

The Centre for Human Relations and Community Studies presents  
The People Powered Innovation Collaborative

# Co-Creating Mutual Value for a World That Works for All

## An Inclusive Approach to Reimagining Organizational Purpose, Reinventing Business Models, and Redesigning Operating Models

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**Co-Creating Mutual Value for  
A World That Works for All  
with  
*Courage and Conviction***

# A World That Works for ALL

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

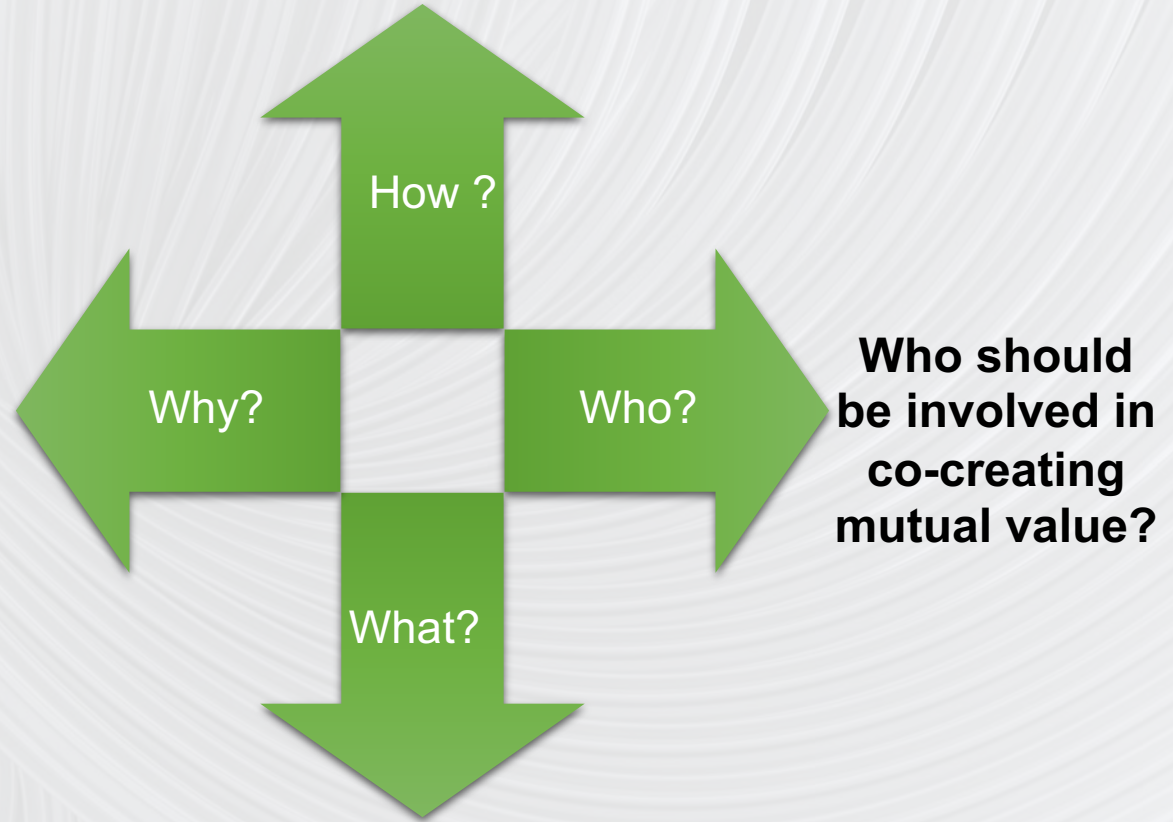
- David Cooperrider



# Learning Objectives of the Webinar

**How can organizations reimagine purpose, reinvent business models, and redesign operating models to co-create mutual value?**

**Does creating a world that works for all also benefit your organization?**



**Who should be involved in co-creating mutual value?**

**What challenges and opportunities exist in co-creating mutual value in support of a world that works for all?**

# Meeting the Challenge of A World that Works for All

Using action research, PPIC develops evidence-based practices for organizations and their stakeholders to co-create mutual value with courage and conviction, by *reimagining* purpose, *reinventing* business models, and *redesigning* operating models.

*Join us on this journey.*





# performance WITH purpose



**1** Focus on delivering strong financial performance



**2** Deliver it in a way that is sustainable over time



**3** In a way that is responsible and responsive to the needs of our communities

# Four Pillars



Indra Nooyi, CEO 2006-2018

## Talent

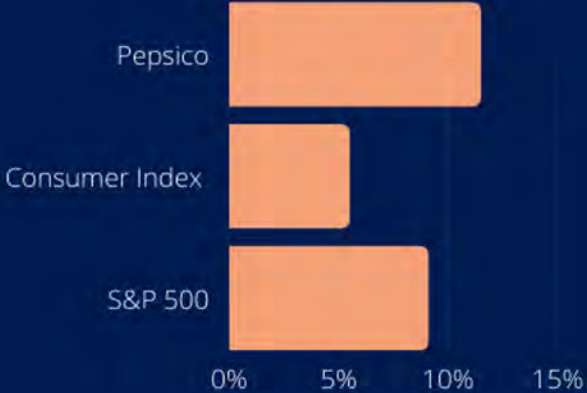


41% of management roles

## Financial

Pepsico's "Performance with Purpose"

5 year TSR



Net Rev 80%

## Human



The Human pillar section features a central collage of images. On the left, a blue arrow points down from a pile of sugar to a nutrition label showing 'Total Fat 0g' and 'Saturated Fat'. On the right, a blue arrow points up from various food products (Quaker Oats, Naked juice, Bare Baked Crisps, and kombucha) to a bowl of oatmeal. The products shown include Naked juice, Quaker Oats, Bare Baked Crisps, and kombucha.

## Environmental

Water Use  
25%

22 Million



**BREAK  
OUT  
ACTIVITY:  
7 minutes**

**In groups of three**

What aspect of the Pepsico story did you find particularly interesting?

When you return to the main room, please put one or two highlights of your conversation in chat.



# RE- IMAGINE Purpose

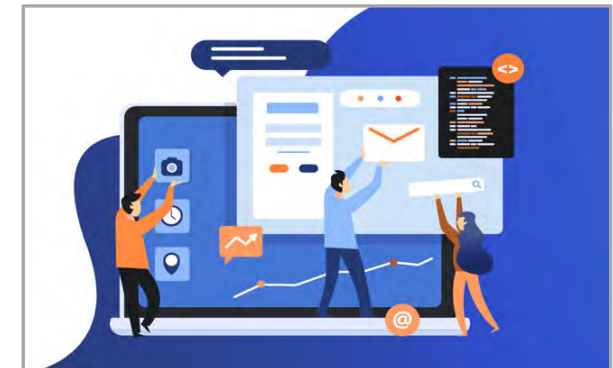


# Co-Creating Mutual Value Asks Us to

## RE- INVENT Business Models



## RE- DESIGN Operating Models



# Purpose Defined

- Why we do what we do?
- Who are we?
- What do we stand for?
- What does society expect of us?
- What do we want others to say about us?

# PURPOSE STATEMENTS



**We're in business to save our home planet**



**To create a better everyday life for the many people**

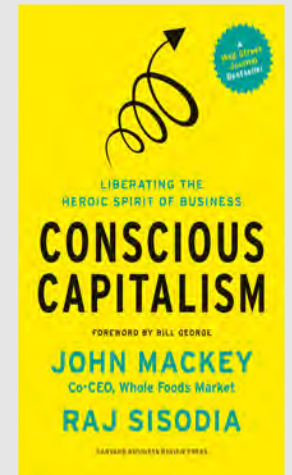
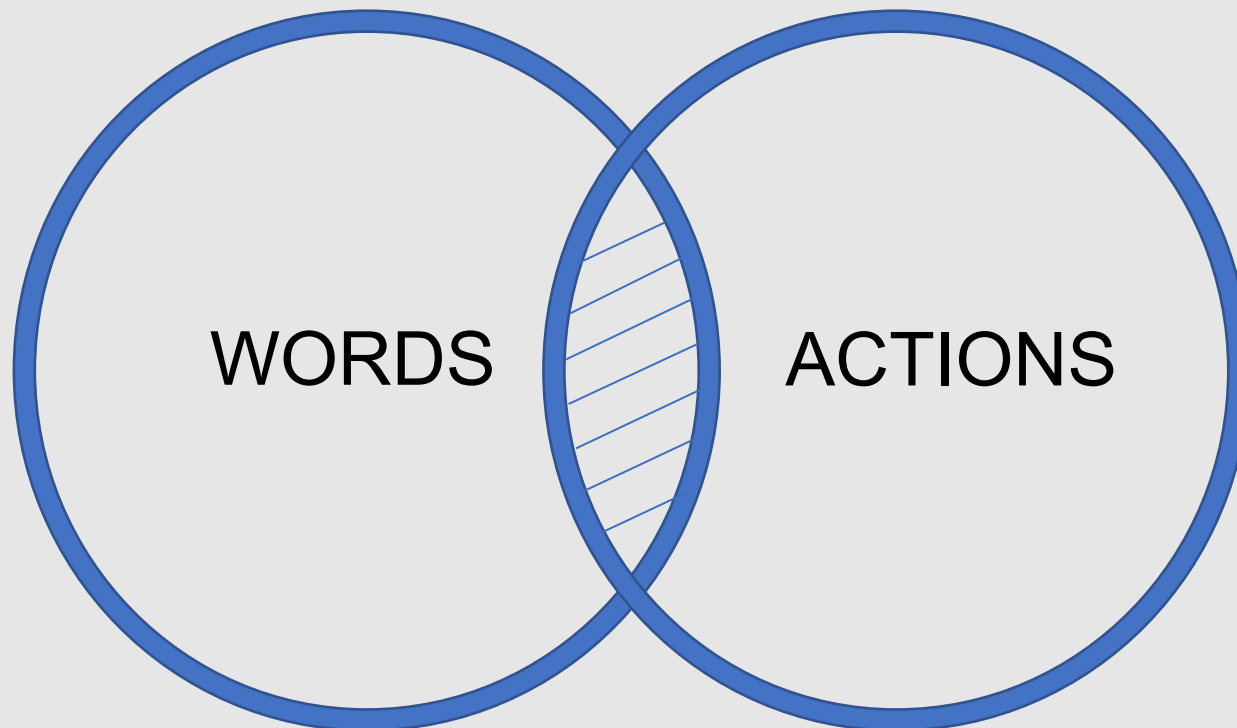


**To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.**



**Reimagining energy for people and our planet**

The glue that holds the organization together ... the life force of the organization”



**Advancing the ability of organizations and their ecosystems to create a world that works for all.**



PEOPLE POWERED  
**INNOVATION**  
COLLABORATIVE

The logo is set against a dark blue background with a white, torn-paper-like edge at the bottom. The text is arranged in three lines: 'PEOPLE POWERED' in a light grey sans-serif font, 'INNOVATION' in a teal sans-serif font, and 'COLLABORATIVE' in a light grey sans-serif font. The entire logo is contained within a dark grey rectangular box.

**WHY REIMAGINE PURPOSE?**

# WHY REIMAGINE PURPOSE? Our world needs it



**Rebecca Henderson:** "Without re-making our institutions, we will not solve the problems of environmental degradation and accelerating inequality."

# WHY REIMAGINE PURPOSE? Our world needs it



Watch the video: <https://youtu.be/Mkg2XMTWV4g>



# WHY REIMAGINE PURPOSE?

**Take 30 seconds and reflect on what your organization might be doing differently if it took doughnut economics to heart.**



## WHY REIMAGINE PURPOSE? The Market Demands It

*“Society is demanding that companies...serve a social purpose.....Companies must benefit all their stakeholders, including shareholders, employees, customers, and the communities within which they operate”*

*- Larry Fink, CEO of Blackrock, 2018*



**“Every management team and board will need to consider how this will impact their company’s stocks” - 2021**

# WHY REIMAGINE PURPOSE?

## Customers Demand It

### CEOs MUST LEAD ON SOCIETAL ISSUES

Percent who agree

86%

"I expect CEOs to publicly speak out on one or more of these societal challenges: pandemic impact, job automation, societal issues, local community issues"

"CEOs should step in when government does not fix societal problems"

68%



## WHY REIMAGINE PURPOSE? Customers Demand It

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54% of teens age 16-19  
have deliberately  
purchased or stopped using  
a brand because of its  
ethics.

**WHY  
REIMAGINE  
PURPOSE?  
Employees  
Demand It**

- **63% of millennials—essentially workers under 35—said the primary purpose of businesses should be “improving society” instead of “generating profit.”**
- **94% of millennials want to use their skills to benefit a cause.**



**Does Co-Creating  
a World  
that Works for All  
Benefit Your  
Organization?**

**Is It Even a  
Choice?**



# Equitable Food Initiative

A non-profit social enterprise that brings together farmworkers, growers, retailers and consumers to solve the most pressing issues facing the fresh produce industry.



**EFI sets the gold standard for food safety through certification, training, and management development.**

Farmworkers are empowered and respected in a system that produces healthier, safer, and more sustainable food.

Viable careers & fair compensation.

\$12.5 MM in bonuses since 2015



Consumers enjoy safer food and receive assurances about the conditions in which it was produced.



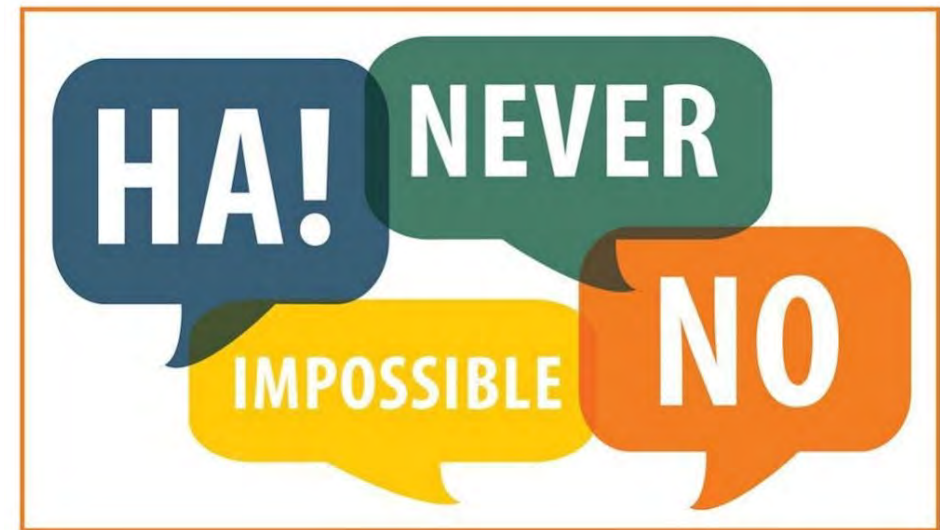




“We all have been working at changing the industry for the last 50 years and none of us have been able to do it by ourselves.”



“Many skeptics said that there was no way we could make one certification work because there were too many diverse interests. We proved them wrong.”



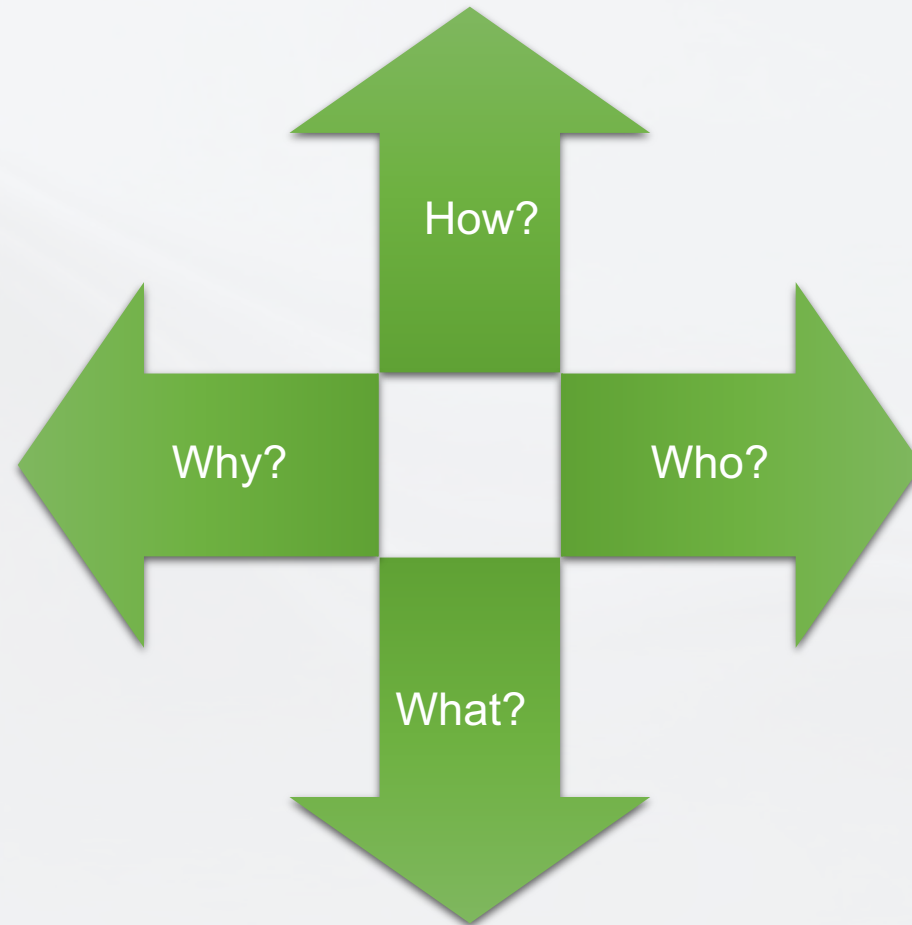
# Evolution in Thinking

## A framing for business



**In Chat**

**What one or two key points are sticking with you as we head into the HOW?**



# The How ...



# Key Conversations for Co-Creating Mutual Value with Courage and Conviction

**Reimagine  
Purpose**



**Reinvent  
Business  
Model**



**Redesign  
Operating  
Model**

Mindsets

Toolsets

Skill Sets

**BREAK  
OUT  
ACTIVITY:  
8 minutes**

**In groups of three**

What differentiates the three terms  
'Reimagine' 'Reinvent' and 'Redesign?'

When you return to the main room, please put one  
or two highlights of your conversation in chat.



# Reimagining Purpose

1. What is an organizational purpose that:
  - incorporates but goes beyond shareholder value?
  - creates unimagined possibilities for solving social, economic, or environmental challenges using your core competencies and strengths?
  - connects to people at a deep emotional level?
2. How might we gather feedback and support for the proposed new purpose?

# Business Model Defined

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# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

|   |   |  |  |   |
|---|---|--|--|---|
| Key Partners       | Key Activities  | Value Propositions  | Customer Relationships  | Customer Segments  |
|   | Key Resources   |  | Channels                |   |
| Cost Structure  |   |  | Revenue Streams        |   |



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DESIGNED BY: Strategyzer AG  
The makers of Business Model Generation and Strategyzer

 **Strategyzer**  
strategyzer.com

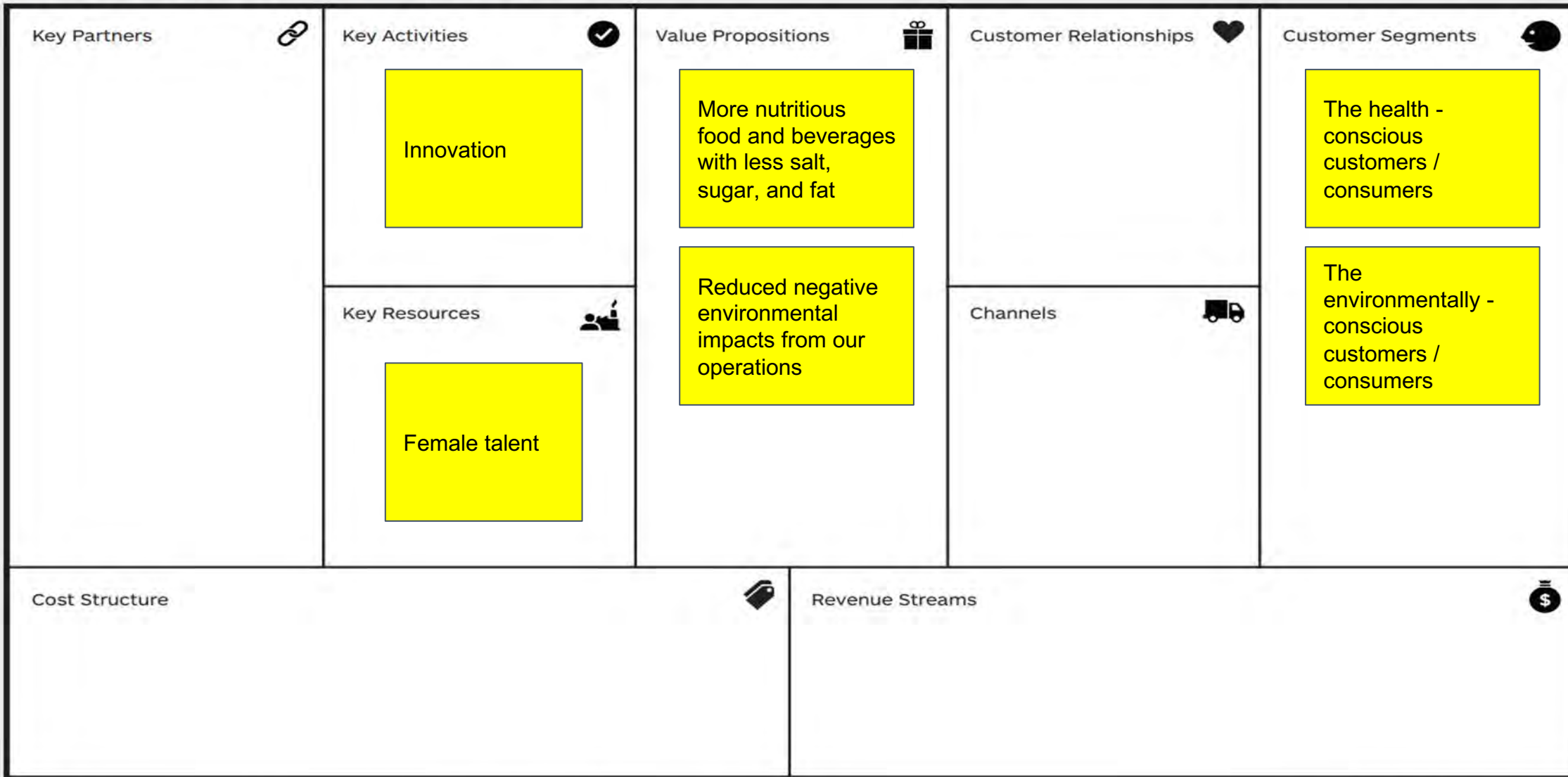
# The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



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# Reinventing Business Models

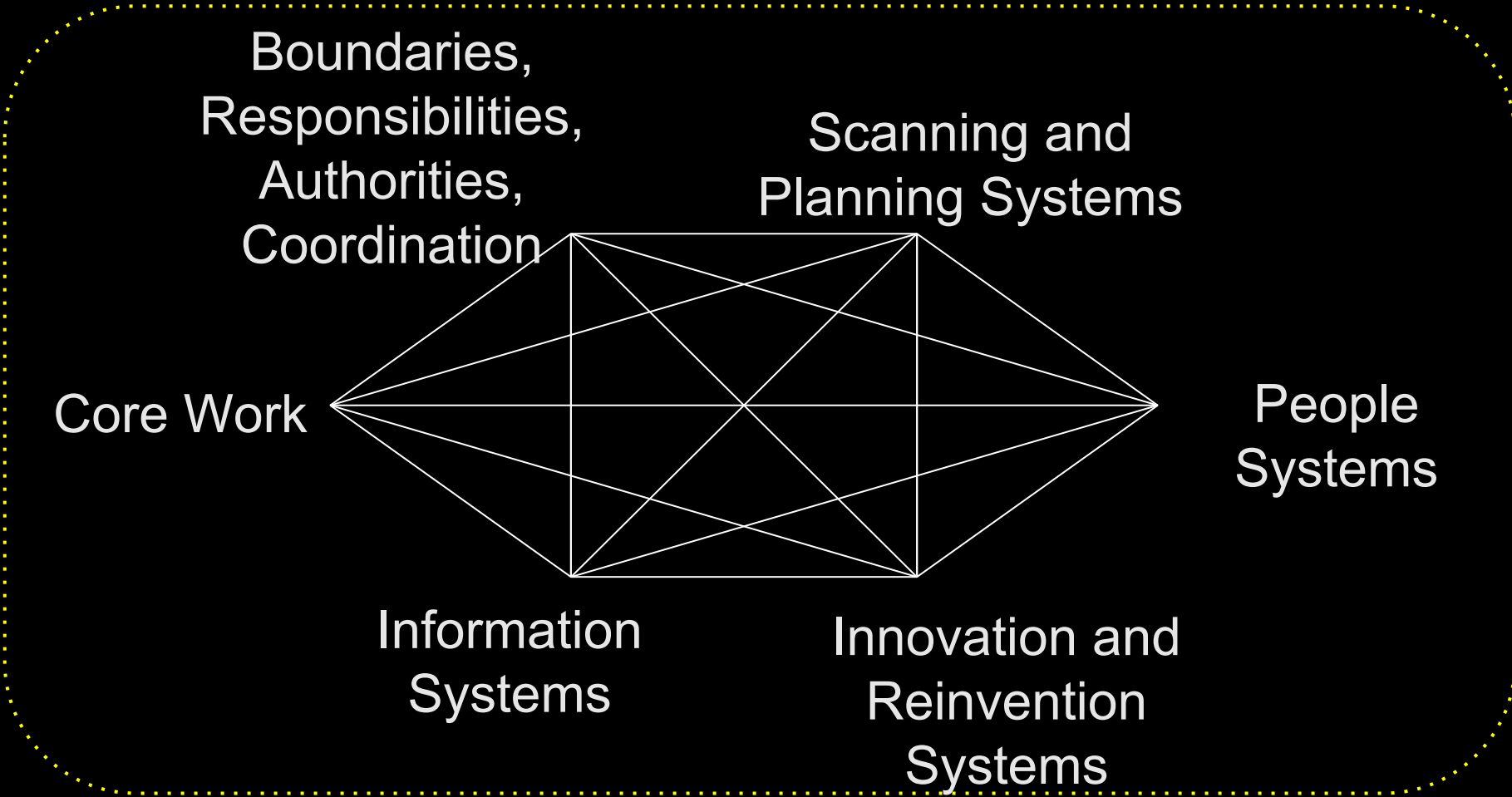
1. What opportunities for mutual value creation exist in your ecosystem, opportunities that would bring your purpose to life?
2. What business model innovations best
  - invigorate your purpose?
  - solve your ecosystem challenges profitably?
3. How might you field test and iterate your ideas?

# Operating Model Defined

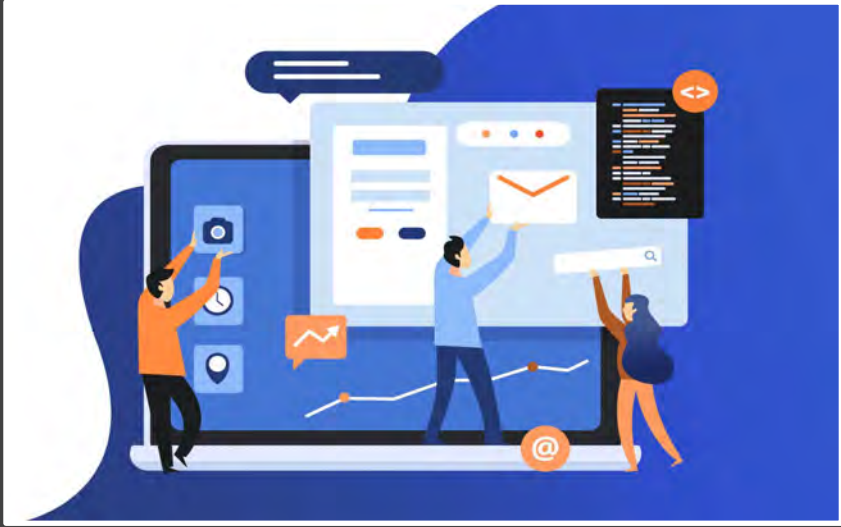
Your choices about what work gets done, how, by whom, within what sorts of management systems to deliver value.



# OPERATING MODEL



Adapted from R Hanna



# Redesigning Operating Models

1. What operating model changes best
  - support your new purpose and business model?
  - create a flourishing workplace?
2. How might you field test and iterate your initial ideas?
3. How will you scale these ideas while continuing to evaluate their efficacy and improve them?

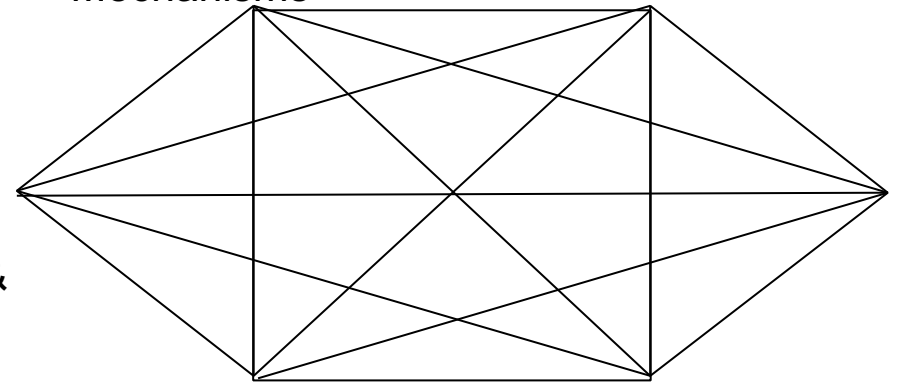
Tying resource allocation (capital investments) to purpose

Learning to work with NGO's & rivals

Hiring Chief Science Officer & Chief Design Officer

Internal Boundaries, Responsibilities, Authorities Coordination Mechanisms

Scanning and Planning Systems



People Systems (Talent Acquisition, Development, Performance Mngt. Compensation Incentive DEI Systems)

Aligning performance settings and reward & recognition

Improving gender balance by supporting women

Innovation and Reinvention Systems  
Dialogues internally and with external stakeholders

Core Work (Processes Facilities &, Tools, Digital & Mechanical)

Information Systems

Reduction of salt, sugar, and fat levels in products without deterioration in taste.

Leveraging food science and new technology

Enhancing product packaging and manufacturing processes

Reduce waste, conserve water & switch to renewable energy.

A large group of people, mostly middle-aged and older, are seated at numerous round tables in a large, well-lit conference hall. The tables are covered with white and red cloths. Many people are looking at papers or devices on the tables, suggesting a workshop or meeting. The background shows rows of empty red seats in the upper levels of the hall, indicating a large-scale event. The overall atmosphere is professional and collaborative.

**Who should be  
involved in  
Reimagining,  
Reinventing, and  
Redesigning?**



# Extent of Co-Creating



**Representative  
“Design”  
Team**



**Stakeholders  
across the  
ecosystem**

**Senior  
Leaders with  
Consultants**



**Stakeholders within  
an organizational  
boundary**



# Breakout

8 minutes



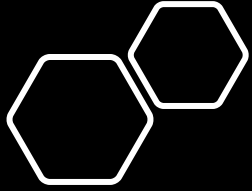
CCMV: Becoming not only the Best *in* the world but also the Best *for* the world.

**What do you see as some challenges to doing this work with your organization?**

**What opportunities does it create?**

**Please put the highlights of your conversation into chat.**





# Some Significant Challenges

- No shared understanding
- Misaligned reward system
- Inadequate and/or misaligned leadership
- Cynicism based on experiences with change efforts
- Sense that the elephant is too big to eat
- Feeling, and actually being, overwhelmed

# HOW CAN YOU ADDRESS THESE CHALLENGES?

The Answer to  
How is  
YES!

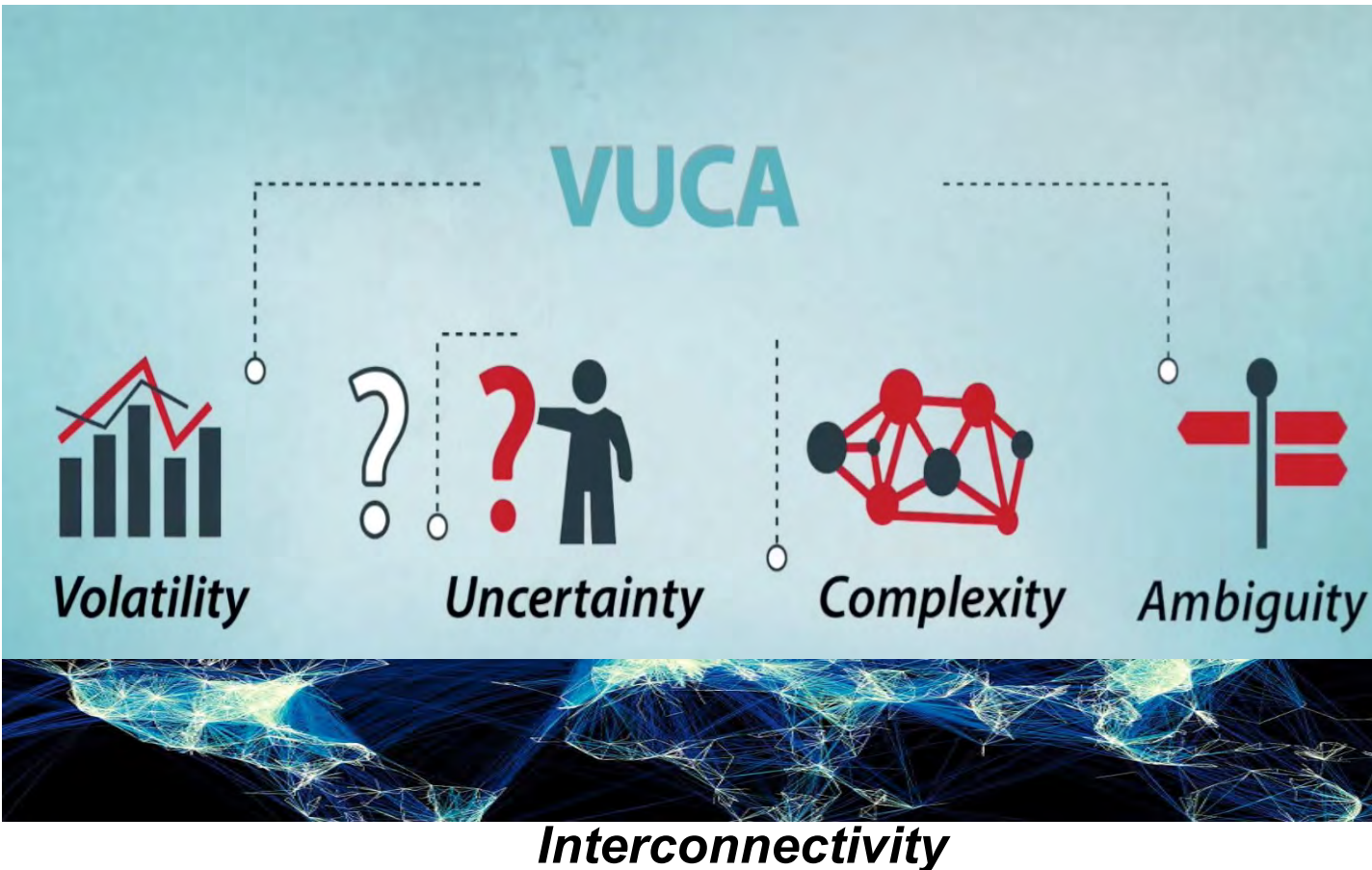
- Peter Block

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# CCMV in an VUCA World

## What We Are Experiencing



## What We Need

Higher Purpose, Courage,  
Conviction, and

Maybe.....

- **Q**uestions and ways to bring people together
- **V**alue for all stakeholders
- **U**nderstanding of our connectedness
- **C**ollaboration as unusual
- **A**ction and adaptation

# Breakout

## Co-Creating Mutual Value in a VUCA World

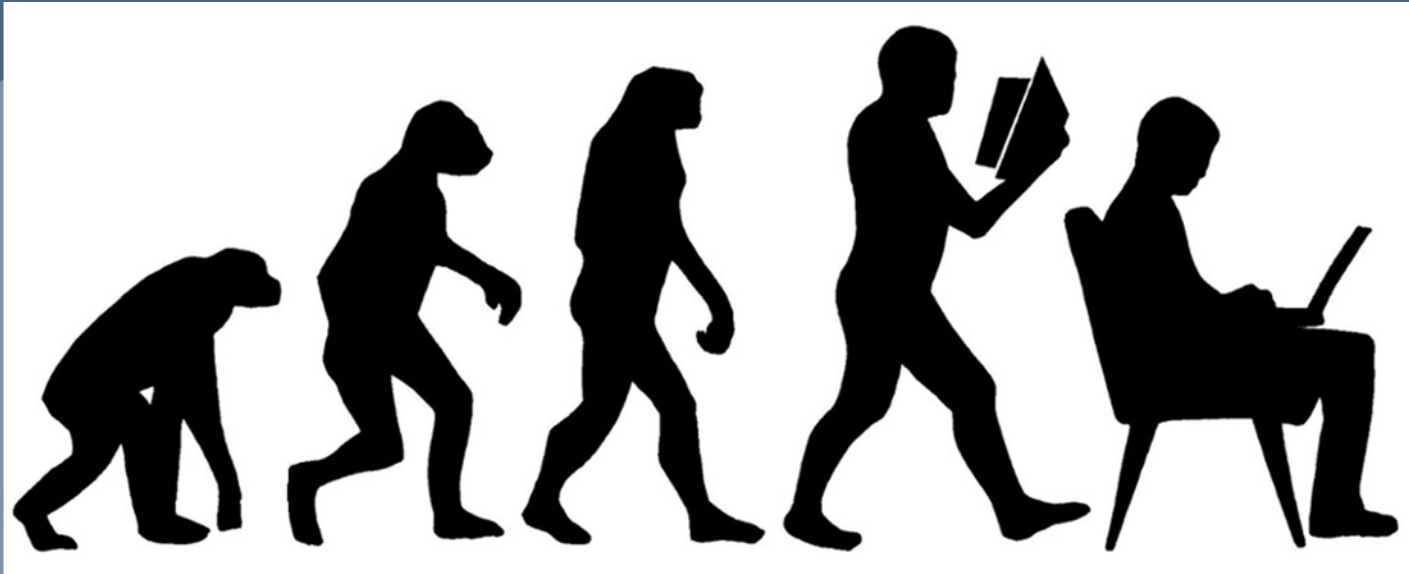
**What are some small steps  
you could take to bring  
CCMV into your  
organization?**



**Co-Creating Mutual Value for  
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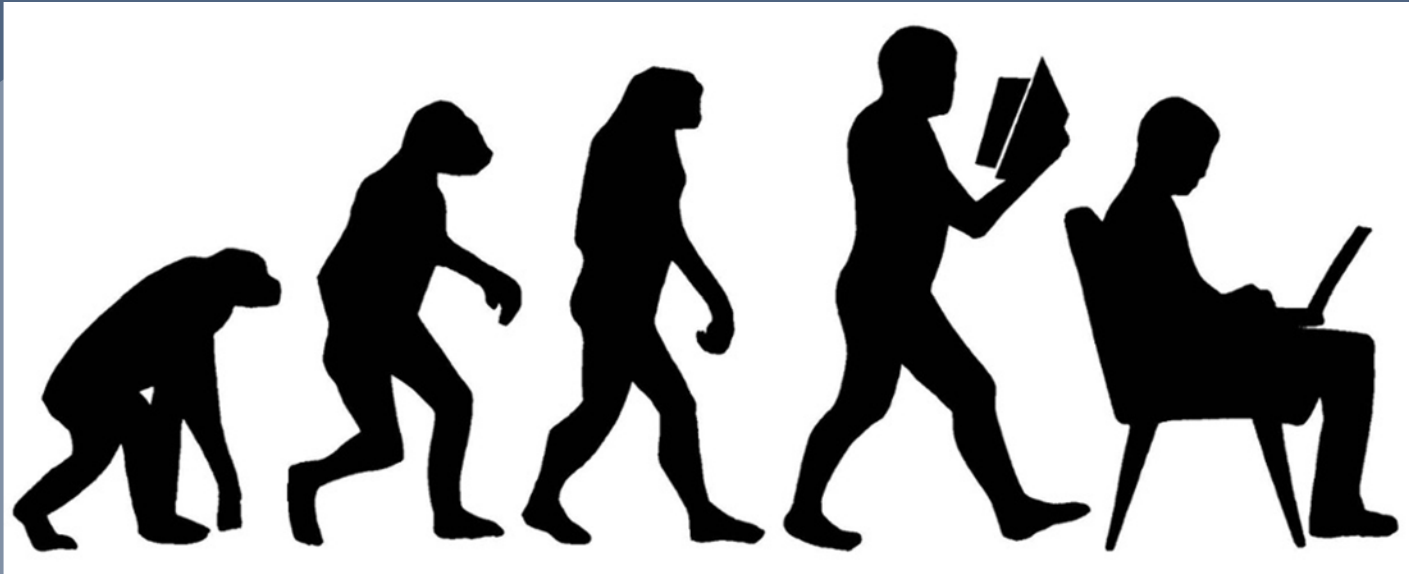




**Help This Evolve.**

**In chat, as you reflect on the past 75 minutes,  
what did you find particularly helpful,  
memorable, or meaningful?**

**What could we do to make this webinar better?**



## **Help Us Evolve**

**Connect us to potential organizational learning partners and donors.**



**Co-Creating Mutual Value for a  
World That Works for All  
with  
Courage and Conviction**

**Get in touch and connect with  
us on LI, Twitter, Facebook**

<https://www.ppicollaborative.org>

<https://www.linkedin.com/company/people-powered-innovation-collaborative>