

# Three Levels of Shared Value

Shared Value Action Plan Framework

## 1. Reconceiving Products and Markets

- Meeting societal needs through products
- Addressing unserved or underserved customers

### Opportunities

- Financial access
- Health and nutrition improvement
- Energy efficient product development
- Reaching underserved markets
- Education and learning product development
- Affordable housing

## 2. Redefining Productivity in Value Chains

- Changing practices in the value chain to drive productivity through better utilising resource, employees, and business partners

### Opportunities

- Energy/resource efficiency
- Agricultural development
- Limiting emissions and waste
- Value-added procurement
- Worker safety and health
- Local sourcing
- Last-mile distribution

## 3. Enabling Ecosystem Development

- Improving the available skills, supplier base, and supporting institutions in the communities where a company operates to boost productivity, innovation, and growth

### Opportunities

- Community development
- Workforce development
- Education and skill-building
- Local institution and government capacity-building
- Behavior change campaigns
- Human rights strengthening