



Case Study

Sector: Finance

Assignment: Establishment of Core Values & Core Purpose of the Corporate Social Responsibility (CSR) Department and the application to future profitability.

Period: 2005

Background:

An International Banking organisation, based in Scotland, looking at its internal hierarchy and potential internal & external future use of its CSR capabilities in the UK. This household name in the UK financial sector wished to review the values, working behaviours, & organisation attitudes to deliver acceleration in growth & performance of CSR activities following the secondment of a new senior manager to head the department.

Assignment:

- To establish with the CSR management team the core values & core purpose of the organisation's CSR activities
- To align the workforce of several thousand behind the core values & with the core purposes of CSR to deliver increases in CSR project activity into local communities and at a National level
- To use the agreed values & core purpose to reinforce the organisation's CSR market credentials & positioning, to facilitate discussion around internal & external CSR brand hierarchy, activities, partnering, financial reporting, & their application to future marketing campaigns
- To facilitate the use of core values, core purpose in CSR activities to assist with:
 - The acceleration of new partnerships particularly at National levels
 - The development of increased continuity in managing CSR activities across the diverse Group
 - To increase market awareness of CSR activities, aimed particularly at the London Stock Market
 - To consider how CSR activity over time could increase turnover & profitability including the creation of measurement frameworks linked to performance KPI's
 - To increase the profile of the brand through CSR partnerships & projects

Methodologies:

Use of an values assessment instruments to assess commonality & alignments of values within the CSR management team & the wider workforce

- Workshops
- Feedback loops

Outcomes:

Over a period of six months the organisation reached agreement on core values, core purpose, & developed a clear understanding of how their credentials could be immediately applied to the organisation's CSR activities at management, procedural, brand, & partner relationship levels.

Selection of what areas of CSR to develop over time as lead brand performance change agents with appropriate strategies for delivery at corporate & community levels. The development of 'triple bottom line' reporting for the first time with the creation of a separate CSR and Environmental impact report (subsequently produced annually).