

PRESENTATION OF CR NAVIGATOR - PRESENTING 5 YEARS OF BUILDING THE PLATFORM OF SUSTAINABLE IDEAS, BUSINESS TOOLBOX AND LIFESTYLE INSPIRATIONS,

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Abstract: **CR Navigator** is the multimedia platform dedicated to spreading the CSR ideals and to promoting strategic approach towards sustainable business. **CR Navigator audience** comprises of KOLs who preach and practice CSR in their everyday work: experts in various fields, the regulators, public sector, NGOs, consultants and media. **CR Navigator aims to** create a focus on responsible actions, best practices, cross-segment collaboration, tools and standards to encourage business to run and develop sustainable and competitive brands and companies. In a December 2012 **CR Navigator Balkans** was launched Ljubljana. The Balkan edition will contain articles from CR Navigator Europe and a selection of texts by regional authors.

Key words: CR Navigator, multimedia platform, CSR, CSR Balkans, social responsibility, sustainable business

PREDSTAVITEV PLATFORME CR NAVIGATOR - 5 LET GRADNJE PLATFORME TRAJNOSTNIH POSLOVNIH IDEJ, ORODIJ IN ŽIVLJENJSKIH NAVDIHOV

Povzetek: CR Navigator je multimedijška platform, ki je posvečena širjenju idealov DOP in promoviranju strateških pristopov k sonaravnemu poslovanju. Publika CR Navigatorja zajema strokovnjake, ki pridigajo in prakticirajo DOP v svojem vsakdanjem delu: strokovnjake z raznih področij, regulatorje, javni sektor, nevladne organizacije, svetovalne in javna občila. CR Navigator je namenjen osredotočenju na odgovorna dejanja, najboljše prakse, sodelovanje med segmenti, pripomočke in standard, zato da bi spodbujali podjetja, da bi poslovali s sonaravnimi in konkurenčnimi blagovnimi znamkami in jih razvijali. Decembra 2012 je začel delovati CR Navigator Balkans v Ljubljani. Balkanska izdaja bo vsebovala članke iz CR Navigator Europe in izbor prispevkov avtorjev z balkanskega območja.

Ključne besede: CR Navigator, družbena odgovornost, sonaravnost poslovanja, multimedijška platform, DOP, CSR Balkans

CR Navigator – brand for knowledge, community and trust

Promising Utopia

Central European branch of the GoodBrand Community entered a really interesting period in the short history of strategic approach in sustainable business. Seems like our region has grown up to understanding the wider responsibility of business and big organizations, to the stage of advanced integration of sustainability and biz strategy in one approach. The scene is gradually changing and demands more biz tools, more exchange of the ideas. Additionally we believe that our case can illustrate a good example of the relevant societal insight working for the benefit of a broad community, society. Let us present the case of our involvement in sharing the knowledge, as a good practice, when all the stakeholders are getting benefits from the initiative. We hope it may bring some inspirations for some other markets.

What is GoodBrand? An international sustainability and social innovation *think-and-do tank* with more than fifteen years of experience in developing strategies and creating programmes to build value for our clients and for the community. Founded in Britain by a group of marketing consultants, in Poland and CEE it was established in 2007 by communication specialists, marketers, strategic planners, researchers. We are a community of experienced professionals with track records in commercial organizations, research and advertising agencies, NGO's, assembled together around a shared desire to: "create value for the common good". Our ambition is *to thrive when our client partners and the society are thriving* thanks to our strategic advisory in developing sustainable enterprises.

When we've been developing the Polish branch of GoodBrand in 2007, main concerns of Corporate Responsibility were the recession and the subsequent ambience of uncertainty, which soon enough presented companies with new challenges. With consumers and companies focusing on their best interests – read: savings, savings, savings - the norms that until recently seemed starting to be well internalized, were about to undergo a serious test. The blow of

recession, shrinking media scene to obvious TV channel and growing role of internet/social media, seemed to let very limited space for another medium, even very niche by definition. At the same time the CR dispute was very limited to a group of experts and enthusiasts followed by positively thinking reformist crowd and old school philanthropists. Our deep belief that time was to go wider as the main chance to step out from the trap of “CSR club”. Wider means more experts involved as the subject is really wide, more solutions seeking, more lifestyle shift presentation, more bridge building between different *milieus*, as we discovered that each part of socially and environmentally oriented segment of the society has different understanding of the key terms of the social responsibility. Business has its own language, academics as well, NGO’s are a bit distant and not understanding both first ones, so as the journalists from majority of the media. We thought we need a platform allowing the dialogue to happen between the segments. We needed to go beyond the definitions and to start building the toolboxes and processes. Therefore the CR Navigator, from the beginning designed to be a community driver and community driven. Therefore from the beginning the idea not to limit ourselves geographically, because everywhere there are the practices we may find inspiring for our local reality. We have assumed we have a lot to share by ourselves, professionally, so as the other people, who quickly started to publish on our platform. We have also discovered that the point of view coming from people outside the CSR group of experts has a value, even more: it does have inclusive results for the people contributing to the debate, as the whole community likes sharing big time. This process of growth of the groups involved in social and environmental dimension of the shift, is taking place very rapidly, so our step was right on time. Can the small medium contribute significantly to such big process? Is it a utopian thinking? We cannot estimate what is a real role of CR Navigator in the CSR debate during last 5 years; however, we should point out that despite a serious crisis in media scene we have kept existing and providing the pulse of the process of development of the sustainable ideas and lifestyle. Furthermore – we have pointed to the milestones for this debate. Every quarterly was supposed to bring an important subject for the very particular moment of the sustainability dialogue. And by the selection of the subjects we hope we influenced the direction of this debate sometimes reflecting the trends, sometimes setting the azimuth for it.

The shift.

We were and still we are unavoidably facing the big wave of change – the confrontation with serious questions for the contemporary economy and social systems. What will be next? “More future less capitalism”, as protesters claim on the streets of Madrid? If we believe Slavoj Žižek’s observation that “the marriage of capitalism and democracy is over”, what is a new relationship coming up? Is there any? What it would really mean for our everyday life, everyday business? How to deal with growing *precariat* and how to preserve human dignity in the times of change? One can raise hundreds of questions of this kind. Mostly we don’t have the tools to describe the reality, and the change. Mostly the academic categorizations only try to catch the fast moving reality. Therefore it is crucial to bring together the main actors of the change and let them agree or at least confront the points of view. We don’t dream about solving the global challenges, but the dialogue of different opinions can be a good and necessary starting point to build any solution scenario. It sounds very basic or even banal, but without it, it is difficult to make any step forward.

As we believe that to change the reality you need to start the process of changes at your doorstep, we have invited to the project the partners who are in biz relations to us and to whom the issues of contemporary challenges are not irrelevant. We went to our business partners asking them how they match the problems of ethical consumption and changing consumerism. How do they deal with exclusion, in any context? What are the good practices they would like to share with the others to inspire new ways of educating the consumer or keeping the dialogue with them, as sometimes it seems the consumer is far ahead of the business in understanding the needs and challenges of nowadays. For instance how would the consumer react, when there is a feeling that we will have much less to share, when the number of people living at the bottom of the pyramid (Prahalad) is growing, but also the traditionally well-off part of the world living on the north may face a serious decrease of the standards of life we used to live in and treated like given forever. What to tell coming generations when they feel their dreams about the life at least as good as previous generations are cancelled. The lifestyle we love is creating a danger to this lifestyle as the resources are disappearing (Will Day). Maybe the main challenge of contemporary capitalism lies in social innovation, in integrating ethical sustainable products to increase the quality of life for people who live with less than 2 dollars a day? And to preserve resources... Does it sound like Utopia? You need a lot of brains working together to start resolving this puzzle. You need to start a dialogue to get prepared for needed social innovations. We started to treat our project as one of the necessary examples of social innovations in sharing the knowledge. Good starting point for everything in practice.

Value driven business – it can only grow, newsletter is not enough

Few years of presence on Polish CSR market had taken us to the conclusion that there was no proper communication among all the stakeholders that were involved in CSR process. Yes, we have observed a change in

the language, gradually there was this need for values presence in the everyday language of business, but even this environment, well equipped in analysis tools, needed others to mirror their change and to run the dialogue with. At the same time we saw a huge lack of knowledge about CSR combined with the desire to improve it. An idea of creating something that would facilitate this knowledge and would be a platform of communication between business, NGOs, academics and administration came to our minds. We wanted to start the newsletter but when we were analyzing the subject it seemed it was not enough. Either you think big and get a charismatic idea taking over many hearts and minds or you keep it small and reserved for a few. To bring different circles of opinion-makers together one needs to think big. So we have created the platform – a space of meeting between all stakeholders with ambition to build a community of people who care.

What exactly pushes the change?

When analyzing what stands for sustainability and its dynamic development especially in last few years, one phenomenon comes up to mind. Changing expectations. Expectations for credibility in the time of trust crisis, for sustainability in times of limited natural resources, for efficiency in the times of financial crisis, for innovation in times of competitive crisis, for values in everyday life in crisis of good life definition, for good communication based dialogue in times of chaos and information gaps... Expectations that have not been met and the ones that cannot be ignored anymore in the era we call “transparency terror”.

The term ‘stakeholder’ is also crucial – every-one of us stands for many social roles and more often we become active to get what we want from the government, business or anyone else. Power of stakeholders’ pressure makes the difference. Consumers, employees, internal shareholders, external stakeholders, society, watchdog’s, NGO’s looking for bigger effects in society, better environmental protection, social innovations, more effective resources management, more adequate social service, work – life balance, diversity, products that incorporate values of individuals and that support sustainable goals to bring comfort for the unprivileged ones and peace of mind to the less active but still aware consumer: the real melting pot of interests, ideas, motivations and one leading benefactor – the society.

Having all the above in mind, we’ve created details of the CR Navigator formula - the first multimedia platform on the Polish market dedicated to spreading the CSR ideas and to promoting strategic approach towards sustainable business by gathering stakeholders to enter the dialogue. Our audience comprises of KOLs who preach and practice CSR in their everyday work: experts in various fields, the regulators, public sector, NGOs, consultants and media, but also individuals whose life driver is a sustainable change. We aim to create a focus on responsible actions, best practices, cross-segment collaboration, tools and standards to encourage business to run and develop sustainable and competitive brands and companies.

We reach our stakeholders with five different channels of communications

Website, bilingual magazine (from 2013 also e-edition), weekly newsletter and social media are there. And the real life debates. The last ones, connected with leading subject of every edition, are fantastic community builders. These events we organize in partnership with business, are starting to be a great tradition already, good occasion to get experts around the important societal issue. Except an attempt to get more understanding of the issue, we try to step out from the encounter with some positive program of initiatives needed to undertake. It creates the main stakeholders dialogue over important issues, related to sustainable business, with KOL’s participation from every sector, to discuss and co-create future shape of the sustainability in discussed area. After 5 years we observe that the community is growing, many other debates and conferences apply for CR Navigator partnership, media support and content contribution.

Designed for CSR - sharing

The magazine has been available by far in two language versions, Polish and English. It aims at delivering information about the latest trends, tools and inspiration, as well as encouraging a continuous CR discourse amongst main stakeholders from different sectors: public, business, academic and non-governmental. Even if the companies still don’t run their social dialogue or at least the stakeholders panels, they have a chance to step into it while operating within this community. CR Navigator is designed as an expert forum for exchanging views and ideas related to corporate social responsibility. It wants to tackle important and relevant subjects and present them in a wider context. We are presenting the opinions, reviews, and analyses by the eminent strategic experts and CR specialists, publish case studies and interviews with CR leaders and theorists, but also with authorities from outside the CSR realm, who offer a broader cultural framework for CSR endeavors. We observe that especially in “sustainability oriented *milieu*” there is this need to share, bring inspiration to the others, and give some good advices to let the others not invent the wheel again and again. Every edition addresses a different issue and comes up with carefully designed interface for highly specialized know-how. Having in our DNA the “communication gens” we treat the form of the presentation of these sometimes difficult subjects, as crucial success factor. Therefore we have selected top graphic designers to help us to build the look of the platform. Therefore we decided to have some

lighter sections in our project, as diet suggestions or other elements of sustainable lifestyle. Learning how to grow salad or range eggs at your balcony does not necessary mean that you will start to do it next morning, but gives you an access to contemporary trends and opens your eyes on some important stakeholders insights in much more digestible way. And it brings some fun too.



MIKE THOMPSON

Easy? way to sustainability Prosta? droga do równowagi

TRZEBA ZWIĘKSZYĆ POZIOM ZRÓWNOWAŻONEGO ROZWOJU FIRM –
TO MYŚL PRZEWODNIA VII DOROCZNEJ KONFERENCJI EUROPEJSKIEJ
AKADEMII BIZNESU W SPOŁECZEŃSTWIE.

THERE IS A NEED OF GREATER INTERNAL INTEGRATION OF SUSTAINABILITY
IN COMPANIES – THAT'S THE KEYNOTE OF THE VII ANNUAL COLLOQUIUM OF
EUROPEAN ACADEMY FOR BUSINESS IN SOCIETY.

Rysunek 1 First issue - ethical consumer

So far we've published issues dedicated to (covers):

ETHICAL CONSUMPTION. In the times of crisis we've been discussing ethical consumerism issues, FairTrade, rising groups of ethical consumers such as LOHAS, ethics in advertising and media, food waste.

SOCIAL EXCLUSION. The second issue was dedicated to exclusion and social activation. It discussed socially engaged design, employment opportunities for the disabled, economic exclusion, age induced exclusion, but also exclusion of the immigrant communities or exclusion based on sexual/cultural orientation.

GOOD LIFE. The issue was dedicated to the contemporary definition of Good Life. We've been talking about how to increase the quality of life, what does it mean for us consumers, what for business, discussed phenomena such as „slow cities”, sustainable building, impact of the quality of our workplace on our lives, sustainable tourism and others.

SCENT OF MONEY. In this issue we covered relations between business sector and the NGO beneficiaries, boundaries for such cooperation, fundraising, how money can build and destroy, green-washing, and Poles' attitudes toward money or sustainable pricing strategy.

A BIT OF CULTURE. The fifth issue was undertaken in the broad context of sustainable investment, global eco-trends in usable art and design, but also in the context of culture as a leverage for city brands. We have pointed out that culture seems to be one of the first “gates to CR” for corporate world, many times not used at all.

IN DEEP WATER OVER WATER. We took a close look at water resource management and its sustainable usage, explored the consequences of management gap in that field, business engagement in water management, discussed the role of the Water Disclosure Project and others.

THE DECADE OF RESPONSIBILITY. In partnership with Responsible Business Forum (FOB) on the 10th anniversary of its existence in Poland we analysed the progress and evolution of CSR in Poland, and drew possible future paths for the sustainable business development. We also have run a national study portraying the position of CSR leaders in the business; the report commissioned by Responsible Business Forum was distributed together with this edition.

PROSUMER. In this issue we analysed many aspects of the major shift of consumer expectations and the growing importance of prosumerism. Post-prosumer is knocking to the shop doors. We've launched the new column: NGO's PoV to let more space for the opinions of the third sector in every debate.

FOOD. Issue dedicated to food and sustainable production, consumption and communication. Seems we enter the times when we question nearly everything connected with food and nutrition. Where is the truth? Why natural yoghurt is not so natural, how to manage food waste and how to support sustainable agriculture – these were only a few food related topics discussed in the magazine.

SUSTAINABLE HOUSE. How to run a sustainable household, how to grow your own balcony garden, why passive house is still in the very early stage of development, how to design your interiors for healthy and sustainable living: answers for many questions related to personal responsibility towards the other, the planet, and the future.

How it works on every day basis?

The website provides hottest news, short interviews, photos and video materials and CSR library (reports, standards, e-books etc.). We've also started cooperation with business partners, who can communicate their best practices on our website – only credible, verified practices can be involved. Our plan goes far beyond just a web library, news provider and a toolbox; however as the project is mainly based on subscriptions and fundamental donations from GoodBrand CEE we develop next stages probably slower than our innovative temperament would dictate.

Social Media is an obvious way of reaching stakeholders and engaging new users to share their opinions and information. As we are getting together on the basis of shared values it is much easier to promote our events and initiatives. We reach our stakeholders with most popular and useful from our perspective (and aimed target group) social media. We are on: Facebook, Twitter and recently starting up the Linked in. We've started with Twitter when it wasn't popular on Polish market and until now we've managed to reach five times more followers than the Responsible Business Forum - non-governmental think – and do tank in PL gathering all major business partners re CSR. Via all of the social media we reach more users with our content and as it appears, we reach not only CSR specialist of people engaged in the sustainability agenda, but also consumers who's individual values lead them to seek for detailed and specialized information on sustainability and ethical consumption.

We at GoodBrand are committed to expand the CR Navigator as we feel this is the part of our mission of knowledge sharing and community building. It is a great channel to spread good practices among the businesses' and NGO's world, fantastic opportunity to educate our biz partners and to let them educate some other parts of the society. We also have a floor to present our expertise and a passion for a change without dominating the space and overexposure of the publisher. We invite and introduce practices of the companies and experts working in competitive businesses. Somehow the CR ambience creates a good climate for coexistence for common good. At least this is what we observe during our debates and panel discussions.

From the very beginning we've been very unique independent strategic media platform dedicated to the CSR matters only, and until now not much has changed on that particular field. Other media undertake the sustainability issues every now and then, as obviously they cannot avoid the trend, and try to keep the readers informed. So since the sustainability is absolutely everywhere, we try to be a compendium also for other media. We collaborate with electronic media (TV, radio) and regularly get into cooperation with other magazines. More education means more responsiveness for the contemporary challenges, more educated clients, more advanced consumers/stakeholders.

We have always tried to keep the highest standards of the sustainable dispute. We've been working with many big names from local and international markets, such as Chuck Gerba, Philip Kotler, Mike Thompson, Janina Ochojska, Christian Conrad, Jakub Wygnański, Scott Badbury and many others. We've also created within all the sectors a wide web of contributors and partners who supports CR Navigator's strategic goals and its brand awareness. Seems we were and are lucky to have a lot of friends creating with us this Community.

How it is? (from our biz partners POV)

CSR business has changed dramatically over last few years. We were starting in the times of relatively unstable prosperity, when the companies were seeking for new ways of differentiation and building competitive advantage nearly the traditional way including their growing interest in corporate community involvement and sustainable growth. Now the dynamics are dangerous. Companies are cutting their CSR budgets dramatically, and reducing the

scope of their CSR strategy to the necessary minimum. That looks like another wave of cleaning up the scene. No unnecessary spending, more clever short term and long term investments. With financial turbulences and a recession around the corner, the business environment started to get more convergent and sometimes the sustainable competitive advantage seems to be the only winning factor in some categories. It works on imagination of the biz partners' big time. And generates more demanding and better educated in benefits of corporate responsibility partners. That was the point where business had to come back to CSR again. But not CSR understood as spending money, costs, but understood as saving money. Understood as a way of regaining credibility and consumers' trust.

Another factor playing role here is responsibility – who had created a religion out of the economy, who was getting most profits from such set-up? Financial sector was the one to be pointed to as guilty and was losing trust among the consumers the most. When the western societies overall trust brands on the level close to 40% (BRIC's – 80-85%) we are facing fundamental problem of growing the gap between consumers and the business. Especially in finance segment. At the end of the day this polarized scheme of “those who buy” and “those who have money and sell” seems to be working very strongly for lower trust and growing radicalism of our fragmented societies.

To complete the picture: On the other hand we find the raising discussion on social exclusion and on defending some elements of the European (western?) life style, on pauperization of the lower middle class across Europe, unemployment (especially among young skilled graduates), shout for some social innovations. Business world starts to think not only in the terms of CSR or in more advanced strategic examples of different forms of creating shared value, but it also undertakes the agenda of social innovations. It can only reinforce our motivation to expand the community of experts and to grow the CR Navigator idea to respond to this trend.

New year, new plans, new audiences - We go for all the Europe and Academia

Our main ambition for the coming years is to grow the community and allow the CR Navigator stakeholders to draw maximum from the uniqueness of our community. That means inspiration for best practices, expertise when needed, tools - relevant to the needs, necessary contacts when required. We will expand to e-magazine form to be available on tablets. We will grow the community basing on our international partners, in particular in Balkans, starting from Slovenia, in Czech Republic and in Germany. Jointly we will publish a European version of our project. We will also reinforce our relationships with various academic centers in Europe to have an access to new growing generation of sustainability enthusiasts and to provide them with variety of inspirations from the top quality level. Also our business partners will be able to get insights from all markets they operate in the region. We will keep our 'winwin' scenario consequent to the end.

CR Navigator Europe is going to be a premium joint project by teams from different European markets that will provide CR and sustainability case studies, interviews with European experts, analyses of CR and sustainability strategies, presentations of social innovations. CR Navigator Europe will be published in English and available on tablets. It will be created in partnership with CSR Europe to keep our stakeholders informed on most recent initiatives across EU.

CR Navigator Science is a scientific international magazine designed and produced in cooperation with the Centre of Leadership and Corporate Social Responsibility of University Mikolaj Kopernik of Torun. This project will provide a selection of articles on CSR, opinions research and analyses by renowned academics (50% from global authors). It will be distributed together with regular CR Navigator; it will target both the academics and students worldwide, as well as the current CR Navigator readers. Authors who will publish their texts in CR Navigator Science will be given science records needed to further their scientific and academic careers. On the other hand digestible theoretical content about sustainability will spread amongst new audiences and increase potential transfer of knowledge between academic and private sector, which is a goal for the economy and EU priority.

All the initiatives and efforts we undertook over last years of activity, work for building the trust between sectors in order to build the sustainable growth of the society in the most successful way. We believe that our social innovation works additionally for one characteristic the societies in Central Europe are missing – the social capital, especially the bridging social capital (R. Putnam). Here the sustainability meets most serious challenges our societies face in their future growth. Without trust and ability to get organized around common goals – that can be converted into the social capital - we will only face difficulties in our development. We hope that our initiative at least builds an environment helping the solutions to come alive.