



Moving CSR into the Mainstream: Challenges and Strategies

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Moving CSR Into the Mainstream

◆ Key question:

– How to make CSR part of “mainstream business”?

- Sales and Marketing
- HR
- Purchasing
- Finance

◆ Challenges and Strategies



Challenges

◆ Challenges

- Prohibitive cost structure
- Difficult to differentiate products
- Inadequate information about CSR market
- Organizational structure and cultural biases
- Unsupportive enabling environment

◆ Strategies to Respond to Each



Cost Structure

◆ Strategies

- Technology innovation
 - Citigroup “Access Account”
- New distribution channels
 - Arvind “Ruff and Tuff” jeans
- Partnerships to change market costs
 - National Insurance Task Force



Product Differentiation

◆ Strategies

– Certification

- Toys ‘R’ Us and SA8000

– Cause-related marketing

- Avon’s “Breast Cancer Awareness”



Information and Analysis

◆ Strategies

- “Learning Laboratories”
 - HP e-inclusion projects
- Market information brokers
 - Social Compact (retail industry)
 - Example: new data sources showed inner city market in Washington DC to be 70% larger than standard data sources



Structure and Culture

◆ Strategies

- Align structure, reporting and incentives to support CSR activities
 - Safeco

- Build diversity into culture
 - Texaco



Enabling Environment

◆ Strategies

- Collective action to change environment
 - Bay Area Council equity fund
- Partnerships with local organizations to build capacity and create change
 - Cisco Networking Academies



For More Information

- ◆ Conversations with Disbelievers
 - www.brodyweiser.com
- ◆ www.conversations-with-disbelievers.net
- ◆ Innovations through Partnership
 - www.accountability.org
- ◆ www.winwinpartner.com



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