

# CALL 2 ACTION

THE GRAND WORKSHOP



Powered by  DES ENJEUX  
ET DES HOMMES

## HOW CAN WE CREATE A COLLECTIVE SHIFT ON KEY ISSUES THAT RARELY ARE A PRIORITY?

*Business aspects and the pursuit of profitability often tend to annihilate issues that are however perceived as critical. This workshop aims at exploring effective ways for collectives to encompass and embrace such problematics.*

**OLIVIER CLASSIOT, ASSOCIATE DIRECTOR AT DES ENJEUX ET DES HOMMES**

# INTRODUCTION

The following toolbox compiles shared experiences and collective thoughts on how to untie the nodes preventing desirable reinvention of businesses to happen.

It gives you some food for thought and practical insights helping you to become a successful in-home changemaker.

**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **CLUSTERS OF DIFFICULTIES**

What are all the issues making this node a particularly difficult one? How can they be clustered so that it's easier to unlock them one-by-one?

### **NO CONSCIOUSNESS OF SELF POWER OF ACTION**

Lack of education  
Lack of concrete tools & specific  
compétences  
Specific for B2B:  
lack of data on consumer trends  
(=> CSR far from daily concerns)

### **A CULTURE OF FINANCIAL PERFORMANCE**

Financial KPIs drive decisions  
Short-term approach (ROI)  
Difficult to prove the CSR  
business case

### **NO SHARED VISION IN THE ORGANIZATION**

Leaders not involved/ active  
No top-down information  
No common language or vision

### **ORGANIZATION UNADAPTED TO TRANSFORMATION**

Silo structure (no sharing)  
Lack of responsibility of  
individuals  
No risk-taking  
("Oser") or intrepeneur spirit



**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **TRAPS TO AVOID**

What are the “good” bad ideas that might have been experienced but did not work?  
The “solutions” that do not resolve the issue?



**TOP-DOWN  
COMMAND  
TO ENGAGE**

## **GO TOO FAST**

Formalize a CSR strategy  
in 6 months



**ONLY RELY ON  
VOLUNTEERING**

of the most engaged people



**SCARE  
PEOPLE  
WITH ANXIETY-  
PROVOKING  
ISSUES**



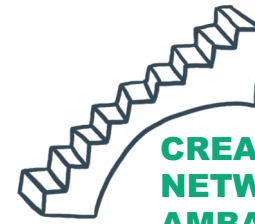
**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **MILESTONES TO SUCCESS**

How shall I proceed step-by-step to launch  
and deploy my strategy to untie the node?

## **TAKE TIME**

A deep understanding of stakes & stakeholders  
(culture of SR = shared)  
A continuous improvement process (test & learn)



## **CREATE A NETWORK OF AMBASSADORS**

Empower change makers  
Motivate people with strong impact

## **GIVE THE ORGANIZATION A REASON WHY**

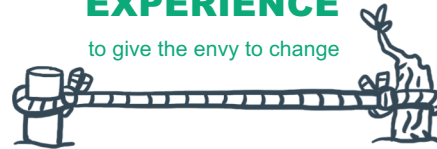


## **INTEGRATE CSR IN CONCRETE PRACTICES**

Training function by function  
Guidelines and tools  
= infuse a "colibri culture"

## **STIMULATE INDIVIDUAL EXPERIENCE**

to give the envy to change



## **PRAISE SOFT SKILLS & CREATE A NEW CULTURE**

Tolerance, empathy, entrepreneurship,  
sense of collective, creativity, open-mind  
Culture of risk-taking,  
Culture of co-creation, collaboration  
(internal / external, top-down / bottom-up)

## **CHOOSE WISELY**

Impact measurement  
Decision criteria (ex. triple  
bottom line approach)



## **MAKE A PUBLIC ENGAGEMENT**

so you can't step back  
(for leaders, brands...)

**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **KPIs**

How can we measure the progress in  
untying this node? What outcomes can  
be considered as victorious?



**SHARED VALUE  
CREATION**



**LEVEL OF  
INTEGRATION  
IN PRACTICES**



**MEASUREMENT  
OF SOCIAL  
IMPACTS**

**STAKEHOLDERS  
SATISFACTION**

**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **KEY SUCCESS FACTORS**

What are the mandatory prerequisites  
and conditions to ensure success and  
desirability of this transition?



### **A CORE OF ENGAGED PEOPLE TO FEDERATE**

CSR network

Engaged employee community



### **EMBARQUED TOP MANAGEMENT & MANAGERS**

Who see the benefits



### **A MOTIVATED & COMMUNICANT CSR MANAGER/ TEAM**

A **hack** hacker – Able to talk the  
language of marketing, sourcing,  
accounting, and businesses...)

**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY  
ARE A PRIORITY?**

## **BEST PRACTICES**

Who can illustrate a success story  
tackling in an original way various clusters  
of difficulties or milestones?

**SB** 2019  
**PARIS** APRIL  
23-25

**SOLVAY** *Wally*

## **60 CONCRETE PRACTICES**

that must be implemented by  
each department of the company  
to address Solvay's commitments  
towards Stakeholders,



## **TOOL: SUSTAINABILITY PORTFOLIO MANAGEMENT**

used to ensure a solution is  
both environmentally  
efficient and based on a  
sustainable use by end  
consumers



## **INSPIRATION THROUGH THE SHARING OF EXPERIENCE WITH OTHER ADVANCED COMPANIES IN VARIOUS SECTORS**



## **TRAINING & EMPOWERMENT OF ALL EMPLOYEES ON THE ISSUE OF ALCOHOL**

Ex : impact of binge drinking on  
teenagers = 1 hours for all 12000  
volunteer employees,

# CO-CONCEPTORS

## OLIVIER CLASSIOT

PARTNER  
DES ENJEUX & DES HOMMES

## ADRIEN DELEBECQUE

CONSULTANT  
DES ENJEUX & DES HOMMES

## PIERRE DARRASON

JUNIOR CONSULTANT  
DES ENJEUX & DES HOMMES

## ANNA GRÜN

MULTICULTURAL PROJECT  
MANAGER

## ALEXANDRA MARSIGLIA

CONSULTANT  
DES ENJEUX & DES HOMMES

## PIERRE HERARD

JUNIOR CONSULTANT  
DES ENJEUX & DES HOMMES

## JUSTINE GRANJON

CHARGÉE DE DÉVELOPPEMENT  
CIRCLAB NETWORK

## EMMANUELLE MOTHE

CONSEIL EN BIEN-ÊTRE ET  
CREATION

## JULIE PASQUET

ETUDIANTE

## SOLENE GUILLEMOT

CHIEF POSITIVE IMPACT  
OFFICER AT SPRING LAB

## JOANE HUSSON

CSR MANAGER at FERRERO  
FRANCE

## ÖYKÜ KURTOGLU

SUSTAINABILITY PROGRAM  
ASSISTANT DANONE

## JULIE MATHEWS

SUSTAINABILITY MARKETING  
MANAGER SAINT-GOBAIN

## VERONIQUE METROT

CONSUMER INSIGHTS EXPERT

## ALEXANDRA NORTH

CONSULTANTE FREELANCE

## ALESSANDRA LOBBA

SUSTAINABILITY GROUP  
DIRECTOR AT MARIE BRIZART  
WINE&SPIRITS

## FREDERIC LECOQ

GLOBAL CSTR DIRECTOR  
LACOSTE

## DIDIER ROLS

ALCHIMISTE PRINT ⚡ DIGITAL

## CHRISTOPHE DEUIL

FONDATEUR  
AGIRPOURLABIODIVERSITÉ

## INÈS CHAIBI

# DISCOVER OTHER WORKSHOPS' SUMMARY

**HOW DO I ENGAGE  
CUSTOMERS INTO  
CO-CREATION  
WITHOUT LOSING  
CONTROL OVER  
BRAND EQUITY?**

**HOW DO I RELY ON  
A TINY BRAND TO  
DRIVE THE CHANGE  
FOR A GIANT LEADER  
WHO WANTS TO  
MAKE THE SWITCH  
FOR GOOD?**

**HOW TO COMBINE  
IMPACT AND FINANCE  
WITHOUT  
ARBITRATION?**

**HOW DO I COMBINE  
DESIRABILITY  
WITH TRANSPARENCY?**

**HOW CAN WE CREATE  
A COLLECTIVE SHIFT  
ON KEY ISSUES  
THAT RARELY ARE  
A PRIORITY?**

**HOW DO I CREATE  
MORE VALUE  
WHILE SELLING  
LESS PRODUCTS?**

**CALL 2**

---

**ACTION**

**THE GRAND WORKSHOP**

