5 Principles that Will Convert Your CSR Plan into a Reality

> third sector, vendors, and the public at large you can read more about this in our blog here How you respond to these challenges will affect your company's growth, reputation, business differentiation and employer branding.

In today's changing business environment, companies must adapt to a variety of needs and challenges in social, environmental and ethical areas. These emerge from the stakeholders with which they interact, such as customers, employees, consumers, ESG investors, regulators, the

How can you do it?

## There are five basic principles you should follow to support your first steps in defining and consolidating a CSR strategy and turning it into reality.

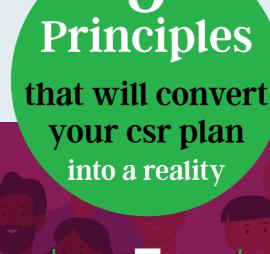
Let's first answer some questions: How do the needs of your company align with the needs of society and the environment?

Are your core values reflected in your organizational culture and engagement with employ-

- ees, vendors and customers? How are your reputation and loyalty manifested?
- What are CSR content areas that relate to your products and/or services?

What kind of sector-wide collaborations can you engage in that are relevant and creative?

- How will your message, communications and measurement look like?
- These and other questions will help you identify your organization's purpose, its key dimensions
- and how to reach your north star. They will help you tell your organization's story creatively and authentically in all channels.



Company **Purpose** start with the 'why', then the 'what' and

then the 'how'.

Star authenticity, relevance and priorities.

The North

**Standarts** where is your company in terms of CSR standards?

**Baseline** 

**COMPANY PURPOSE** 

Strategy subject, concept and ecosystem

Action doing, telling and measuring

Start with the 'why', then the 'what' and then the 'how'.

## What's your company's vision? What's its purpose? What value does it create?

have a positive impact on the environment and society at large."

### Today, leading global companies and brands are constantly defining and redefining their purpose. Apart from making money and creating profit for their shareholders (which is the result), what is the 'why' that guides their business differentiation and positive impact on society? Purpose is defined making statements like: "We exist to... and we do it uniquely by .... (the how), to

Before developing the strategy and plan, you must define the purpose clearly, coherently and in direct connection with your company's business reality and capabilities. This lays the foundation for a dialog about your organization's culture, products and services. Most of the companies that lead a

successful CSR effort today are driven by a clear purpose that is translated into their vision, mission

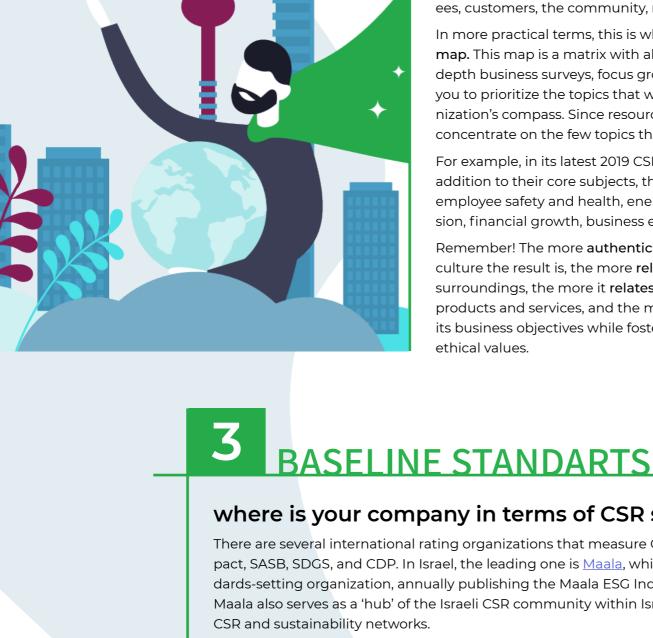
and decision making, and they constantly adapt their purpose over time. Here are some examples: Happiness - Coca Cola "celebrates moments of happiness" Connections - FedEx strives to develop mutually rewarding relationships with its team members, partners and suppliers, whereas Vodafone "connects for a better future"

- Innovation and quality of life improvement Roche states that its solutions "do now what patients need next", and IKEA's brand purpose is "to create a better everyday life for the many

Personal empowerment - Uniliver's Dove "celebrates the beauty of every woman, wherever they

- people" And there are many others like curiosity and creativity (LEGO), to name just another two. The 'why' (purpose) is the seed, followed by the vision you want to reach. Only then comes the 'what'
- (the mission), and the tasks that will help you get there. All these move forward while preserving the 'how' (the values).

2 NORTH STAR authenticity, relevance and priorities. Finding your north star is a strategic process that is imperative for



#### its stakeholders over time? This process requires adapting and synchronizing the objectives, values, needs and capabilities of several groups - management,

ethical values.

indirectly exercise an effect on the company (for example, employees, customers, the community, regulators, vendors, and others). In more practical terms, this is where you create your CSR discovery map. This map is a matrix with all the subjects discussed during indepth business surveys, focus groups, and feedbacks that enables you to prioritize the topics that will eventually become your organization's compass. Since resources are limited, it is imperative to

concentrate on the few topics that will comprise the main skeleton.

For example, in its latest 2019 CSR report Intel indicated that in addition to their core subjects, they were focusing on matters like

the organization as a whole, and the stakeholders that directly and

building a CSR program. In other words, what social, environmental and ethical subjects should your company be involved in based on its needs, capabilities and stakeholders' priorities? How can these be positively leveraged to create value for both the company and

employee safety and health, energy efficiencies, diversity and inclusion, financial growth, business ethics, and climate impacts. Remember! The more authentic and pertinent to the company's culture the result is, the more relevant it is to its commercial-social surroundings, the more it relates (directly or indirectly) to its values, products and services, and the more it will succeed in achieving

its business objectives while fostering social, environmental and

where is your company in terms of CSR standards? There are several international rating organizations that measure CSR, for example, GRI, Global Compact, SASB, SDGS, and CDP. In Israel, the leading one is Maala, which is considered the Israeli standards-setting organization, annually publishing the Maala ESG Index on the Tel Aviv Stock Exchange. Maala also serves as a 'hub' of the Israeli CSR community within Israel and represents Israel in global

#### The questionnaire is updated every two years by a professional public committee, so that it covers all relevant areas as well as social-environmental trends that are expected to become standard in the future. These may include regulatory updates or advanced procedures and norms established by leading corporations in the economy.

How do you make it to the index?

nicated and well-designed strategic plan.

This is the definition of a unique CSR strategy that comprises the material dimensions and selected objectives. Each subject chosen will be developed into short and long-term action plans that will also include their communications strategy (internal and external). For example, if you select diversity and inclusion as core topics for your company, with an emphasis on promoting and helping people with disabilities, you must define also measurable objectives. These may include recruiting more employees with disabilities;

and more.

4 THE STRATEGY

subject, concept and ecosystem

Complete a (voluntary) multiple-choice questionnaire about topics like diversity and inclusion, organizational ethics, safe and healthy work environment, social contribution, Community Involvement, transparency, and other topics. The questionnaire is used as a tool that enables companies to map gaps and define objectives for improvement compared to the standard in Israel and internationally. It also enables companies to 'package' their social-environmental activities into a properly commu-



talk.

**Measuring impact** 

#### Internal and external partners Before executing the program, it is important to identify and adapt the ecosystem so that it provides an environment conducive to

What are the target populations and what are the personas within those groups? Which are the social organizations involved with CSR? Government ministries and local authorities? Commercial companies? Cross-segment collaborations will create in-depth relationships that are both essential and valuable.

making facilities, products and services more accessible; creating digital campaigns that raise awareness; making internal events that call employees to be more involved with communities and associations of people with disabilities; creating a community of employees with disabilities; changing the procurement policy to encourage purchases from diverse vendors; organizing innovative events that solve problems and challenges among this population,

that will lead the activities and will promote brand in and outside the company. **Brand-marketing concept** The strategy requires defining marketing objectives, slogans, creative concepts, tactical action plans and messages that differentiate and reflect the values of a company and its target audiences. Public relations and communications reflect the true work of the company in the field, not the other way around. One of the most

program that is not aligned with their reality. This leads to the opposite effect, damaging the company's image, reputation and

The more authentic, creative and effective the campaign, the higher the impact on and value for

ital and other tools, from internal communication to marketing to widespread campaigns. Effective-

stakeholders, and the higher the measure of the company's reputation and growth.

brand's growth over time.

# doing, telling and measuring

The business sector can be divided into several groups - those who walk and don't talk, those who

walk and 'almost' don't talk, those that 'almost' don't walk and don't talk, and those that walk the An effective, significant and valuable CSR program requires 360-degree commitment and activities involving consolidation campaigns that cover internal communications, content events, social/environmental/ethical initiatives, and promotion in digital channels and social media.

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To ensure the CSR plan is effective and of the highest quality, you must closely measure it using dig-

Did the campaign achieve the desired exposure among the target interested audiences? Is there a well-founded increase in the company's reliability and reputation? Do your posts and ads call to actions?

ness is measures asking questions like the following:

- Does the sense of belonging and satisfaction of employees increase? All these are many others are KPIs that should be weighted and analyzed in real time so that the
- CSR strategy is constantly improved and optimized.

# gies that lead to optimum results.

To sum up, The perfect combination of objectives, values and capabilities, and the effective implementation of the above principles will enable your company and many others to grow and create authentic CSR strate-