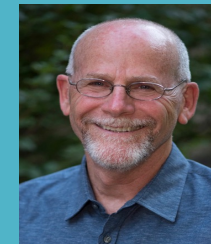


# Putting Purpose into Practice

## The Strategy and Practice for Co-Creating Mutual Value



**Bernard  
Mohr**



**Neil  
Samuels**

# Idea in Brief

**The Problem**: Nonprofits and governments alone cannot solve the social, economic, and environmental challenges the world faces today

**The Solution**: Corporations contribute by choosing to prosper through creating solutions at the intersection of what they can do, what they want to do, and what the world needs them to do

**First Steps**: Corporations engage a large number of stakeholders across their ecosystems to discover new business opportunities where profits meet solutions



# Putting Purpose Into Practice: *Co-Creating Mutual Value*

**Context**

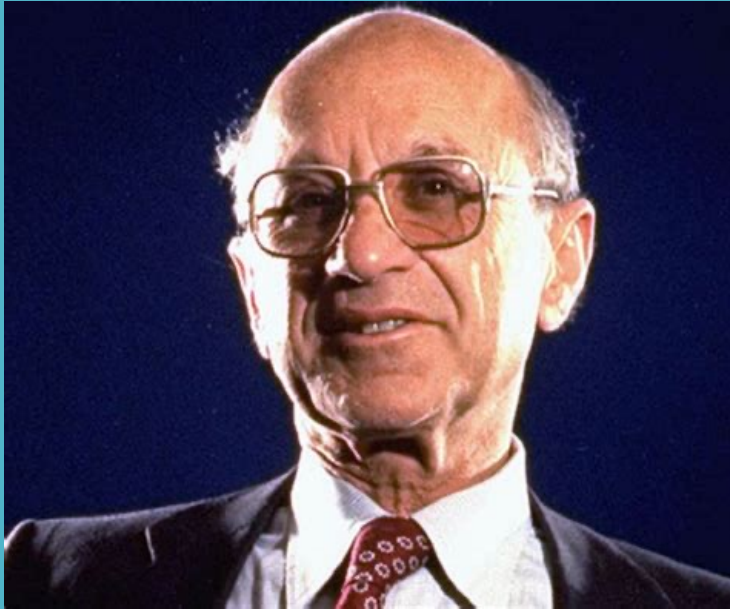
**Business and UN SDG's**

**Inclusive Stakeholder Capitalism**

**Conditions that Mobilize Business**

**Strategy and Practice of *CCMV***

# Context



**“The Social  
Responsibility of  
Business is to  
Increase Its Profits”**

## **Some Results of Shareholder Capitalism**

- **Massive innovations in all aspects of our lives**
- **A BILLION people lifted out of poverty**



# Unintended Consequences

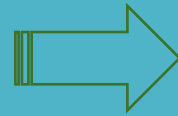


- Social
- Environmental
- Economic

# A Necessary (RE)volution

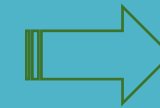
From

**Shareholder  
Capitalism**



Through

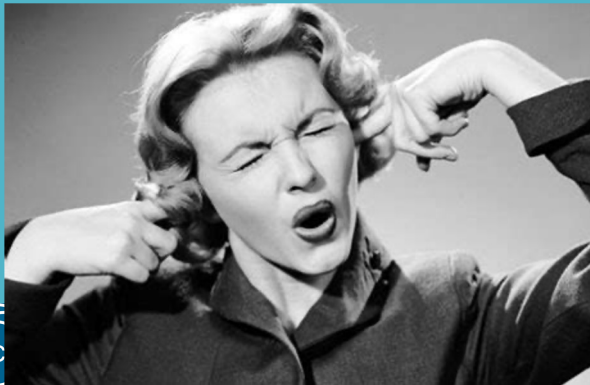
**Stakeholder  
Capitalism**



To

**Inclusive  
Stakeholder  
Capitalism**

Ignoring



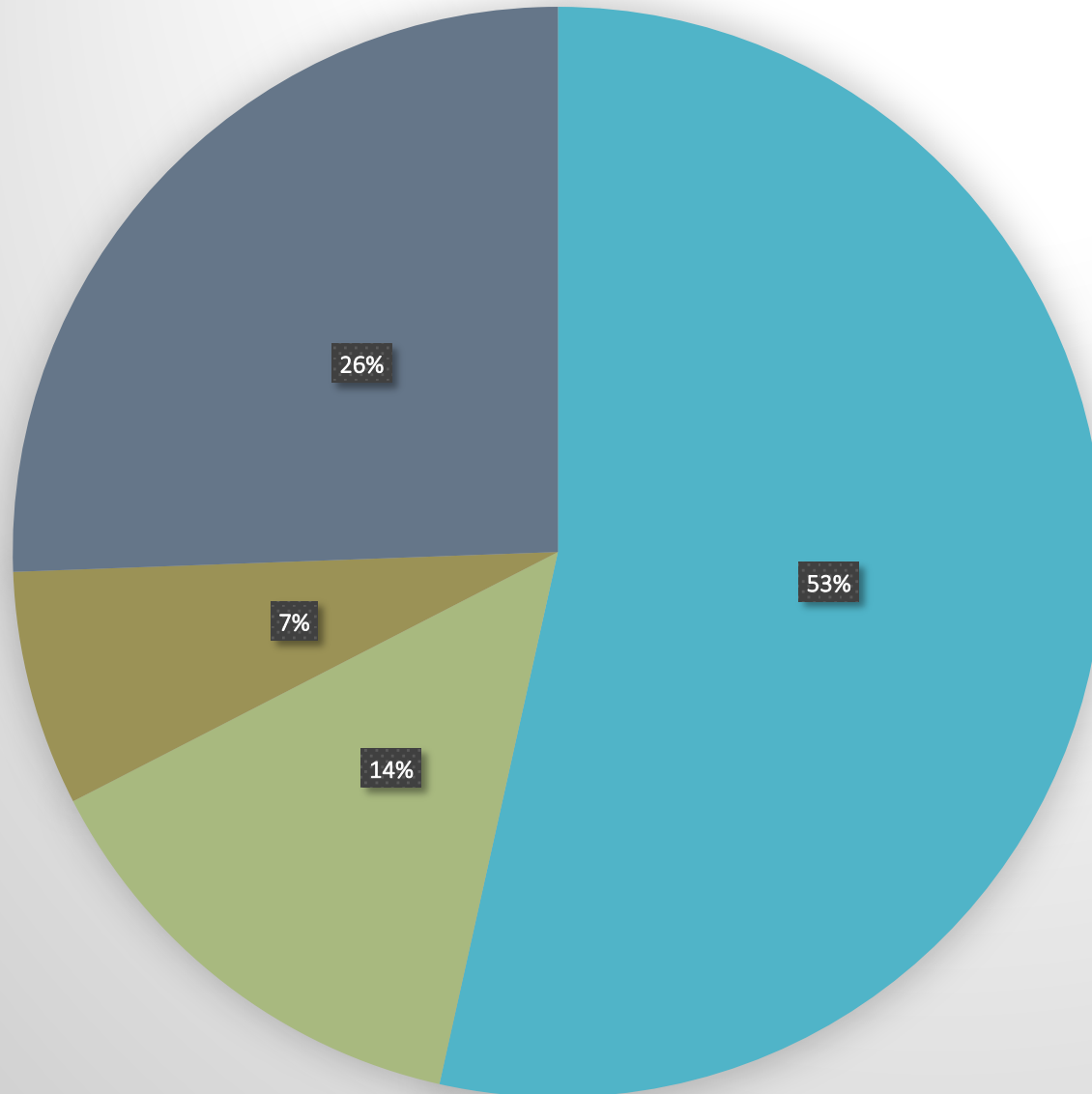
Listening



Co-Creating



# Inclusive Stakeholder Capitalism



- No one around me knows what the term 'inclusive stakeholder capitalism' means **53%**
- The term 'inclusive stakeholder capitalism' is familiar to clients I work with, but they don't see it as very relevant **14%**
- The term 'inclusive stakeholder capitalism' is understood by my clients and we are actively involved with this idea **7%**
- No Response **26%**



# **The Alternative: *A World That Works for All***

**Where people, businesses, and  
economies thrive and nature flourishes  
now and for future generations**

**- David Cooperrider**





# A World That Works for All Described



# Conditions that Mobilize Business Around SDG's

## Research Suggests

- ❖ Long-term viability
- ❖ External pressures increasing:
  - ❖ Consumers
  - ❖ Employees
  - ❖ Shareholders
  - ❖ Regulators
  - ❖ Investors
- ❖ Method and tools making it possible and profitable



**“Stakeholder capitalism is not about politics. ...It is capitalism, driven by *mutually beneficial relationships* - Larry Fink**

# Co-Creating Mutual Value (CCMV)

## A design strategy to:

- **Increase**
  - **profitability by identifying new opportunities**
  - **employee retention and engagement**
  - **consumer loyalty**
  - **agility**
- **Leverage ESG requirements**
- **Attract investors**

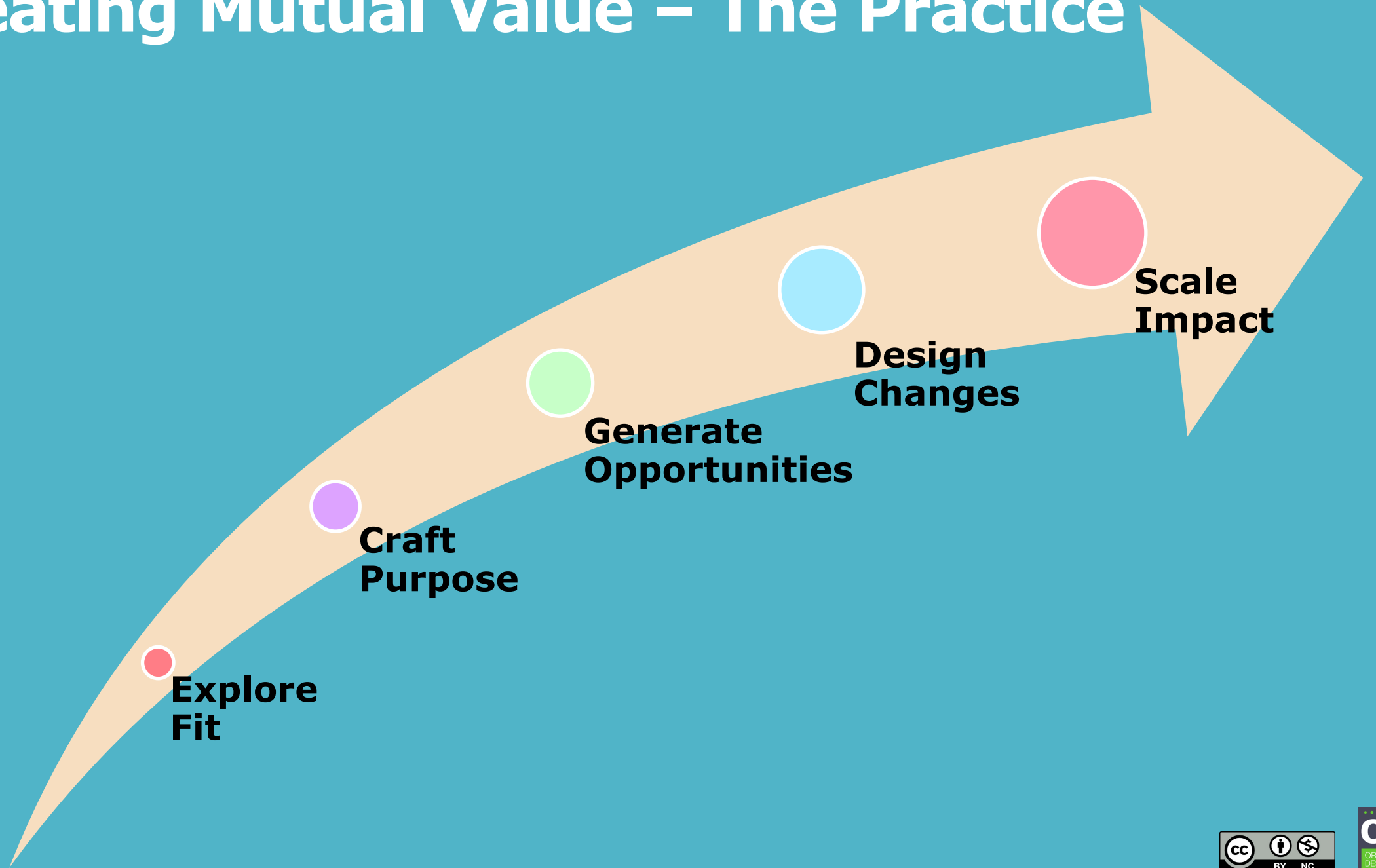
## A practice that:

- **Builds new relationships**
- **Combines strengths of the business and its ecosystem partners**
- **Applies the best of STS-D, DT, and Appreciative Inquiry**

# Underpinnings of the CCMV Practice

- **Inclusive stakeholder capitalism as business strategy**
- **Strengths focus**
- **Wholistic approach**
- **Possibility focus**
- **Extraordinary engagement**
- **Deep learning and adaptation**

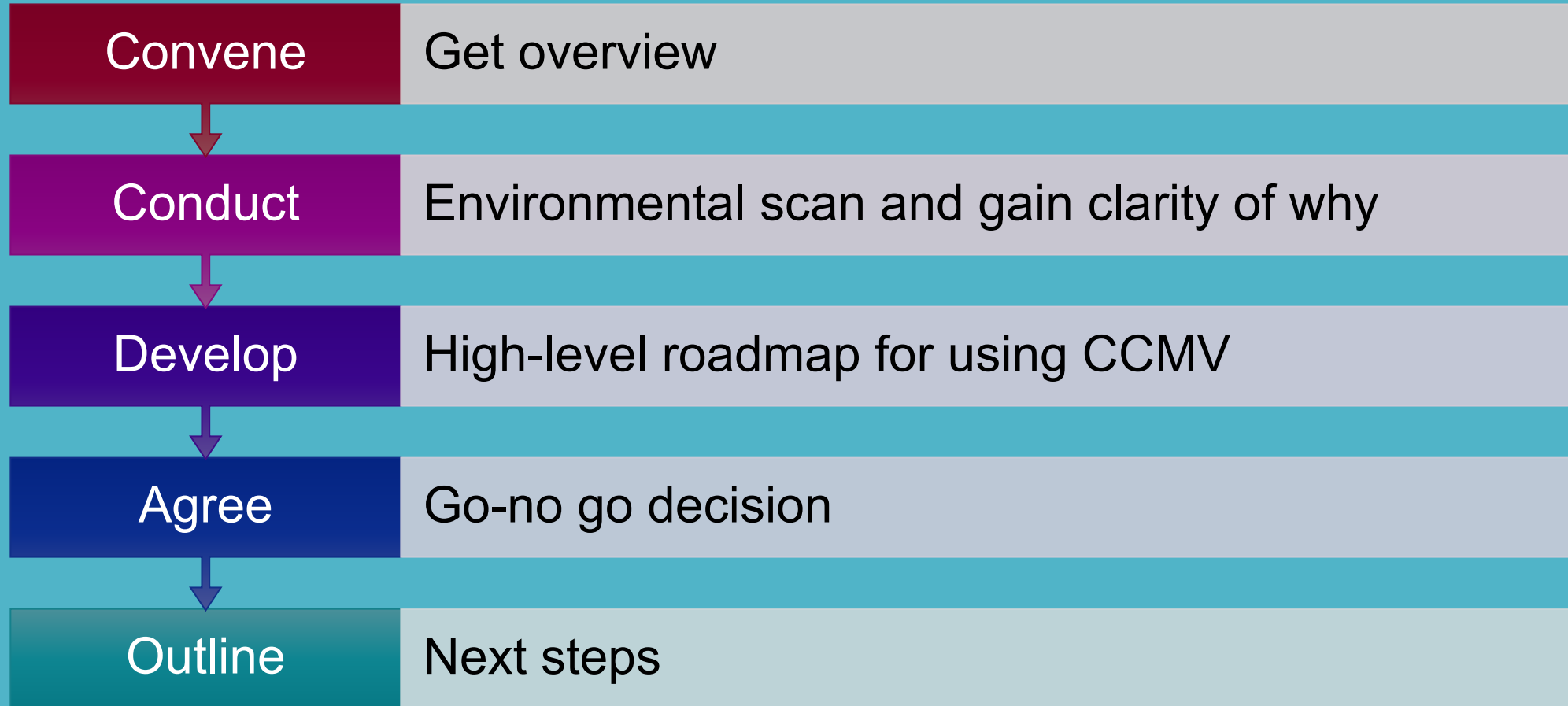
# Co-Creating Mutual Value – The Practice



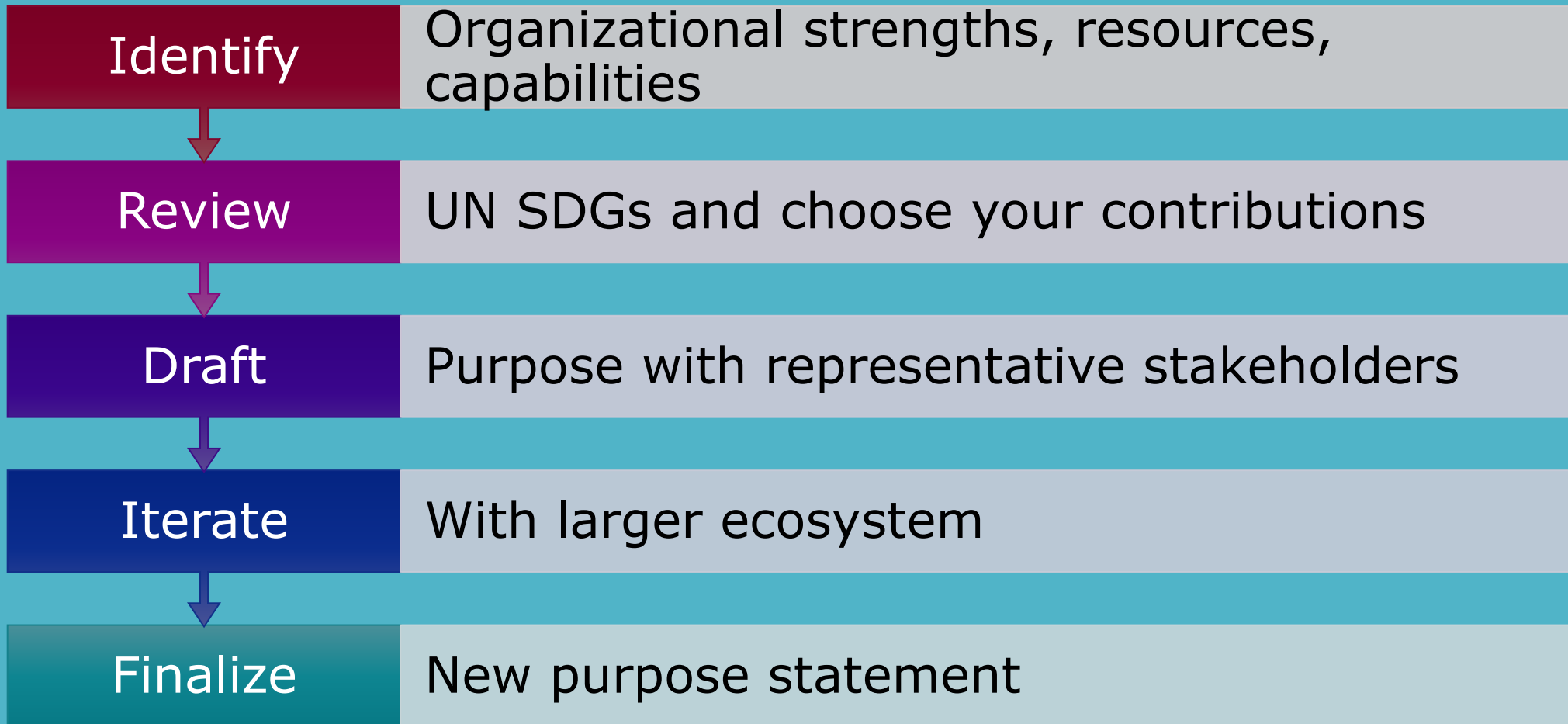
# Design Questions for Each Phase

1. **Explore Fit**: How could CCMV help your business and society flourish ....and is it right for you?
2. **Craft Purpose**: What corporate purpose could support the flourishing of both your ecosystem stakeholders and your business?
3. **Generate Opportunities**: To realize your purpose, what new business opportunities can you create and with whom might you partner to seize them?
4. **Design Changes**: What strategic or operational changes will you and your partners make to seize the opportunities and create mutual value?
5. **Scale Impact**: How will you deliver and expand mutual value with ecosystem partners and continually learn and adapt?

# Explore Fit: Key Steps



# Craft Purpose: Key Steps







# Craft Purpose: Outcomes

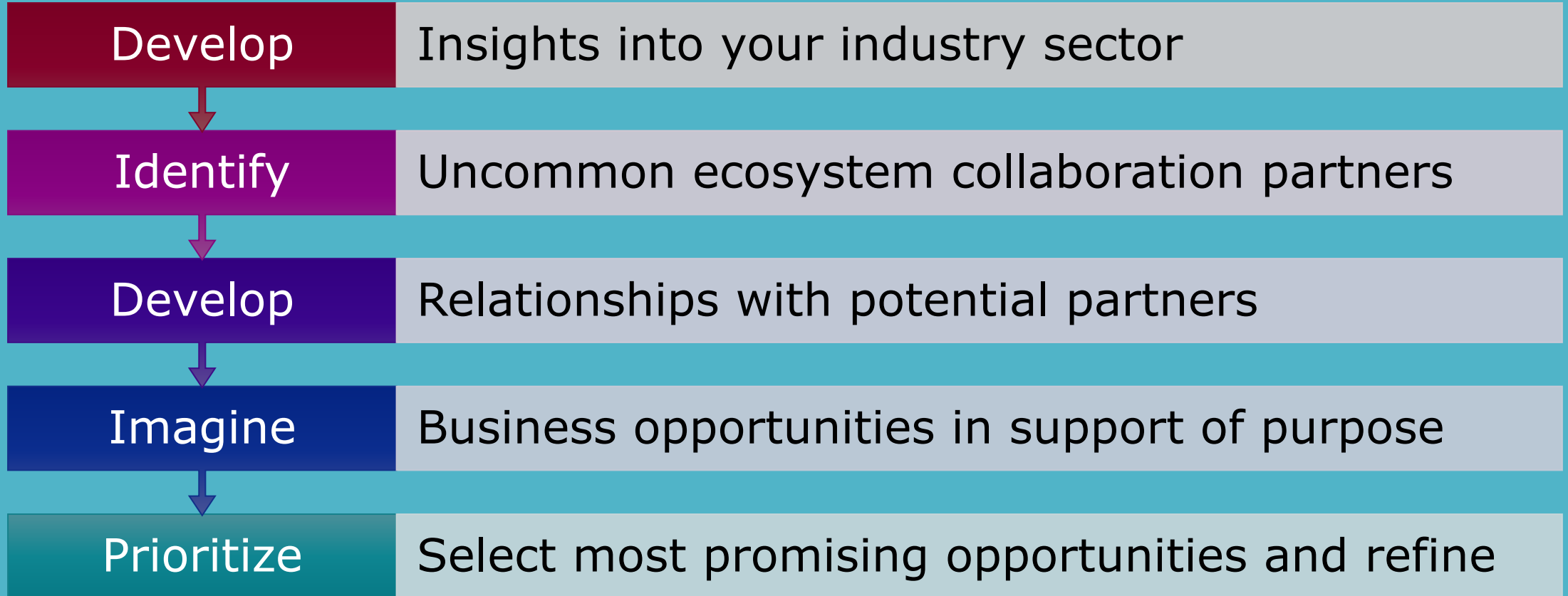
A purpose statement that

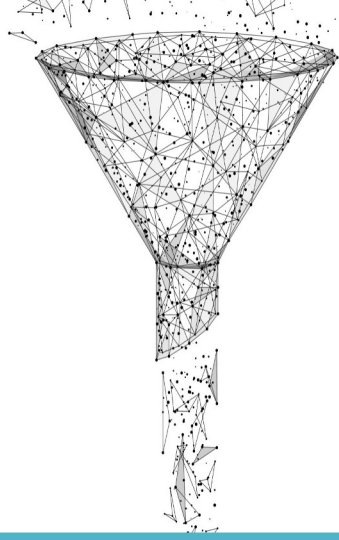
- Describes the contribution of your corporation to society
- Inspires organizational members
- Draws support from investors and ecosystem partners

Renewed energy among all levels of employees generated from

- Clarity of how the business will succeed in the face of a VUCA world
- The aspirational nature of the purpose

# Generate Opportunities: Key Steps





# Generate Opportunities: Outcomes

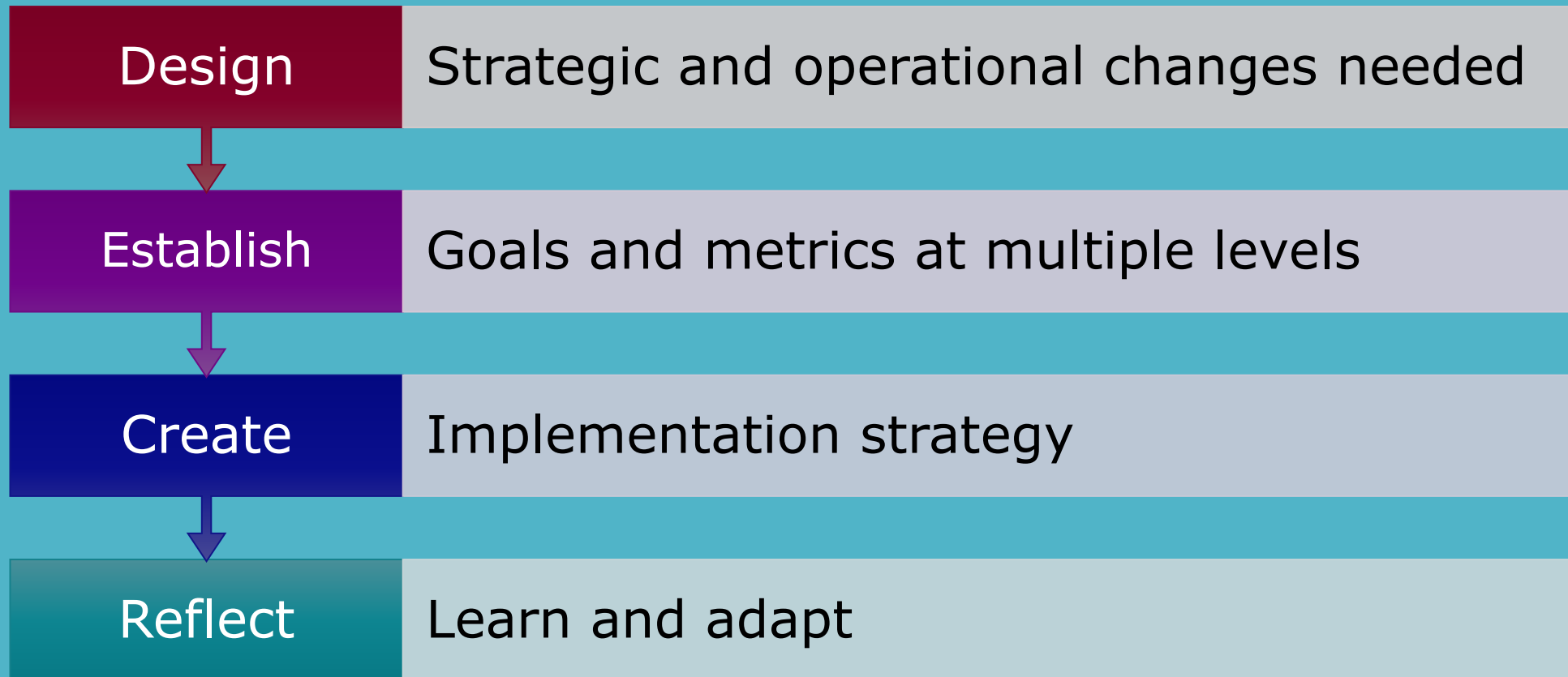
Prioritized opportunities for

- new products/services for mutual value
- new ways of delivering that value
- new ways of capturing value for all partners

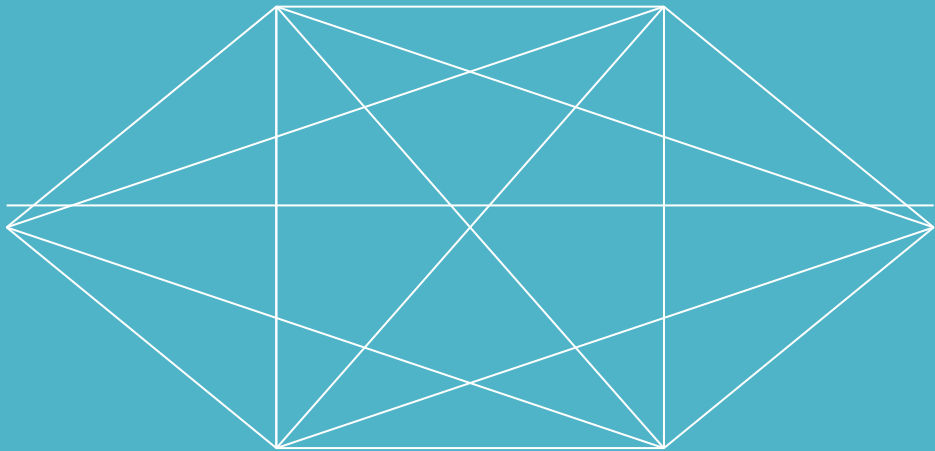
*which if seized will give you the best chance of realizing your new corporate purpose*

- Deepened relationships with partners.
- Mindset shift from “no way” to “how might we”.
- Excitement and ownership of the opportunity possibilities.

# Design Changes: Key Steps



# Design Changes: Outcomes



- Required strategic and/or operational changes successfully piloted
- Aligned goals and measurements across ecosystem
- Stewardship structure in place based on innovations needed and the process for moving forward understood by everyone
- Shared understanding of why change, where the company is headed, and how it plans to get there with ecosystem partners.
- Higher employee engagement and sense of agency (empowerment).
- Real time personal growth and development

# Scale Impact: Key Steps

Execute

Your strategy for creating mutual value



Measure

And report on your progress towards goals



Reflect

Learn, adapt, and refine - repeat



# Scale Impact: Outcomes

- Strategic and operational changes working as intended
- All ecosystem partners have attained some or all of their goals
- Lessons learned identified and enacted
  - Increased internal coordination, committed and energized workforce
  - Culture of collaborative innovation embedded in ecosystem
  - New levels of trust between the corporation and key actors in its business ecosystem

# After We Leave

We are happy to continue these conversations 1-1.

- More detail on the Practice
- Application for your work
- Suggestions for us
- Join the CCMV Collaborative

Give us a call.

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