

Profitable Responsibility

Dr. David Ronnegard

INSEAD Senior Research Fellow
of Ethics and Social Responsibility

CSR & Corporate Strategy

◆ Risk
Management

◆ Income
Generation



CSR & Corporate Strategy

◆ Corporate Strategy

- Strategic Analysis
- Outside-in vs. Inside-out



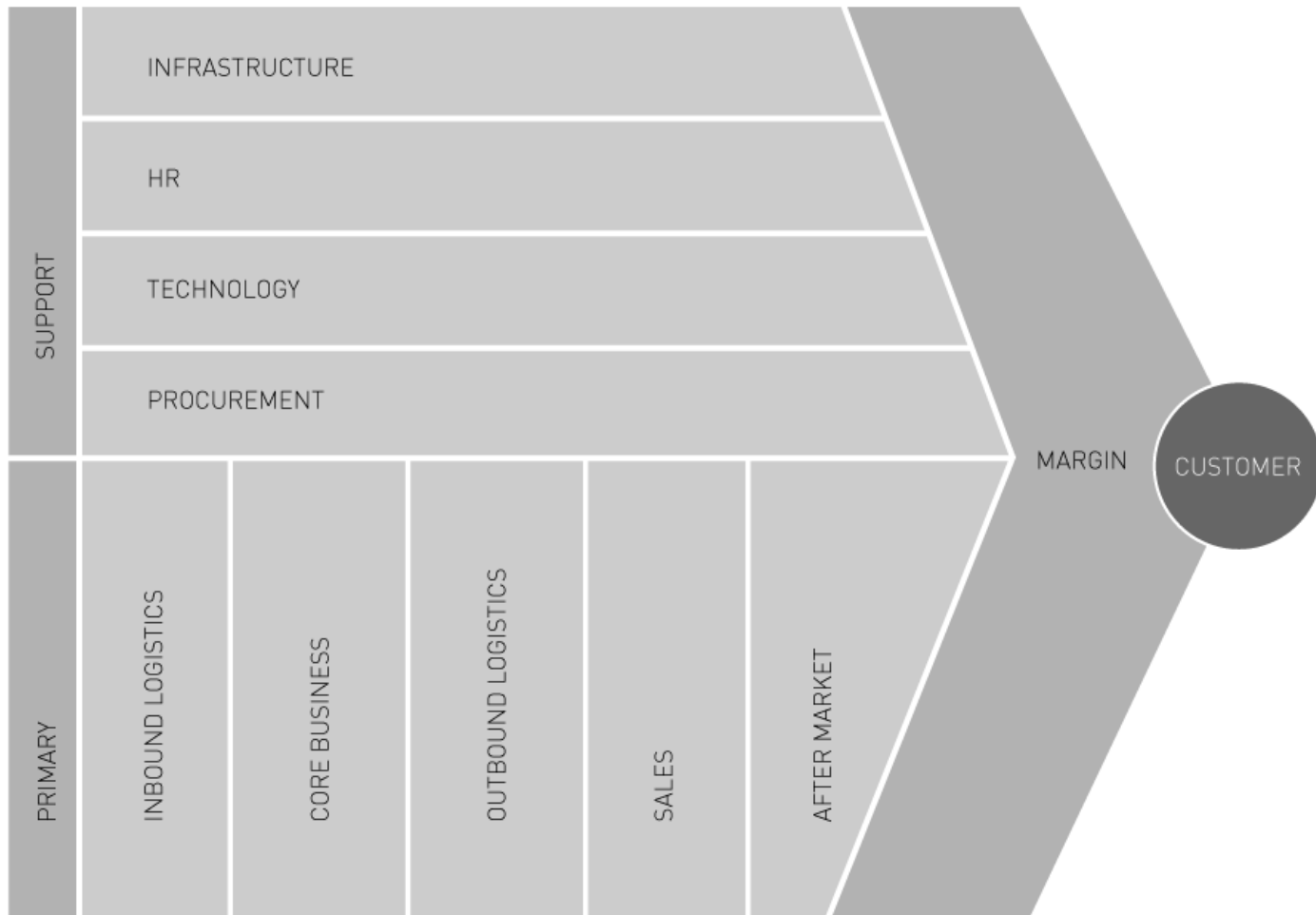
CSR & Corporate Strategy

◆ Competence Analysis

- Identifying competences
- Core Competences are often Implicit Knowledge
- Competences Create added Value

CSR & Corporate Strategy

Value-chain Analysis

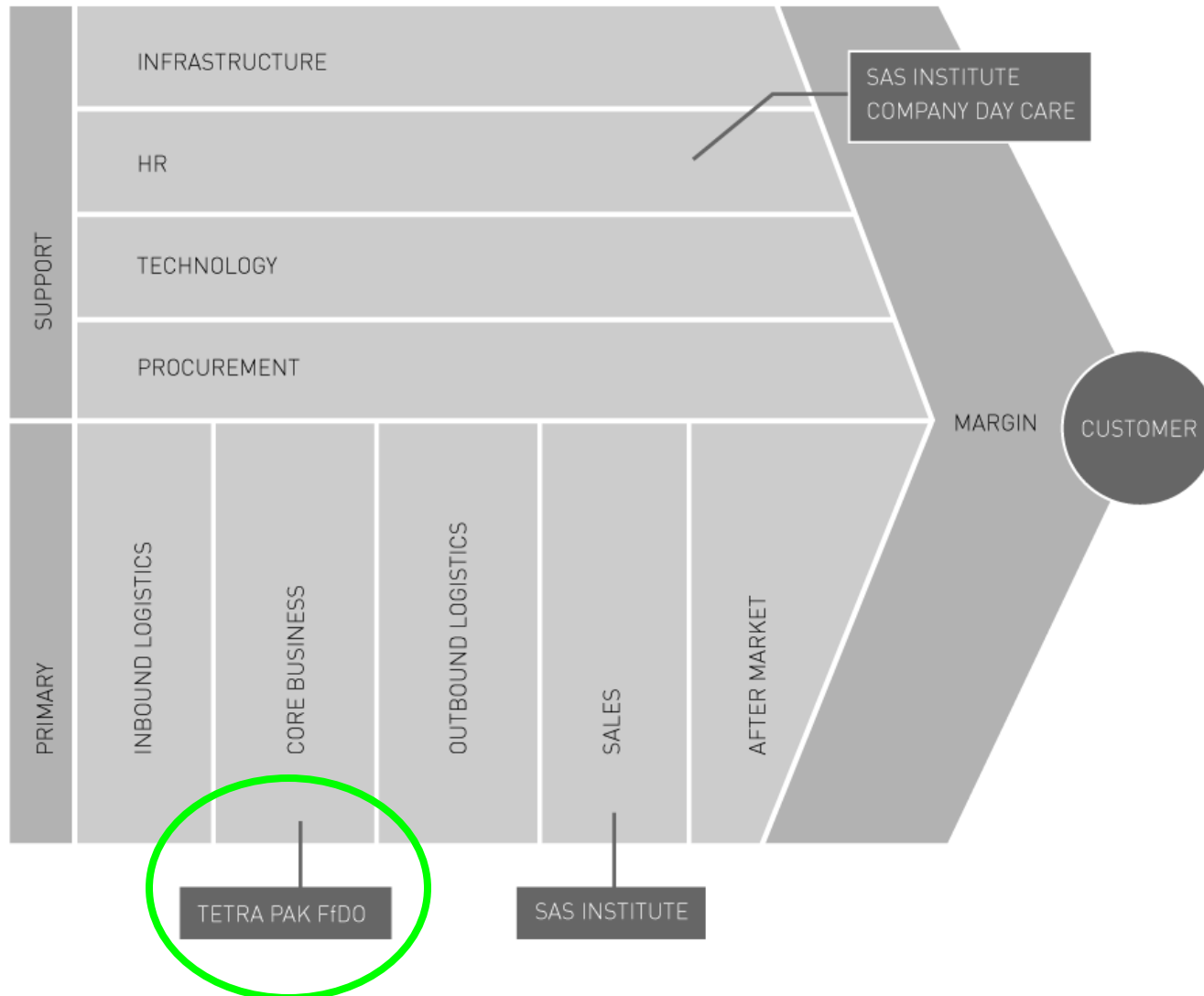


CSR & Corporate Strategy

- ◆ Analysis of the Corporations External Environment
 - PEST-analysis

Insight: To regard CSR from a strategic perspective is largely about paying greater attention to political and social risks and opportunities

Practical Examples of Strategic CSR

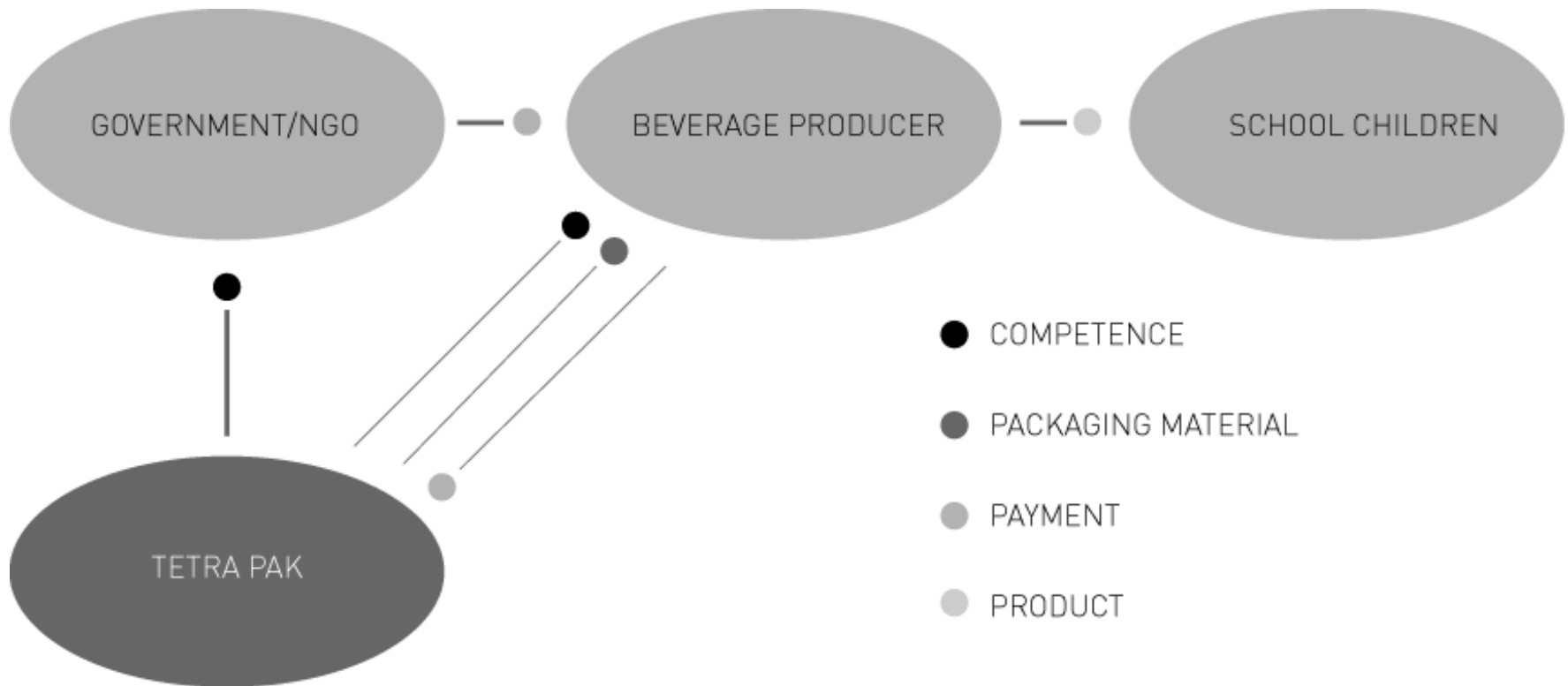


Example: Tetra Pak FfDO (Core Competence)

- ◆ Tetra Pak FfDO
 - FfDO & win-win-CSR
 - School Feeding Programs
 - Public-Private Partnerships

Example: Tetra Pak FfDO (Core Competence)

Stakeholders in Tetra Pak's Public-Private Partnership



Example: Tetra Pak FfDO (Core Competence)

- ◆ Tetra Pak has:
 - Identified its Core Competences
 - Offered its Competence and Suggested Projects to Government Authorities and NGOs
 - Been Rewarded with Increased Packaging Sales and Improved Reputation

Conclusion

- ◆ Corporations contribute *unintentionally* to social welfare as producers, employers, and tax payers
- ◆ Corporations generate added value through their specific competences
- ◆ Corporations can use these competences in order to *intentionally* contribute to social welfare

Conclusion

◆ Strategic CSR is about being aware of one's competences, and to a greater degree capitalizing on political and social risks and opportunities

CSR & Corporate Strategy

Questions?