


STRATEGI BAGI KEBERLANJUTAN BISNIS DI MASA DEPAN



**NGARIUNG MITRA CSR
JUMAT 21, JUNI 2024**

Thendri Supriatno

Chairman CFCD Foundation and Shared Value Institute

CSV Introducer

CSV Was Introduced by Mark Kramer and Michael Porter in 2011

Professor at Harvard Business School, and the founders of the consulting firm The Monitor Group and FSG, a social impact consultancy.



**Michael
Porter**



**Mark
Kramer**

Co-Founder FSG, Senior Fellow, CSR Initiative at Harvard Kennedy School of Government

CREATING SHARED VALUE

- An approach to business
- Interdependence between business success and *societal progress*.
- A framework for creating economic value, while simultaneously addressing social needs and challenges
- Results from policies and operating practices
- Enhance the competitiveness
- Simultaneously advancing the economic and social conditions in the communities



CSV and Corporate Strategy.

- Traditionally, businesses focus on generating profits
- Addressing social and environmental issues through CSR initiatives.
- CSV takes a broader perspective. Businesses can ***create economic value*** in a way that also addresses social and environmental challenges.
- CSV finds new opportunities for ***competitive advantage*** by beginning to think about social issues as part of their overall ***corporate strategy***.



Business Can Engage With Society In Three Ways

Corporate Philanthropy

“Giving Back”

*Business must fulfill
**community
obligations***

Corporate Responsibility

**“Minimizing harm to
society and the
company”**

*Business should be
responsible*

Shared Value

**“Finding business
opportunities in
social problems”**

*Business can **solve
social problems** to
**increase profits and
gain competitive
advantage***

*Past efforts have emphasized the friction
between business and society instead of the synergy*



CSV vs CSR

01



Shared value is *different from* concepts such as CSR, corporate sustainability, business ethics, or values-based leadership.

02



Shared value is not social responsibility or philanthropy, but *a new way* to achieve economic success.

03



Shared value as a *bridge* between the *self-interest* of companies and *societal progress*.

04



CSV : improving productivity thru innovation, and other corporate resources to create economic value added

Conclusion: CSV IS and IS NOT

SHARED VALUE IS

Creating economic value
by creating social value

Using capitalism to
address social needs

A new way to achieve
economic success.

It's a business case !



SHARED VALUE IS

NOT

Sharing value already
created (like CSR)

Personal Value
(faith)

Balancing the interest
of stakeholders

Social responsibility or
philanthropy

HOW TO START CSV ?

Identifying and addressing *social issues* and *environmental concerns* in the *core business strategy and operations* of a company.



**Businesses can create value for themselves
and society by focusing on three key ...**



Shared Value Operates at Three Levels

1

Reconceiving Products and Markets

- Meeting societal needs through products
- Addressing “underserved” customers

2

Redefining Productivity in the Value Chain

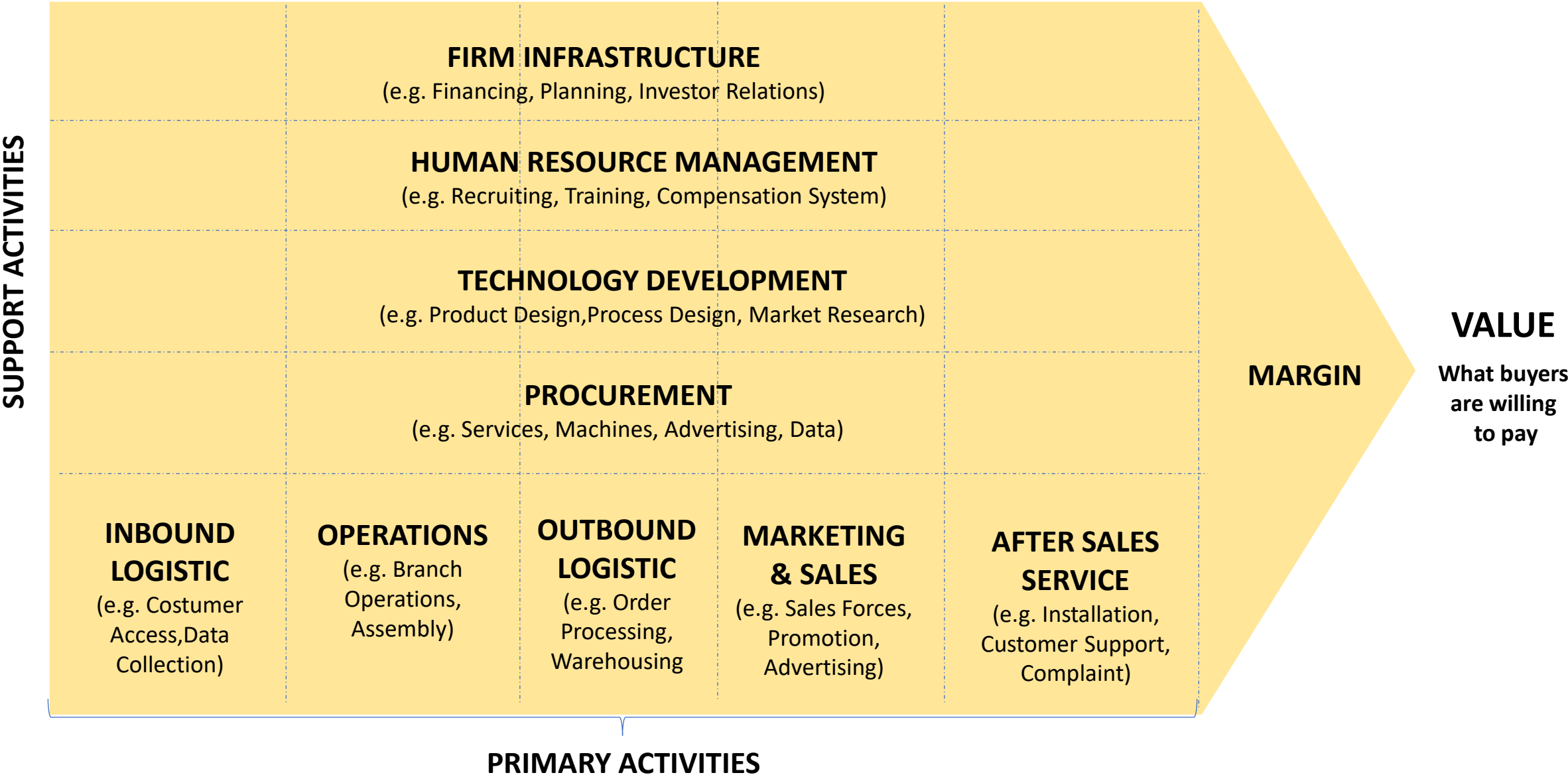
Changing practices in the value chain to drive productivity

3

Enabling Local Cluster Development

Improving the communities where a company operates to boost productivity, innovation, and growth

Points Opportunity





1.Reconceiving products and markets

Identify and develop innovative products and services that address ***unmet societal needs*** or challenges in ‘**underserved communities**’, such as Nike “Cheap” version (Affordable to serv new markets)

2. Redefining productivity in the value chain



Improve competitiveness and sustainability by optimizing value chain operations (reducing costs and environmental impacts while ***enhancing social conditions throughout the supply chain***), such as:

- a. ***Sustainable resource utilization*** (working with suppliers to create shared value by promoting fair trade, or reducing waste and emissions).
- b. ***Collaboration and integration*** (shift towards value chain management, streamline operations to improve productivity)
- c. ***Value creation*** (productivity assess based on the value created for customers and other stakeholders)

3. Enabling local cluster development

- ***Requires a collaborative effort*** between various stakeholders (government, industry associations, private sector) to foster competitive clusters that drive economic growth, innovation, and job creation
- ***Creating an environment that supports the growth and competitiveness of clusters*** (suppliers, service providers, and other institutions in a related industries).
- ***Actively engaging*** with local community groups to support economic and creates a favorable business environment universities, governments, non-profit organizations

(Kerja sama dengan Peternak sapi, salah satu contohnya)



Some key strategies to enable local cluster development:

- a. **Cluster mapping and analysis**, identifying firms, and supporting institutions that make up a each cluster.
- b. **Strengthening collaboration and networking** among firms and institutions within the cluster
- c. **Infrastructure development** (digital infrastructure, transportation networks, etc)
- d. **Access to finance** and business support services for cluster firms.
- e. **Collaborate with local educational institutions** to equip individuals with the skills required to create workforce to support the growth and innovation of cluster firms.
- f. Market access and export promotion
- g. Etc..





CSV Case Study

Lets Duscuss...

BRAIN STORMING

Dari penjelasan dan Study kasus diatas :

- *Direktur, Divisi atau Departemen apa saja yang harus dilibatkan agar CSV Program dapat terlaksana dengan sukses ?*

- > *Apakah Sudah memiliki sistim kerja atau SOP dalam pelaksanaan CSV di Perusahaan Bapak ?*

CSV harus dikoordinir oleh Dirut !!!

Mari Kita Bahas:
Bagaimana CSV dalam
Formulasi Pupuk Organik
untuk memenuhi permintaan
Petani Nanas..
Departemen apa saja yang
harus dilibatkan ?



Sugar Cane Factory Strategic Value Creation Model

Sustainability Threats Factors

- ❖ Penyusutan lahan pertanian (tebu)
- ❖ Berkurangnya petani di pedesaan yang berminat menanam tebu
- ❖ Regenerasi petani Tebu,
- ❖ Distrust dari petani mitra (APTR) dalam pengukuran rendemen.

- Melatih cara bertani tebu
- Memberikan kredit kepada keluarga petani tebu dan buruh tani setempat untuk menanam tebu, dengan bimbingan petani mitra PTP
- Membeli alat pengukur rendemen baru yang lebih akurat
- Pengukuran Rendemen dilakukan bersama-sama petani

Case Study: Walmart Logistic Management



Walmart is **reducing transportation costs and helping sustain the livelihoods of small-scale farmers** in the US and emerging markets by working to source produce for its stores locally and by providing training and support to farmers near store locations.



Business Goals

- **Reduce transportation costs** –in the US Walmart has already cut 100 million miles from delivery routes saving the company \$200M in fuel costs
- **Reduce food waste** - goal of 15% in emerging markets and 10% in US by 2015

Social Goals

- Increase income of small and medium farm suppliers by 10 – 15%
- Reduce waste and carbon emissions
- Provide low-cost, healthy food for Walmart customers – goal is to sell \$1B in locally-grown produce by 2015

Primary Activities Value Chain

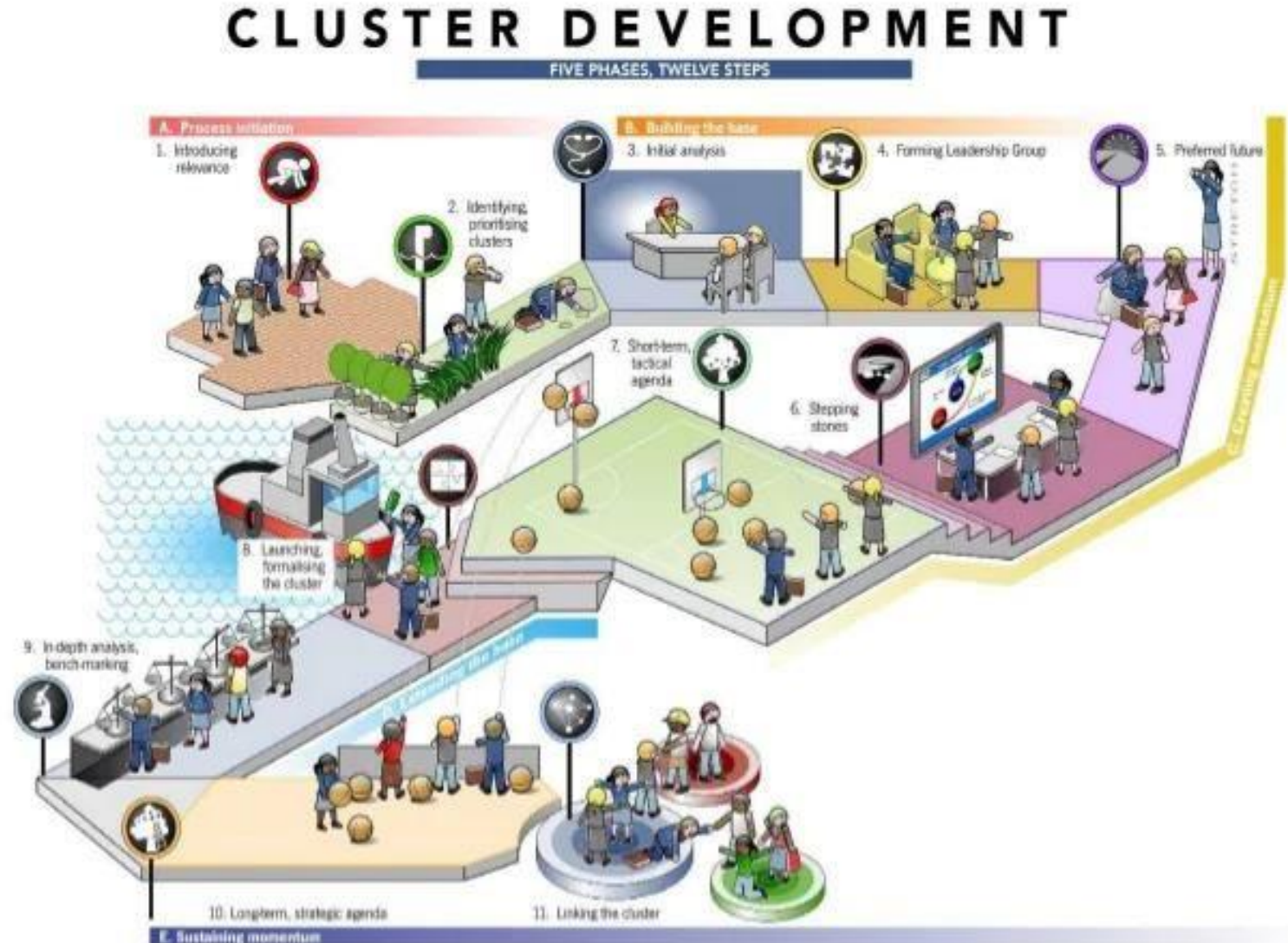
Activity	Implementation
Inbound Logistic	<ul style="list-style-type: none"> - Distribusi produk ke toko-toko dari 42 pusat distribusi. - 10.000 item lini produk yang diproduksi oleh lebih dari 1.000 pemasok.
Outbond Logistics	<ul style="list-style-type: none"> - Preferred method for customer to transport their product themselves.
Operations	<ul style="list-style-type: none"> - Beroperasi di lebih dari 40 negara, 208 perusahaan dijalankan sendiri di 26 negara. Dan toko-toko lainnya dioperasikan oleh franchisee. - IKEA tidak memproduksi produknya sendiri
Marketing and sales	<ul style="list-style-type: none"> - Ditargetkan untuk keluarga dengan pendapatan rendah, pelajar dan single. - Low Price - Lingkungan toko ramah keluarga.
Services	<ul style="list-style-type: none"> - Informasi disediakan melalui katalog dan display. - Layanan bantuan mandiri - Rendahnya jumlah asisten penjualan di toko-toko.



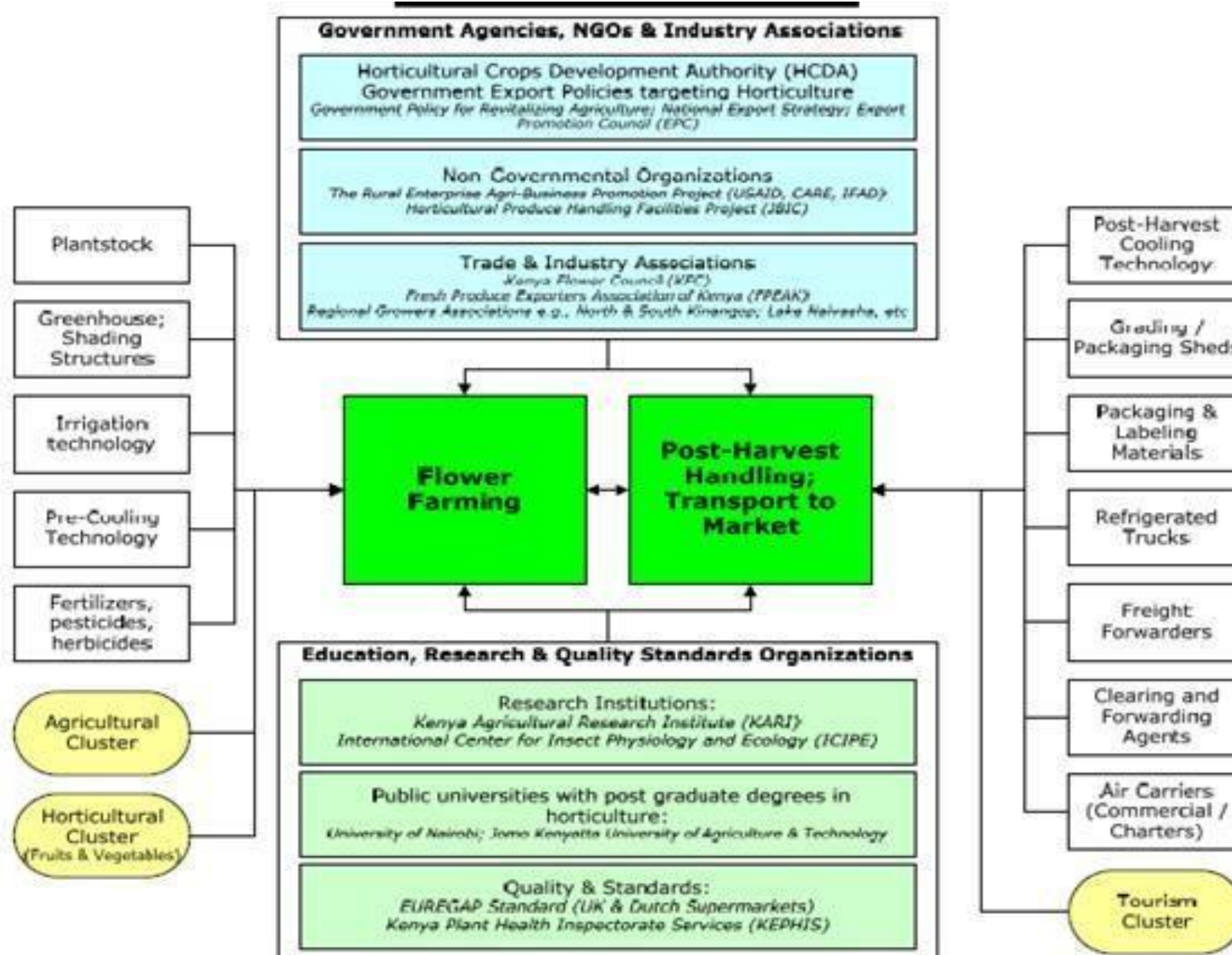
3

Mendorong Pengembangan Kluster Lokal

- Kluster lokal yang kuat dengan **supplier lokal dan kelembagaan yang mempunyai kapabilitas** dapat **meningkatkan produktifitas** perusahaan
- Perusahaan dengan **bekerja secara kolaboratif** dapat melakukan **perbaikan pada kluster lokal dan lingkungan bisnis lokal**
- Pengembangan **kluster lokal** dapat **memperkuat keterkaitan** antara keberhasilan perusahaan dan masyarakat



Local Cluster Development; Bunga Potong di Kenya



Studi Kasus: CISCO Networking Academy

• Masalah dan Inovasi Bisnis

- **Pertumbuhan Cisco dibatasi** oleh jumlah administrator jaringan yang terlatih di seluruh dunia
- Hasilnya, Cisco mendirikan **Networking Academy**
 - Mengembangkan **program pembelajaran jarak jauh** yang menggabungkan kurikulum berbasis web dengan instruktur lokal dan fasilitas laboratorium
 - **Bermitra** dengan mitra kerja dari industri, sekolah, pemerintah, dan universitas
 - Berfokus pada **kawasan yang secara ekonomi terbelakang** di berbagai belahan dunia

Social Impact

- Lebih dari **10.000 Akademi didirikan** di 50 negara bagian dan 165 negara di dunia
- Lebih dari **4.000.000 siswa telah dilatih**
- Lebih dari **70% telah mendapatkan pekerjaan baru, pekerjaan yang lebih baik, tanggung jawab yang meningkat, atau gaji yang lebih tinggi**

Business Impact

- **Mengurangi kendala utama yaitu tenaga kerja** bagi pelanggan Cisco
- Siswa menjadi **akrab dengan produk Cisco**
- **Memperkuat hubungan** dengan pemasok utama, bisnis lokal, dan pemerintah

Shared Value to Product and Consumer



Adidas has partnered with Nobel Laureate Muhammad Yunus' micro finance organization, Grameen Bank to **manufacture a low-cost shoe for the poor in Bangladesh.**

"The shoes will be cheap and affordable for the poor, besides it will protect people from disease," said Yunus.

This program is a **perfect example of the shared value principle** both for Adidas and for the Grameen Bank.

Redefining Productivity in Value Chain & Enabling Local Cluster

Outsourcing Kegiatan Low Value
Added ke Pihak Ketiga :

**Proses Linting ke
Koperasi di berbagai
daerah marginal.**



PT HM SAMPOERNA Tbk.

Value Created for Community :

- Menciptakan pertumbuhan ekonomi daerah miskin.
- Pertumbuhan moda transportasi (angkot, ojek dsb)
- Peluang usaha baru, spt warung makan.

Value Created for Sampoerna :

- Menghilangkan resiko demo buruh (risk management)
- Biaya lintingan tidak berubah, relatif stabil.
- Pengurangan araman angkutan logistik dan distribusi
- Pabrik dikonversi menjadi office complex, higher price.

CASE STUDY: CSV “GO-JEK”

- Gojek, create an innovation through using new technologies, operating methods, and management approaches

CREATING A BIG BUSINESS

- Creating competitiveness of its businesses
- Improve driver's productivity
- Expanding the total pool of economic and social value
- Better connecting companies' success with societal
- Improvement, it opens up many ways to serve new needs (Go Food, Go Box, Go Clean..etc)
- Gain efficiency,
- Create differentiation, and expand markets.

CSV or CSR ?

- Provide Green Jacke : CSR or CSV ?
- Provide Helmet : CSR or CSV ?



Case Study: “Go Jek”



Creating Value:

- Menciptakan sistem/teknologi aplikasi yang Cepat (mempertemukan ojek dan pengguna)
- Menciptakan rasa Aman bagi penumpang (trust)
- Lebih dapat dipercaya
- Lebih diandalkan (timelines)
- Lebih murah ? (koq bisa ?)>>>Pengojek mendapat penumpang lebih banyak>>> pendapatan pengojek/per orang lebih tinggi, dibanding sebelumnya
- Lebih profesional, ramah, mungkin tdk wangi, tapi bajunya rapi dan tdk bau asem

