

FSG's Perspective on Strategic CSR

Prepared for:

**University – Business Cooperation
Thematic Forum**

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FSG Offers Strategic Consulting Expertise and Thought Leadership for World Renowned Organizations

Strategic Consulting

Functional Expertise

- Strategy and Program Development
- Evaluation
- Organizational Alignment
- Strategy Implementation

Topical Expertise

- Corporate Social Responsibility
- Global Development
- Global and US Health
- Youth & Education
- Environment
- Community-Based Philanthropy

Client Spectrum

Corporations:



Foundations:



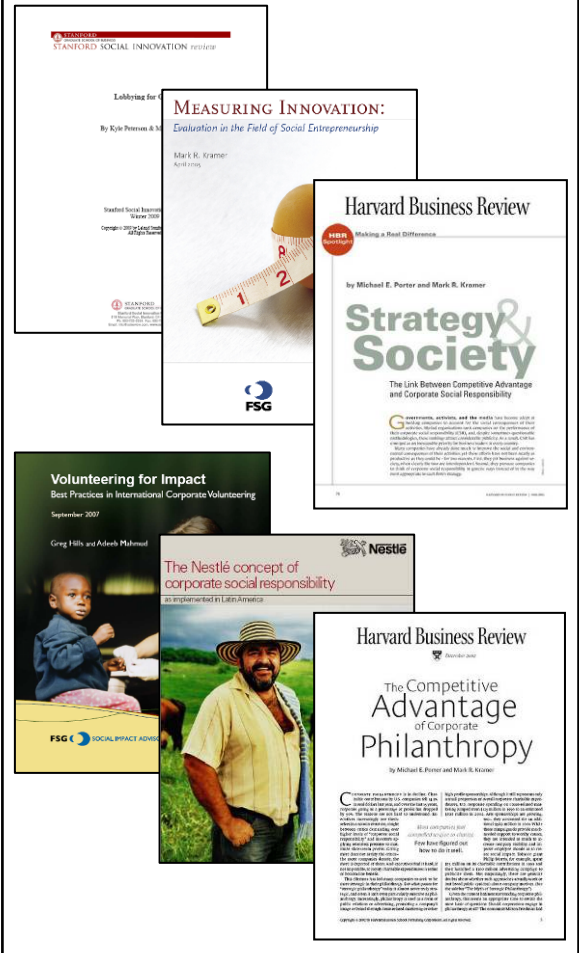
Nonprofits:



Government:

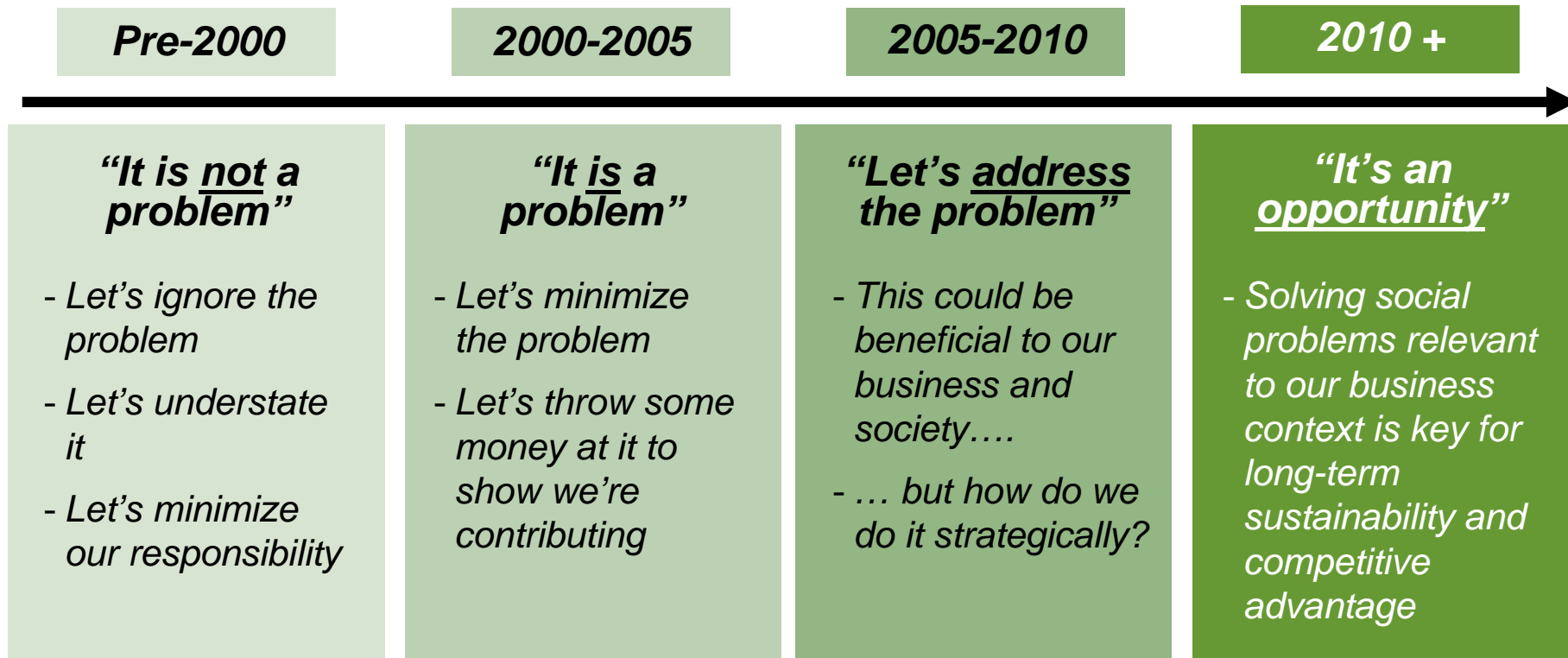


Thought Leadership



Corporate Mindsets on CSR Have Evolved, But Many Companies Remain Uncertain About How to Deliver Lasting Results

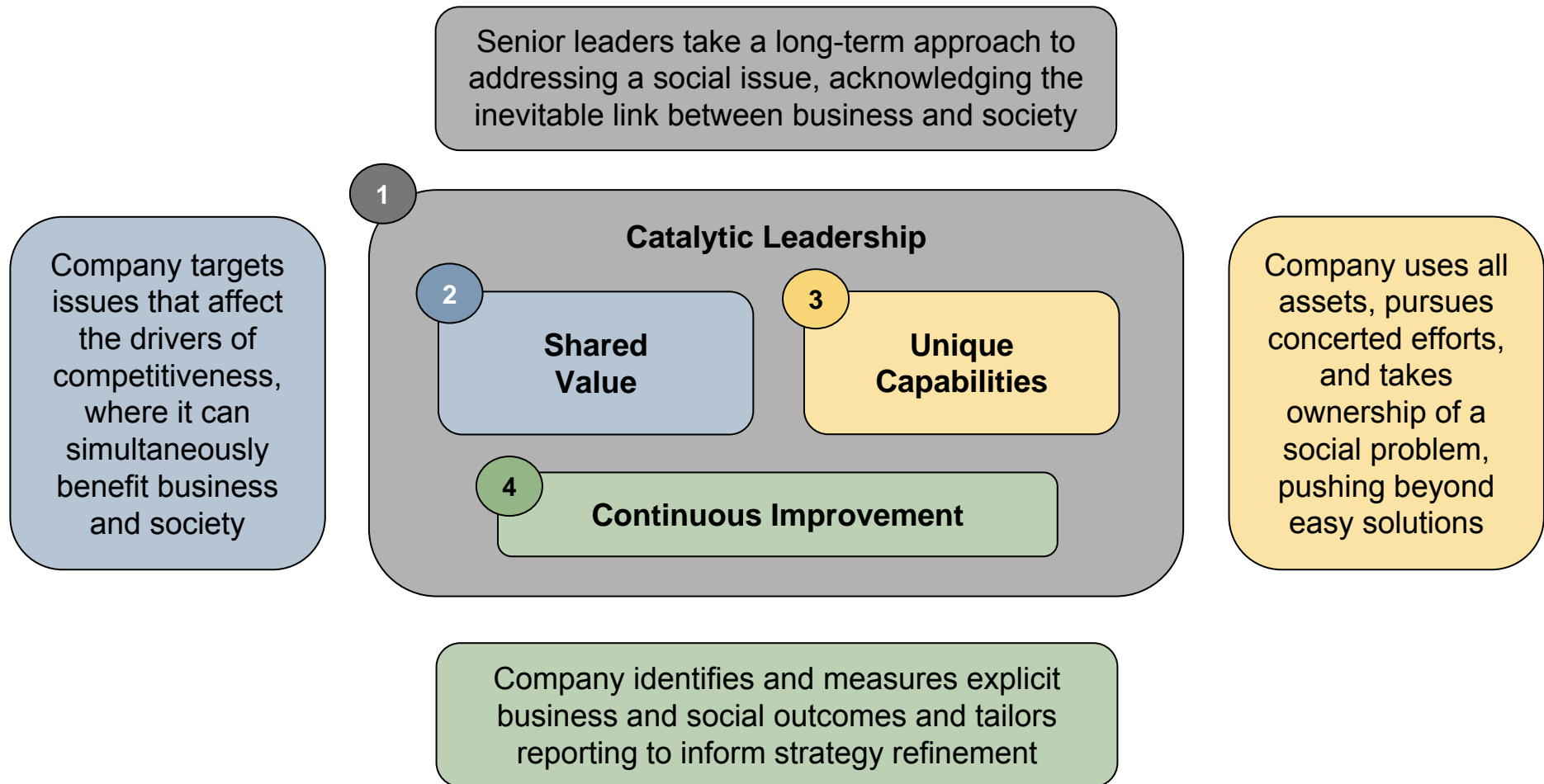
Evolution of the Corporate Response to Social Issues and Challenges



Building on our “Strategy & Society” concepts, our new framework, Authentic Engagement, provides a roadmap for corporations to address social problems in a way that makes sense for business

Companies Authentically Engaging Social Challenges Push Beyond Basic CSR to Create Valuable Change for the Business and Society

Authentic Engagement



Cisco Partnered with Schools to Increase Skills in Poor Areas and Has Created Tangible Social and Business Impact



Cisco, the world's leading producer of network routers, has established a program to train network operators in economically deprived regions

Business Problem and Innovation

- Cisco's **growth is limited** by the number of trained network administrators worldwide
- As a result, Cisco established **the Networking Academy** to address this key business challenge
 - Developed a **distance learning program** that combines a web-based curriculum with local instructors and lab facilities to train new network administrators
 - **Partnered with industry peers** such as HP, Panduit, and others
 - Implemented the Networking Academy in secondary schools, **primarily located in economically deprived regions**



Social Impact

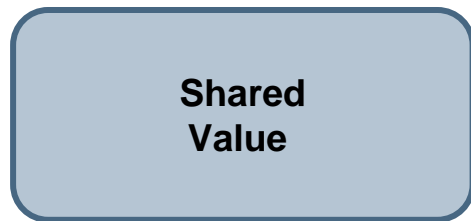
- Over **10,000 Academies** established in all 50 states and 147 countries
- **115,000 students graduated** to become certified network operators; another 263,000 students are currently enrolled
- \$150 million invested in the Networking Academies, but the **increased earnings potential** for graduates approaches **several billion dollars**



Business Impact

- The Networking Academy alleviates a **key labor constraint** for Cisco customers
- Trained network administrators become **familiar with Cisco products**
- The Networking Academy has **strengthened relationships** with key suppliers, local businesses and government

Universities Can Play a Key Role in Helping Companies with Authentic Engagement



- Universities can help companies identify and develop action plans for shared value issues
- If a company's shared value issue relates to human capital, universities can serve as training grounds



- Universities have important assets to contribute to companies' strategic CSR efforts, such as:
 - Research know-how
 - Credibility
 - Knowledge and networks
 - Skills training
 - Educated students
 - Ability to convene multiple parties as neutral platform



- Universities can serve as a neutral outside party that helps corporations design, measure and document the social and business impacts of their strategic CSR efforts

Examples of Strategic University – Business Partnerships Include:

ExxonMobil



ExxonMobil helped fund and scale a national math and science initiative

- ExxonMobil’s business model relies on skilled engineers and scientists, which in turn rely on qualified math and computer science teachers
- The University of Texas at Austin piloted a successful program (UTeach) that doubled the number of math and science teachers graduating each year
- With funding from ExxonMobil and others, UTeach has spread to 13 other universities

MARS

incorporated



Mars works with universities and farmers to improve cocoa yields

- Mars’ business model relies on high-quality cocoa yields, which in turn rely on farmers’ ability and opportunity to grow cocoa sustainably
- Mars is working with several universities and research institutes to involve farmers in demonstration trials of potentially superior and pest/disease resistant genotypes and integrated management practices



HP is working with several universities to reverse brain drain in Africa

- HP’s business model in the developing world relies heavily on skilled IT-staff and markets for its products
- In partnership with UNESCO, HP has started a program which assists universities in Algeria, Ghana, Nigeria, Senegal and Zimbabwe to halt so-called brain drain
- HP is providing equipment, including servers and grid-enabling technologies, and local expertise, training and support to universities
- HP is also donating PCs and monitors and funding research visits abroad and meetings between universities