



Shared Value Initiative

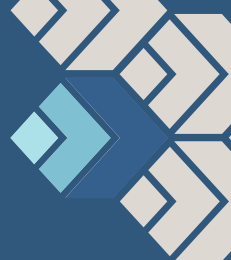
Certified



Corporation

Webinar: Business Unusual
How B-Corps Create Shared Value

December 9, 2014



Today's Panelists



Mark Kramer



Andrew Kassoy



Justin Bakule



Hardik Savalia



Join the conversation!

@SVInitiative #sharedvalue @Bcorporation #bthechange



The Evolution of Capitalism



20th Century



21st Century

Maximize
Shareholder
Value

Maximize
Shared
Value



Who is Sara Horowitz?

Learn more about the independent workforce



Insurance
for the
uninsured



Why B Corporations?



The Problem: System not designed for this

- Corporate law is an impediment
- No standards to distinguish 'good companies' from good marketing
- No norms and no institutions = no scale

The Movement: 100,000+ Entrepreneurs just like Sara Horowitz

- Government & non-profits necessary but insufficient
- Business can attract capital and talent at scale
- Business is means to solve society's greatest challenges



What is a B Corporation?

Certification for companies using business as a force for good

Unlike traditional businesses, B Corps:

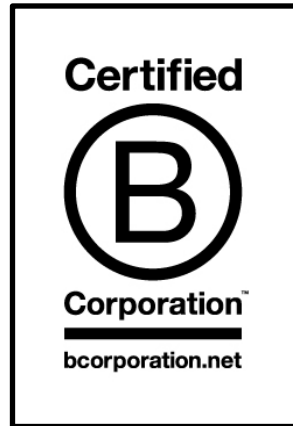
- Meet comprehensive standards of social and environmental performance
- Meet higher standards of transparency
- Meet higher standards of legal accountability

A Better way to do Business.

Learn more.



B Corps Are Leading a Movement: 1,100+ B Corps



What is Shared Value?

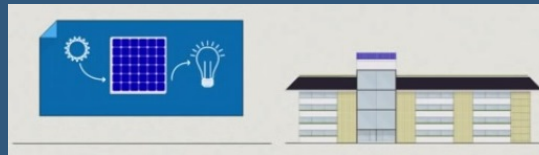
Shared Value is where corporate assets and capabilities view social needs as business opportunities rather than challenges. Shared Value enhances the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.

Shared Value operates at three possible levels:



1

**Reconceiving Needs,
Products, and
Customers**



2

**Redefining
Productivity in the
Value Chain**



3

**Enabling
Local Cluster
Development**

What is the Shared Value Initiative?

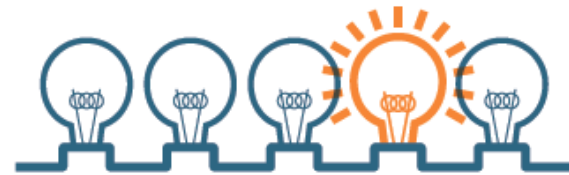
The Shared Value Initiative is a global community of leaders who find business opportunities in societal challenges. The Initiative connects global practitioners in search of the most effective ways to implement shared value.

THE SHARED VALUE INITIATIVE WORKS WITH PARTNERS TO DELIVER:



PEER TO PEER EXCHANGE

Convene global shared value practitioners and stakeholders to support the exchange of ideas and promote best practices



MARKET INTELLIGENCE

Drive a customized research agenda for shared value and deliver actionable, practitioner-focused insights at sharedvalue.org



STRATEGY & IMPLEMENTATION SUPPORT

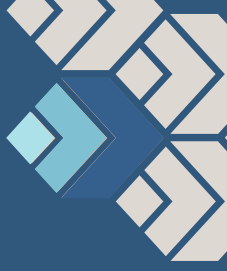
Manage a global network of trained shared value professional service providers to deploy tailored services and customized training



SHARED VALUE ADVOCACY

Engage idea amplifiers in the corporate, nonprofit, government, media, investor, and academic communities to drive shared value awareness, adoption, and engagement

Shared Value Initiative: By the Numbers



5K Community Members	35+ Funding Partners
450K Page views on sharedvalue.org	50+ Countries Host 2013-2014 Initiative Events
1M+ viewers of the Michael Porter TED Talk	450 Summit Attendees in 2014

Comparing the Communities



Shared Value
Initiative

Certified



Corporation™



What

components of shared value

manifest within B Corps?

What are

key differences

in definition and application?

B Corps Manifest All Shared Value Principles, but There is a Key Difference



**Both shared value and B Corps are inspiring a movement
...showing that you can do good and do well**

B Corps illustrate the transformation from
shared value initiative to shared value company

B Corps go beyond a singular shared value initiative within their company towards
thinking about the **entire business as creating shared value**

B Corps do this by meeting higher degrees of:

- 1. Accountability** (by expanding their fiduciary duties)
- 2. Performance** (by meeting 80 / 200 on the B Impact Assessment)
- 3. Transparency** (by making their B Impact Report transparent)

...regarding their shared value initiatives.



What are some examples of
SMEs creating shared value?



What strategies are
unique to SMEs?

Cascade Engineering: Shared Value B Corp

Grand Rapids, Michigan

Maintains 2,000+ high quality jobs in western Michigan

Employs welfare to work participants



Greyston Bakery: Shared Value B Corp

Yonkers, New York

Hires previously incarcerated individuals

Directs 100% of profits to community development





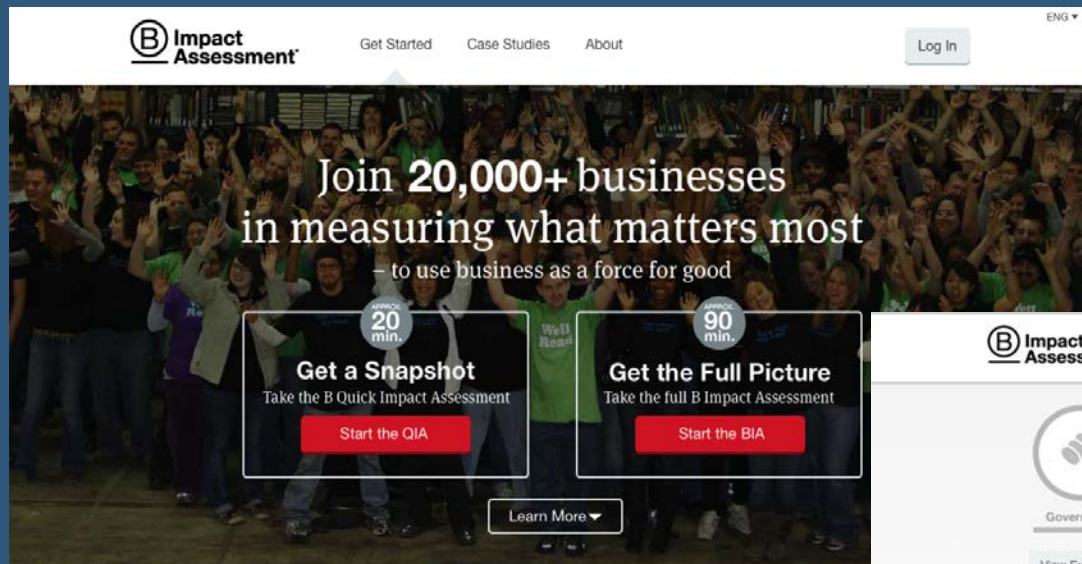
What **tools** help members of the B Corp community
balance and manage their
impact and returns?

What **lessons** can the
shared value community
learn from these tools?

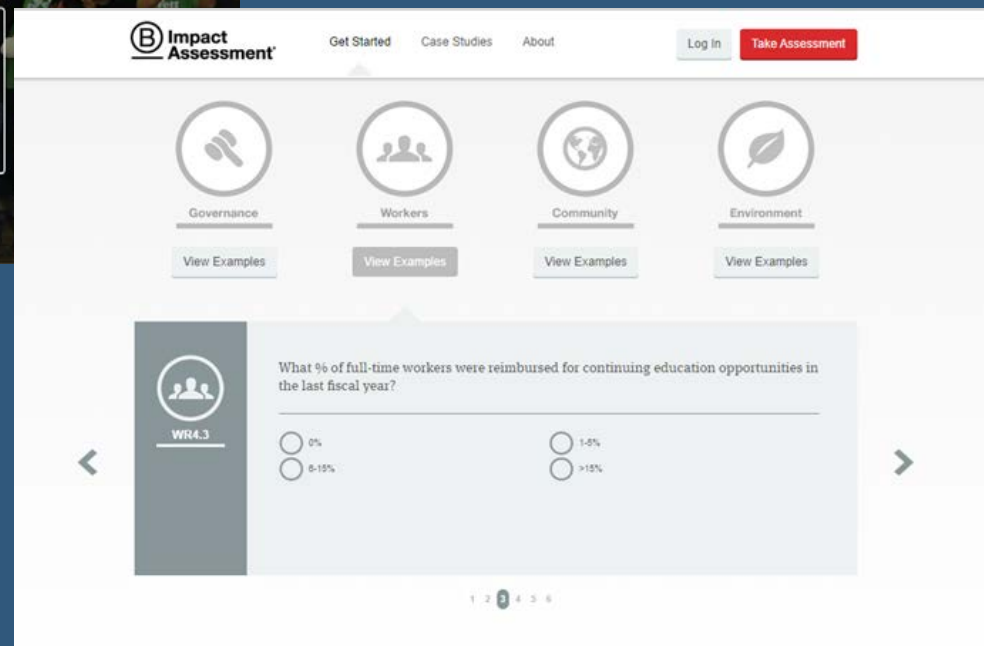
B Impact Assessment

Easy, free tool to ‘measure what matters’

Not just for B Corp Certification—
any business can use the assessment to measure and improve its impact



The banner features a large group of diverse people cheering with their hands raised. Overlaid on the image is the B Impact Assessment logo and navigation links: 'Get Started', 'Case Studies', 'About', and a 'Log In' button. The main headline reads 'Join 20,000+ businesses in measuring what matters most' followed by the sub-headline '— to use business as a force for good'. Below this, there are two primary calls to action: 'Get a Snapshot' (20 min., 'Take the B Quick Impact Assessment', 'Start the QIA') and 'Get the Full Picture' (90 min., 'Take the full B Impact Assessment', 'Start the BIA'). A 'Learn More' button is also present.



The interface shows the B Impact Assessment logo and navigation links: 'Get Started', 'Case Studies', 'About', 'Log In', and a red 'Take Assessment' button. Below the navigation are four category icons: Governance (gavel), Workers (three people), Community (globe), and Environment (leaf). Each icon has a 'View Examples' button. The main content area displays a question: 'What % of full-time workers were reimbursed for continuing education opportunities in the last fiscal year?'. The question is associated with the 'Workers' category icon and the code 'WR4.3'. There are four radio button options: 0%, 1-5%, 6-15%, and >15%. The '1-5%' option is selected. Navigation arrows are on the left and right of the question area. At the bottom, a progress indicator shows a sequence of numbers 1 through 6, with the number 3 highlighted.

The Results

20 Below Average

Copy CSV Excel PDF Print

Show 10 entries

Search:

Other
% of Points businesses earn

Question #

WR3 1a

EN4 1a

EN4 11a

Showing 1 to

14 Above Average

Copy CSV Excel PDF Print

Show 10 entries

Search:

Other
% of Points you earned businesses earn

Question #	Question	Your Answer	% of Points you earned	businesses earn
EN2 17	Above Average What % of your company's printed materials use recycled paper content, FSC certified paper, or soy-based inks? Select N/A if your company does not have any printed materials or have achieved a paperless office.	>75%	100	55
WR5 4	Above Average What % of the company is owned by full-time workers (excluding founders/executives)? Select N/A if your company is a consumer/shared services cooperative, a producer cooperative or a nonprofit.	1-4%	25	21
EN3 5	Above Average What % of energy use has been saved due to conservation and efficiency improvements for your corporate facilities? Please refer to electricity use and other energy consumption from heating, hot water, etc.	1-4%	20	6

Showing 1 to 3 of 14 entries

First Previous 1 2 3 4 5 Next Last

King Arthur Flour Company B Impact Report

See how they compare

103
B IMPACT SCORE

Impact Area	Average score of other businesses*	King Arthur Flour Company
Governance	10	14
Transparency	6	10
Accountability	3	4
Workers	22	61
Compensation, Benefits & Training	15	18
Worker Ownership	2	37
Work Environment	4	6
Community	32	16
Community Products & Services	15	0
Suppliers & Distributors	4	2
Local Involvement	5	4
Job Creation	2	1
Diversity	2	3
Civic Engagement & Giving	4	5
Environment	9	12
Environmental Products & Services	4	1
Land, Office, Plant	4	5
Inputs	2	2
Outputs	1	1
Transportation, Distribution & Suppliers	1	2
Overall B Impact Score	80	103



Removing Impediments through Public Policy

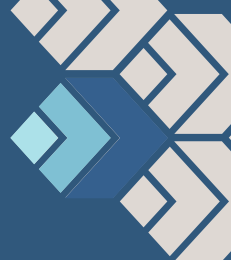
Benefit Corporation laws

Legal tool giving business operators a way to manage mission-oriented companies

A corporate form (taxed like a C-corp or an S-corp) that has a higher level of transparency, accountability and purpose.

A legal entity that has protection and permission to consider its impact on all stakeholders, not just shareholders





Audience Q&A



Mark Kramer



Andrew Kassoy



Justin Bakule



Hardik Savalia



Join the conversation!

@SVInitiative #sharedvalue @Bcorporation #bthechange