, biodiversity, First Nations education.

#### Actionable Incentives

- Bring a newbie friend
- Rubbish retrieval reciprocity
- Incentivised feedback (customers)
- Developing group/social products

#### Direct Messaging (p2p - people to people)

- Comprehensive Social Purpose training for rental staff
- Embed Indigenous messaging
- Embed Environmental education

#### Automated Passive Communications

- Signage (internal & external)
- Website & Social Media (stings, signatures & confirmation emails)

# Our Products - Evolving



### Lessons/Tours

Further detail in kayak tours on environment, biodiversity, First Nations education. Also connecting participants to our social events via incentive



### Groups

Further detail in lessons on environment, biodiversity, First Nations education. Links to extensive research on 'outdoors'. Inviting all lessons participants to our socials (e.g: free entry to races: facilitating 'deeper connection')

#### Forum

- Create Social Purpose forum to pool participants

#### Education

- Standardize education delivered by guides in line with Social Purpose goals
- Develop post lesson/tour content (with Social Purpose emphasis)

#### Engage/Collaborate with community partners

- Actively engage with groups supporting diversity and accessibility to the outdoors

#### Detailing a better Social Purpose Customer Path (post lesson/tour)

- Improve post-activity touch points/follow ups (with Social Purpose goals in mind)
- Direct customers through detailed Social Purpose based path

### ABOUT THE UNITED WAY BC SOCIAL PURPOSE INSTITUTE

The United Way BC Social Purpose Institute (UW SPI) exists to grow business for good, partnering with companies and collaborating with governments, allied organizations, and others to grow the Social Purpose Business movement. We help businesses define and implement their social purpose to drive both business growth and societal good and champion a purpose-led economy, accelerating the new business ethic to create long-term well-being for all. Together, we build a better world through business.

For more information, visit us at [www.socialpurpose.ca](http://www.socialpurpose.ca)

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### ABOUT THE AUTHOR

Coro Strandberg is Social Purpose Advisor to United Way BC. She helped create the United Way BC Social Purpose Institute. She has over 30 years experience helping businesses become a force for good and is a national thought leader on social purpose business.

[www.corostrandberg.com](http://www.corostrandberg.com)

The United Way BC Social Purpose Institute is honored to operate as guests on the unceded and traditional territories of the Coast Salish Peoples, the x̱məθḵəy̱əm (Musqueam), Skwxwú7mesh (Squamish) and səilwətaʔ /Selilwitulh (Tsleil-Waututh) Nations.



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