

SHARED

VALUE

ACTION

PLAN

FRAMEWORK

RESOURCES GUIDE



**LEADING DEVELOPMENT
OF SHARED VALUE IN AUSTRALASIA**

Developed in partnership between
the Shared Value Project and DiUS



INTRODUCTION

The Shared Value Action Plan Framework is a tool to help you ideate shared value projects, and to work through the key implementation considerations.

It starts with identifying a social issue that impacts your business and the associated problem you are trying to address, and then demonstrates how the project aligns to your company's purpose and strategy. By exploring the activities required to bring the project to life, you can identify any critical assumptions and the steps that need to be taken to validate them.

The framework is designed to help professionals focussed on shared value to get started with new projects. Larger organisations may already have innovation functions in-house who are already familiar with using some of the tools and techniques outlined in the guide. We encourage you to seek out collaboration opportunities across your organisations, and to bring the shared value lens to its innovation efforts.

Shared value is a business strategy that generates reciprocal benefit to businesses and society.

Established by Harvard Business School professors Michael Porter and Mark Kramer in 2011, shared value is defined as a set of policies or practices that allow businesses to maximise their revenue and enhance competitiveness whilst simultaneously improving the social and economic conditions in the communities where they operate.

Creating shared value goes beyond philanthropy and corporate responsibility – it puts business opportunities and growth at the centre of addressing societal needs.

Shared value is a framework for businesses to create economic value by identifying and addressing social problems that intersect with their business. In doing so, businesses are able to unlock new ways to serve needs, improve business efficiency, expand markets and gain competitive advantage. Shared value can also bring scale and impact to the work of not for profit (NFP) and community organisations through partnerships with businesses where the interests of the organisations are aligned.

REFERENCES

Porter, M.E. and Kramer, M.R. (2011).
Creating shared value.
Harvard Business Review

Introducing shared value projects into an organisation is a form of innovation - solving a problem in a new way.



Consider these two broad approaches to innovation:

- 1 **Back one project**
Put all of your resources into it, and hope that it works out.

OR

- 2 **Make multiple smaller bets**
Test each one, and increase investment in each initiative only as they demonstrate promise.

The latest thinking around innovation advocates the latter approach of making multiple small bets, and conducting targeted experiments to validate the assumptions and hypotheses inherent in each of these projects.

An [innovation portfolio](#) (Humble, Molesky and O'Reilly - Lean Enterprise) provides a useful visualisation of the lifecycle of initiatives - the concept being that we should start with many ideas at the 'explore' stage, and then be disciplined about killing off those that aren't proving to be viable, feasible and desirable, and also recognising that even successful projects eventually lose their relevance and need to be retired.

As you work through the canvas, additional tools and resources relating to the various steps have been provided to further support the process. We hope this framework is a useful tool to guide and activate your shared value projects.



Case Study

Check out the NAB Assist case study [here](#) to see the canvas in action.

GETTING STARTED

This framework outlines a logical sequence to approach each step of your innovation journey, starting with the strategy and working through to the project details.

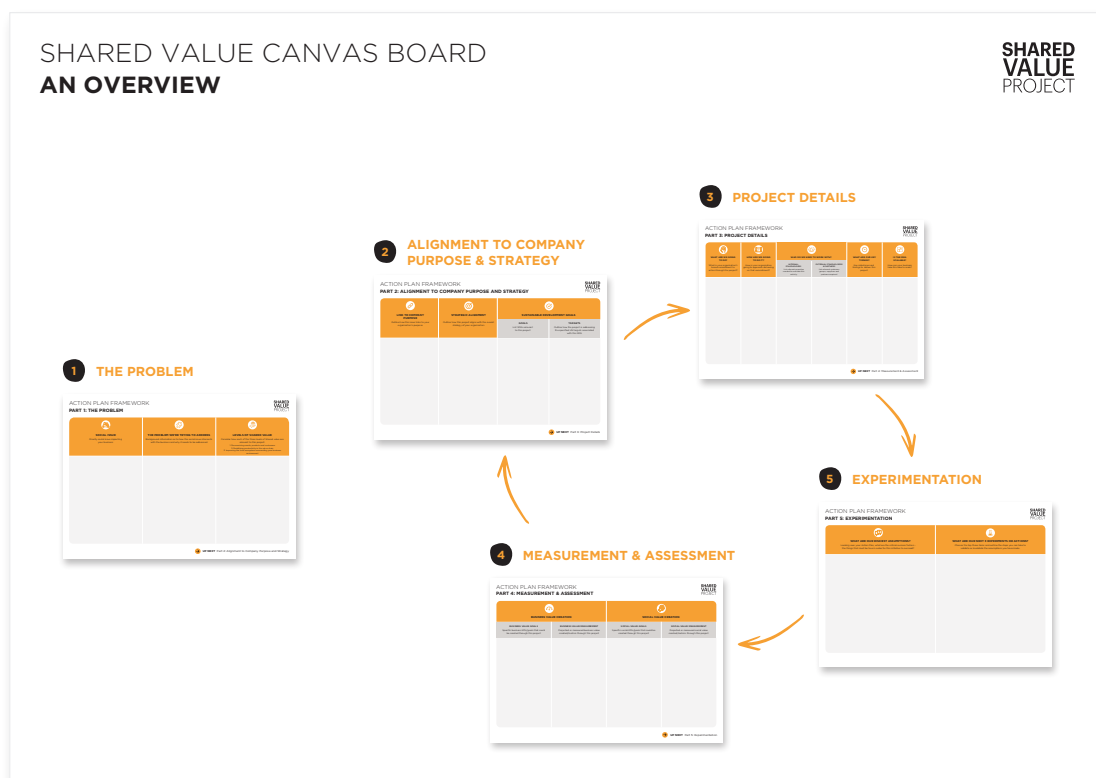
Keep in mind that innovation is an iterative process. As your thinking and exploration evolves, loop back and see how each previous step is influenced and update them as need be e.g. a change in the project details or measurement sections might change how you explain the ways the initiative links back to the company purpose.

This becomes especially important as you undertake experiments that either validate or invalidate the hypotheses and assumptions you made while initially forming the idea.

Whilst the framework has been mapped out in a logical sequence, we encourage you to adapt the order in which you tackle each canvas to best suit your needs.

Shared value projects don't always start with a social issue in mind. Sometimes they start with a particular business need, or by taking a look at what assets and resources an organisation has to work with, and then building a project from there.

Each step of the framework has been laid out as a canvas to make it easy for you to print out and collaborate with your colleagues. This is often the best way to unlock the best ideas and to keep everyone aligned.



PART 1

THE PROBLEM

Providing clarity around the goal of your initiative is essential for aligning people’s thinking, and also for maintaining focus.

To identify your opportunities for impact, start by asking these two key questions:

- What social issues does my business intersect with?
- What social conditions does my business depend on?

Seek to identify the core social issue or condition impacting your business.

If you identify more than one, then set up separate versions of the canvas to explore potential responses to each social issue, unless they make sense to tackle through the same project. By capturing them on separate canvases you can focus your thinking, project planning and experiments.


Exploring the three levels of shared value can help expand your thinking to identify new approaches and opportunities:




1. Reconceiving needs, products and customers - can you address societal needs, or provide products to unserved or underserved customers?
2. Redefining productivity in the value chain - are there ways you can approach things differently and more productively?
3. Improving the local ecosystem surrounding your business environment - how can you improve the skills and quality of your local suppliers whilst encouraging innovation?


This [overview](#) outlines some of the areas of opportunity related to each level.

SHARED VALUE CANVAS BOARD

PART 1: THE PROBLEM



 SOCIAL ISSUE <small>Priority social issue impacting your business</small>	 THE PROBLEM WE'RE TRYING TO ADDRESS <small>Background information as to how the social issue intersects with the business and why it needs to be addressed</small>	 LEVELS OF SHARED VALUE <small>Consider how each of the three levels of shared value are relevant to this project:</small> <ol style="list-style-type: none"> 1. Reconceiving needs, products and customers 2. Redefining productivity in the value chain 3. Improving the local ecosystem surrounding your business environment

 **UP NEXT** Part 2: Alignment to Company Purpose and Strategy



PART 2 ALIGNMENT TO COMPANY PURPOSE AND STRATEGY

If purpose is the why, then shared value is one of the tools to deliver on the how.

A key characteristic of effective shared value projects are that they form a direct and powerful connection between an organisation’s purpose and its strategy.

They make our aspirations for the creation of positive social impact tangible and real in the context of what the organisation actually does.




The Sustainable Development Goals (SDGs) provide us with a common language to help communicate the strategic alignment of our initiatives. They also give us access to inspiration on the various ways that particular types of challenges can be approached, based on what others have tried. Your organisation may have already done some analysis on the SDGs most aligned to its business strategy, which should form an important input to this step.


The United Nations has a dedicated [website](#) providing an overview of the SDGs. The [SDG Compass](#) takes a more action-oriented lens and provides examples of key business actions and solutions.

SHARED VALUE CANVAS BOARD

PART 2: ALIGNMENT TO COMPANY PURPOSE AND STRATEGY

SHARED VALUE PROJECT

 LINK TO COMPANY PURPOSE <small>Outline how this issue links to your organisation's purpose</small>	 STRATEGIC ALIGNMENT <small>Outline how this project aligns with the overall strategy of your organisation</small>	 SUSTAINABLE DEVELOPMENT GOALS	
		GOALS <small>List SDGs relevant to this project</small>	TARGETS <small>Outline how the project is addressing the specified UN targets associated with this SDG</small>

 **UP NEXT** Part 3: Project Details



PART 3 PROJECT DETAILS

As you shift from thinking about strategy to focusing on action, there are several tools that can help you explore and unpack your ideas.

Value Proposition Canvas (Strategyzer)

Understand the jobs, pains and gains of your ‘customer’, and then match them up with what your project is seeking to provide.

A customer could be a beneficiary, but could also be a key stakeholder, or anyone else who stands to get value from the project. It is important to consider the value proposition for every key ‘customer’ group.

Business Model Canvas (Strategyzer)


This expands on the Value Proposition Canvas to include all of the essential building blocks of a business, allowing you to model out what you will deliver and how you will do it. As you go through this process, consider “the three key lenses of innovation” as coined by IDEO - Desirable (do people want it?), Feasible (can we actually do it?) and Viable (does it make financial sense?).






These variants of the Business Model Canvas have been adapted specifically for purpose-led organisations:


- Mission Model Canvas (Strategyzer)
- Shared Value Canvas (Cockburn, Preston and Ryan)

SHARED VALUE CANVAS BOARD

PART 3: PROJECT DETAILS



 WHAT ARE WE GOING TO DO? <small>What is your organisation's broad commitment to action through the project?</small>	 HOW ARE WE GOING TO DO IT? <small>How is your organisation going to approach delivering on that commitment?</small>	 WHO DO WE NEED TO WORK WITH?		 WHAT ARE OUR KEY TIMINGS? <small>Key milestones and timings to deliver this project</small>	 IS THE IDEA SCALABLE? <small>How can your business take this idea to scale?</small>
INTERNAL STAKEHOLDERS <small>List relevant expertise needed to activate this activity</small>	EXTERNAL STAKEHOLDERS & PARTNERS <small>List relevant customer groups, suppliers and partners required</small>				

 **UP NEXT** Part 4: Measurement & Assessment



PART 4 MEASUREMENT & ASSESSMENT

Measurement of outcomes can be challenging. This is especially true for measuring outcomes in a shared value context.

It is not as simple as counting the number of visits to a website or profit generated.

The [member portal](#) on the Shared Value Project’s website has several useful resources related to measurement, including the workbook [Shared Value Measurement](#) compiled by Andrew Hamilton and Phil Preston. Taking the time to work through what your success metrics are can really distil your thinking. And being realistic about how these will be measured may introduce important considerations into your project plan.

Any assumptions you make around measurement can be good candidates for experimentation in the next step of this framework.

SHARED VALUE CANVAS BOARD PART 4: MEASUREMENT & ASSESSMENT				SHARED VALUE PROJECT
BUSINESS VALUE CREATION		SOCIAL VALUE CREATION		
BUSINESS VALUE GOALS Specific business KPIs/goals that could be created through this project	BUSINESS VALUE MEASUREMENT Projected or measured business value created/metrics through this project	SOCIAL VALUE GOALS Specific social KPIs/goals that could be created through this project	SOCIAL VALUE MEASUREMENT Projected or measured social value created/metrics through this project	

➔ UP NEXT Part 5: Experimentation

PART 5 EXPERIMENTATION

It's impossible to know all the answers upfront. Only by creating opportunities to receive feedback from your end customers and internal stakeholders will you be able to test your ideas and iterate on your design.

There are several tools that can help you during the experimentation phase.


Assumptions Mapping (David Bland)



An effective technique for categorising all of the things which need to be true for a project to succeed, but aren't yet certain. These assumptions can exist in any and every dimension, from whether the initiative will actually be desirable, through to the commercial viability. By plotting the assumptions according to their level of importance, and also their degree of uncertainty, it helps to see which ones should be validated first so as to de-risk the project.

Experiment Canvas (Ash Maurya)

Enables capturing of all the key details of an experiment including the hypothesis to be validated, the experiment setup and the results. For ideas on how to design and conduct a suitable experiment, Testing Business Ideas (Strategyzer) provides detailed guidance on different testing approaches and downloadable resources.

SHARED VALUE CANVAS BOARD
PART 5: EXPERIMENTATION



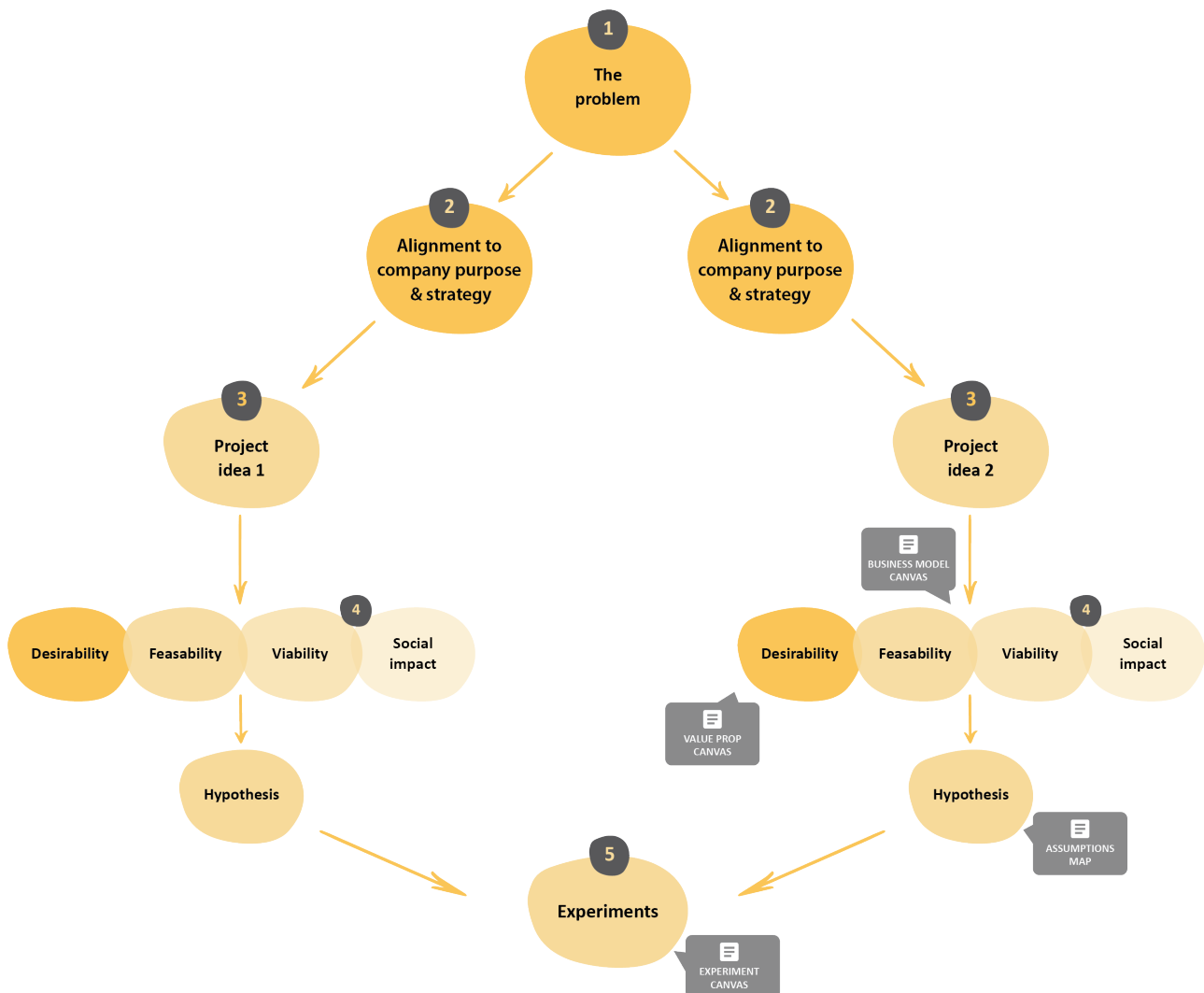
<div style="background-color: #f4a460; padding: 5px; text-align: center;">  <p>WHAT ARE OUR RISKIEST ASSUMPTIONS? Looking over your Action Plan, what are the critical success factors - the things that must be true in order for this initiative to succeed?</p> </div> <div style="background-color: #e0e0e0; height: 200px; margin-top: 5px;"></div>	<div style="background-color: #f4a460; padding: 5px; text-align: center;">  <p>WHAT ARE OUR NEXT 3 EXPERIMENTS OR ACTIONS? Choose the top three items and outline the steps you can take to validate or invalidate the assumptions you have made.</p> </div> <div style="background-color: #e0e0e0; height: 200px; margin-top: 5px;"></div>
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Identifying a project that stands the best chance of success requires exploration of multiple ideas.

This visualisation highlights how each element of the framework and supporting resources hang together as you build out your shared value innovation portfolio:

- Each project may align back to the overarching strategy in different ways.
- The three lenses of desirability, feasibility and viability should be used to explore the project details. Many assumptions will be relied upon in the early stages, and these need to be validated.
- From the multiple project ideas you generate, create a single backlog of experiments and prioritise them according to risk and value.



ABOUT US

SHARED VALUE PROJECT

Established in 2014, the Shared Value Project (SVP) is a member-based organisation and the peak body for advancing the adoption of shared value in the Asia Pacific; as part of a growing global network.

We do this by advocating for the shared value movement, whilst educating the business sector on how to put this competitive business strategy into practice. In this way, we aim to empower businesses to achieve shared and durable prosperity by addressing the social issues that intersect with their business challenges.

With a focus on collaboration and knowledge exchange, we host regular events to share the evidence around shared value. Through these developed networks of influence, our members are effectively reshaping the future of business in the Asia Pacific.

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ABOUT US

DIUS

DiUS is an Australian technology consulting organisation focused on solving difficult problems, getting new ideas to market, or disrupting traditional business models.

Our purpose is to use the ever-advancing nature of technology to make everyday life better. We design, develop and deliver software and hardware solutions to improve how our clients interact with customers.

A large part of who we are and what makes us different is our values, they reflect our passion, purpose and beliefs. We're excited about what comes next in our journey to make our part of the world better than we found it.

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