



norden

Nordic Innovation Centre

August 2010

CSR-Driven Innovation – Combining design and business in a profitable and sustainable way

- Strengthening Nordic SME's competitiveness by providing knowledge about CSR-driven innovation.
- Transforming society for the better through innovative products while achieving economic success.
- Development of a new web tool for CSR-driven innovation and a training programme.



Main Author: Birgitte Als

Participants:

Denmark

Danish Commerce and Companies
Agency

Carsten Ingerslev

Head of Division, Project owner

Birgitte Als

Head of Section, Project manager

TrygVesta

Birgitte Kofoed Olsen

CSR Manager, Phd.

Region Zealand

Peter W. Jensen

Consultant

Copenhagen Business School

Kai Hockerts

Lektor, Dr.

Elisabeth Crone Jensen

Centre Manager, Project coordinator

Sweden

Stockholm School of Economics

Susanne Sweet

Associate Professor

Finland

Helsinki School of Economics

Minna Halme

Academy Researcher

Turku School of Economics

Piia Nurmi

Project Director

Institute for Art, Development and
Education

Silja Suntola

Head of Education and Development

Design Forum Finland

Hanna Punnonen

Project co-ordinator

Finnish Business and Society

Susanna Monni

Executive Director

Norway

BI - Norwegian School of
Management

Atle Midttun

Professor

Iceland

Reykjavík University

Pröstur Olaf Sigurjónsson

Assistant Professor

Title: CSR-Driven Innovation – Combining design and business in a profitable and sustainable way		
Nordic Innovation Centre (NICE) project number: 06315		
Author(s): Birgitte Als, Project manager		
Institution(s): Danish Commerce and Companies Agency		
<p>Abstract: This report is one of the outcomes of the project: “CSR-Driven Innovation – Combining design and business in a profitable and sustainable way” which was carried out in the period 2007 - 2010.</p> <p>The aim of the project was to strengthen the competitiveness of Nordic SMEs (Small and Medium-sized Enterprises) by providing them with an increased knowledge about how to use CSR-driven innovation. Furthermore, an important aim of the project was to develop concrete advice, tools and methods on how to implement CSR-driven innovation in the best possible way. The businesses that succeed in doing this are able to transform society for the better through innovative products while achieving economic success.</p> <p>The project resulted in a unique cooperation between five Nordic countries. In total 43 case studies were conducted in Sweden, Norway, Finland, Iceland and Denmark, and a broad spectrum of communication activities were organized in order to raise awareness about the project results and CSR-driven innovation.</p> <p>Based on the case studies a new web tool for CSR-driven innovation and a training programme was developed to visualise and operationalise the elements in the CSR-driven innovation process, including motivation, idea generation and how to implement the concept in the business strategy.</p>		
Topic/NICE Focus Area: Creative Industries (CI)		
ISSN: -	Language: English	Pages: 38
Key Words: CSR-driven innovation, CSR, Innovation, Entrepreneurship, SME, Nordic, CSR as a driver for innovation.		
Distributed by: Nordic Innovation Centre Stensberggata 25 NO-0170 Oslo Norway	Contact person: Birgitte Als, Head of Section Danish Government Centre for CSR Danish Commerce and Companies Agency Kampmannsgade 1 DK-1780 København V Denmark Tel. +45 3330 7700 www.csrgov.dk	

Executive summary

Main objectives of the project:

- To strengthen the competitiveness of Nordic SMEs by providing them with an increased knowledge about how to use CSR-driven innovation.
- To make CSR-driven innovation easily accessible for the Nordic SMEs by presenting and communicating the knowledge and the results of the project through a broad range of activities.
- To guide and inspire the Nordic SMEs to engage in CSI activities in order to increase innovative solutions that can solve Nordic but also international CSR related challenges.
- To provide Nordic SMEs with concrete guidelines and tools on how to implement strategic CSR-driven innovation into their business activities whereby innovation, enhanced competitiveness and growth can go hand in hand.

The project has achieved its aim by:

- Learning from the experience of others by conducting a case study of 43 Nordic best-practice cases.
- Including Nordic SMEs from the target group in the project.
- Developing a web tool based on the experience from the case study that inspires and guides SMEs to engage in CSI activities.
- Developing a CSI training programme.
- Delivering a multi faceted range of communication activities e.g. seminars, workshops, conferences, publications, articles, homepages, blogs etc.

Method:

The project focused on collecting knowledge through case studies and interviews with SMEs from the target group. This was based on qualitative methods through face to face interviews or interviews by phone.

In the development of tools the project included both SMEs and experts in order to get the necessary insight in the needs of Nordic SMEs. Furthermore, the project developed and delivered a multifaceted and dynamic communication approach.

This also included workshops, seminars and conferences for interested Nordic businesses.

Main results and conclusions:

- Nordic SMEs have a large potential for creating CSR-driven innovation. This is the conclusion from the case study of 43 best practise cases. It's obvious that many of the businesses involved in the project experience a positive response to their products, services and projects that are motivated by CSR issues.
- The persons behind the businesses that are successful with CSR-driven innovation often share the ambition to transform society for the better through innovation, while also aiming for financial success. Hence, the personal motivation is of significance. The research has found great variation in the driving force behind the innovations studied.
- There is a need to modify the communication about CSR-driven innovation. To many of the SMEs in the target group CSR is still an unknown concept as is the combination of CSR and innovation.
- Most of the businesses in the case studies experience similar barriers when working with CSR-driven innovation. Particular new enterprises in the group of SMEs experience difficulties when trying to raise capital for new products but also established businesses are finding it hard to convince their management of the possibilities of profit in new CSR-driven innovation projects. Among the barriers that can occur when working with CSR-driven innovations are also examples of how current regulation slows innovation.
- Many of the businesses involved in the project achieve positive response from their costumers and stakeholders just by being able to describe their product or services with a term within CSR-driven innovation. E.g. responsible or sustainable products tend to have a positive appeal on many stakeholders and for some businesses this is an advantage when trying to attract potential investors.

Recommendations for continued studies or projects:

- A study of the social and environmental impact of selected CSR-innovations.
- A more large-scale study, including qualitative and quantitative research, on CSR and innovation in the individual Nordic countries. The purpose would be to develop more specific training material and interactive tools to further enlighten how CSR innovation processes take place and enable a greater and broader usability of the results among different business types.
- A study in detail of the social and economic effect of socially responsible businesses.
- A study of the importance of partnerships, networks and institutional factors for SMEs and the innovation process.
- Explore the business validity of CSR-innovation. What makes CSR-innovations successful?

Content

1. Preface.....	2
2. Introduction.....	4
2.1 What is CSR-driven innovation?	4
2.2 Objectives of the project	5
2.3 Method of implementation.....	6
3. Results from the case studies	6
3.1.1 15 Nordic SMEs.....	7
3.1.2 Methodology	7
3.1.3 Main results from the research.....	8
3.1.4 The Missionary Business	9
3.1.5 The Profit from Principles Business	9
3.1.6 The Social Purpose Business	10
3.1.7 The activist entrepreneur	11
3.1.8 The social technopreneur	12
3.1.9 The social venture capitalist	12
3.2 International businesses	13
3.2.1 Methodology.....	13
3.2.2 Barriers to CSR-driven innovation	15
3.2.3 Entering new industries	15
3.2.4 Slow changing systems.....	16
3.2.5 Certification	16
3.2.6 Lack of knowledge.....	17
3.3 18 Danish SMEs	18
3.3.1 Results of the study.....	18
3.3.2 Summing up.....	19
4. A new CSI tool – Ideas Compass.....	20
4.1 Method of development.....	22
5. How to get the message out?	23
6. Project results and conclusions.....	25
6.1 Research results - new knowledge on CSR-driven innovation.....	25
6.2 Developing practical tools	25
6.3 Increasing awareness of CSR-driven innovation.....	26
Appendix 1: List of businesses in the case studies	27
10 large businesses.....	27
15 Nordic SMEs.....	28
18 Danish SMEs	29
Appendix 2.....	31
Relevant publications.....	31
Relevant links	31

1. Preface

The globalized world of today faces environmental and social challenges that demand attention from both public and private organisations if we want to find solutions that can accommodate the needs of the global society. Many organisations have realised the potential in the development of solutions to these challenges. In fact more and more businesses are making the world's problems their business. This is beneficial for society and at the same time it is good business. Doing good and doing well is not necessary mutually exclusive.

This phenomenon of businesses innovating to find solutions for social and environmental challenges is referred to as CSR-driven innovation or CSI (Corporate Social Innovation). CSI is about creating a successful business by having sustainability as a focal point when developing a new product or service. There are already many examples of businesses that develop products or services which can relieve social and environmental challenges, such as disease, contaminated water, CO₂ emission, hunger or the lack of education. Many businesses have been successful in rethinking their business so it becomes more profitable and helps solve global problems.

Especially Nordic SMEs have an advantage when it comes to CSR-driven innovation. That was the conclusion of a Harvard Business School study (2005) on the competitiveness and growth among SMEs. CSI was underlined as the most significant factor of competitiveness. This, among other things, is due to the flexibility of smaller businesses which make them adequate for adjusting their production to niche markets and as a result differentiate themselves from their competitors. But also the strong tradition of the Nordic social system offer a platform for development of welfare products and that makes the Nordic SMEs evident for CSR-driven innovation.

This report is a result of a unique cooperation between five Nordic countries. Denmark, Sweden, Norway, Finland and Iceland have each contributed to the research in the field of CSR-driven innovation, and a broad spectrum of communication and implementation has been conducted.

On behalf of the project partners we wish to thank Nordic Innovation Centre (NICE) for their generous financial support, without which the project would not have been possible.

We hope that this project will contribute to an increased awareness of the growth possibilities for Nordic SMEs that lie in the concept of CSR-driven innovation and that more Nordic SMEs will be inspired and guided to engage in the development of new products and services to the benefit of both business and society.

Carsten Ingerslev

Chief of Section

Danish Commerce and Companies Agency

2. Introduction

The global economy represents a historic challenge and opportunity for the Nordic countries. China and other new market economies are competing not just on price, but also increasingly on knowledge. A growth source we believed was unique to us. This raises the question of what the Nordic region will live from in the future. The Nordic social system represents an unrecognised strength when it comes to business economics and our shared Nordic values - such as equality, trust, inclusion and flexibility – offer a platform for new business ventures with focus on development of welfare products, innovation skills, and a sustainable and holistic approach to design and business development.

2.1 What is CSR-driven innovation?

The above mentioned values and competencies link to the focal point of this project which is CSR-driven innovation. CSR (Corporate Social Responsibility) is a concept whereby businesses integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. CSR-driven innovation may accordingly be defined as “an innovative process which aims at designing a profitable product or service which in an innovative and user-oriented way can prove beneficial to the surrounding environment and society”. CSR-driven innovation can also be referred to as Corporate Social Innovation (CSI). By working with CSR-driven innovation in a strategic manner, businesses can increase their growth and competitiveness.

One such example of CSR-driven innovation is the product called LifeStraw® invented by the Danish company Vestergaard Frandsen. LifeStraw® is a water purification tool incorporating a source to clean water through a “textile” micro filter that has a life span up to a year. The technology in LifeStraw® makes it possible to supply drinkable water in areas with no access to clean water. Another example is the company Pressalit Care, which is engaged in stakeholder dialogue and on this background develops, manufactures and markets kitchen and bathroom equipment for installation in the homes of physically disabled people. These are examples of traditionally businesses thinking untraditionally and where CSR and innovation go hand in hand with profit.

2.2 Objectives of the project

The Nordic countries have long experience in solving social and environmental challenges. Combined with our high level of technical know-how this gives us a great platform for growth through CSR-driven innovation. That this is an area met by increased international interest was prior to the projects start confirmed at an international CSR conference arranged by the Danish Commerce and Companies Agency and Copenhagen Business School where 130 researchers concluded that CSR innovation is one of the most promising market opportunities for SME's. This is furthermore supported by a study by Harvard University (2005) where 66% of the interviewed SME's find that CSR-driven innovation contributes to a positive economic effect. The same study underlines that CSR-driven innovation enhances competitiveness for SME's as they can to a higher degree differentiate themselves from their competitors, improve their marketing and attract high quality employees.

Still, only 26% of the asked SME's have developed CSR-oriented products or services which clearly indicates the relevance of a joint Nordic competence and capacity building initiative.

The aim of this project has therefore been to strengthen the competitiveness of Nordic SME's by providing them with an increased knowledge about how to use CSR-driven innovation. Furthermore, an important aim of the project has been to develop concrete advice, tools and methods on how best possibly to implement CSR-driven innovation.

CSR-driven innovation has a commercial value and an economic impact which is recognised at international and EU levels but which needs to be recognised by the Nordic SME's. Together the Nordic countries can make a difference supporting and upgrading our business partners with knowledge and concrete business tools within CSR-driven innovation which will improve Nordic SME competitiveness, sustainability and growth.

The project has focused on the (unused) potential amongst Nordic SME's to use CSR-driven innovation as a driver for increased competitiveness and growth. A long term objective has been to have Nordic SME's brand new products and services that may help solving social and environmental challenges. The project has also aimed to make CSR-driven innovation easy accessible for the Nordic

businesses by presenting and communicating the knowledge and the results of the project in an easy accessible way.

Another goal has been to guide and inspire the Nordic SMEs to engage in CSI activities in order to increase innovative solutions that can solve Nordic but also international CSR related challenges. The projects aim has been to provide Nordic SME's with concrete guidelines on how to implement strategic CSR-driven innovation into their business activities whereby innovation, enhanced competitiveness and growth can go hand in hand.

2.3 Method of implementation

To insure implementation of the overall objective of the project - to guide and inspire the Nordic SMEs to engage in CSI activities in order to increase innovative solutions – the project has focused on different levels of implementation. The activities can be divided into three levels. Collecting knowledge, creating tools and communicating results.

The studies designed to collect knowledge on CSR-driven innovation in this project are based on qualitative methods. The cases studies are conducted through several interviews with the business owners and other central persons within the business. After the collection of data a cross-case analysis was performed.

In the development of tools the project has included both SMEs and experts in order to get the necessary insight in the needs of Nordic SMEs. This has been to ensure a constructive dialogue with SME's about their specific possibilities and challenges. In this process several workshops, interviews and tests has been held.

The project has furthermore developed and delivered a multifaceted and dynamic communication approach. Through this the project has disseminated information and raised awareness about the projects results. This has also included workshops, seminars and conferences for interested Nordic businesses.

The method of each activity is described in the following chapters.

3. Results from the case studies

The project has conducted several case studies of best practice businesses in order to learn from their experiences with CSI. In total material from 43 cases has been collected and analyzed. The result is a broad knowledge about the challenges that the businesses faces when trying to integrate CSR themes in their work with innovation. Furthermore we have achieved knowledge about the benefits and

possibilities of growth when the businesses successfully combine CSR and innovation. From this, the research has developed best case practices and thus hopes to motivate other businesses to make use of corporate social responsibility (CSR) as a potential driver for innovation.

The cases studies are divided into three sections. 15 Nordic SMEs, 10 larger international businesses and 18 Danish SMEs. Below each section of the case studies are described in detail.

3.1.1 15 Nordic SMEs

The research conducted regarding the 15 Nordic SMEs is the result of the unique cooperation between specialized CSR scholars from business schools in Oslo, Reykjavik, Helsinki, Stockholm and Copenhagen, which together form the Nordic Centre for Corporate Responsibility (NCCR). The research has aimed to generate and disseminate knowledge throughout the Nordic region regarding CSR-driven innovation in SMEs. By working closely with 15 case companies all involved in CSR-driven innovation, the research has provided new and valuable insight into the mindset of the CSR-driven entrepreneur and the processes of CSR-driven innovation. The research has been coordinated by Copenhagen Business School and the results are published in the report “*CSR-driven innovation – towards the social purpose business*” and the brochure “*Corporate social Innovation – an easy reader*”, which both can be downloaded from www.csrinnovation.dk

3.1.2 Methodology

A significant goal for this case study has been to identify and analyze the most important steps in the CSR-driven innovations of SMEs in a Nordic context. Consequently, the following research questions have been posed:

1. Which types of organizations engaging in strategic CSR-driven innovation can be differentiated? What explains the ways they differentiate?
2. Who are the individuals behind these organizations? And what turns them into social entrepreneurs?
3. How does the process of identifying opportunities for CSR-driven innovation work, and what can future social entrepreneurs learn from these processes?

The study consisted of two parts; a country specific case studies and a cross-case analysis. The setting for the case studies was the Nordic countries, in particular among SMEs and recent start-ups. The NCCR partners from the Nordic countries each selected three relevant cases. The data was collected through document analysis as well as two to three interviews with key personnel in the business. The first step was to develop in-depth case descriptions of between 15-25 pages describing each case. Constant reviews were done to ensure comparability at the end of the data collection process. In total 15 cases were completed.

The cross-case analysis was initiated at a two-day conference during which all senior faculty members and associate researchers participated. The ideas and developments from this conference were later edited and further developed by the editorial team through an iterative process of switching between data analysis and theory development.

3.1.3 Main results from the research

The fifteen Nordic case companies investigated provide ample evidence of the multiple facets and faces of CSR-driven innovation. The organisations examined apply different approaches to their CSR-driven innovation ventures which indicate what they intend to achieve with their ventures. The objective of the CSR-driven venture is focused specifically for either its profit or its social impact and for the various relative combinations that arise from using one or both of these focuses as either a means or a goal in itself.

Three general classifications have been defined. First, the *missionary business* is run on the basis of creating an intentional social impact as a priority strategic target. The *profit from principles business*, on the other hand, operates with the ordinary business objective of achieving a profit first and then uses the social impact as a means of achieving this target. The *social purpose business* forms a balanced combination of both profit and social impact as its goal and thus prioritizes both objectives in its strategy.

Profit as a goal	The Profit from Principles Business	The Social Purpose Business
Profit as a means		The Missionary Business
	Social impact as a means	Social impact as a goal

Figure: Typology of CSR-driven innovation business ventures (Hockerts, 2008)

3.1.4 The Missionary Business

Businesses of the missionary variety have opted for CSR-driven innovation chiefly because they want to achieve social change. They believe that a business approach can best achieve this goal. However, profit is more a means to an end. At the heart of their motivation lies the desire to affect social transformation. Only after identifying the social need they want to remedy do they begin thinking about the business model and the need to generate a profit to sustain it.

Ekolådan, founded with the explicit mission of extending the reach of biodynamic vegetables and fruits in Sweden, is a good example of this type of business. The idea of setting up a profitable business by providing the home-delivery of organic foods was a secondary consideration resulting from the overall social goal.

3.1.5 The Profit from Principles Business

This type of business has an inverse goal function compared to the missionary business. For those social performance is the means to achieving the goal of creating private profits. These types of businesses are launched by savvy business persons that have identified a market demand and see a profitable niche for themselves. They understand that the social impact they create attracts the paying customer, but they would not hesitate to start a traditional type of business in

which social performance is not part of the value proposition if that turned out to be more profitable.

Two typical examples of this type of business are the Norwegian company FIN and the Danish company NOIR. Start-ups in the textile sector, both aim to establish a brand in the high fashion sector by having an image based on ethical behaviour and the use of organic cotton. While both businesses are serious about driving CSR through their supply chain, the founders are also open about the fact that it was the promise of generating a profit that attracted them.

3.1.6 The Social Purpose Business

Being an ambidextrous social purpose business is what most of the organizations in this study aspire to. Aiming explicitly for profit and a social impact simultaneously, social purpose businesses are characterized by having CSR completely integrated in their core business model. At the same time, they are adamant about the need to make a profit on their business.

A good illustration of a social purpose business is MYC4, a Danish on-line start-up that facilitates the lending of money by individual investors to African entrepreneurs. The company is very explicit about its mission, which is to eradicate poverty by the year 2015. Realizing that charity alone will not achieve this goal, the founders of MYC4 launched the company as a for-profit market place for microfinance. Their hope is that their website will attract more capital for Africa while simultaneously improving conditions for African borrowers through increased transparency. MYC4 is convinced that to succeed in their mission they need to demonstrate that their business model is viable and profitable.

The Norwegian start-up Th!nk Global is another example of a social purpose business. Owned by a group of clean-tech investors, it is clearly set up to create profit. However, the environmental goal of saving the climate by replacing fossil fuels is the most important element of its business model.

Due to their role in bringing together philanthropic motives and business acumen, the founders of CSR-driven businesses are often referred to as social entrepreneurs. As the examples in this report show, the personalities behind CSR-driven innovation can vary considerably. However, they all share two characteristics that is crucial in the process of entrepreneurial venture creation:

They feel a desire to achieve a certain outcome and they consider it feasible to reach that outcome.

In the case studies there have been identified three sub-types of social: *Activist entrepreneur*, *social technopreneur* and *social venture capitalist*.



Figure: Venn diagram of the three overlapping social entrepreneur types (Hockerts, 2008)

3.1.7 The activist entrepreneur

The archetypical social entrepreneur is best described as the *activist entrepreneur*. This kind of entrepreneur is characterized by an ability to “feel the pain” of people and nature. Experiencing social injustice causes *activist entrepreneurs* personal grief and motivates them to throw themselves into a social venture. They seem to be obsessed with their ideas, committing their lives to changing the world for the better. While a business entrepreneur might create entirely new industries, these globally concerned visionaries come up with new solutions to social problems and then implement them on a large scale. While the success of their business is motivating to them, they primarily want to transform society.

An example of an *activist entrepreneur* is Bjarne Henneman. Having a disabled child had sensitised him early on to the needs of the disabled. However, while services for the disabled had improved in recent decades, spiralling costs were threatening to limit what many municipalities could do. He identified a lack of scope and systematic innovation as the root causes for the chronic shortage of funds. Consequently, he made it his mission to streamline the supply chain and administrative processes of organisations catering for the disabled. Through technical innovation as well as a focus on efficiency gains, he has been able to help many municipal caregivers manage costs and thus stretch their budgets further, eventually benefiting more disabled.

3.1.8 The social technopreneur

Social technopreneurs are driven by an eagerness to study and improve or develop a technology that results in a social benefit. Indeed, their main driver is a conviction that social ills can be solved with the right technical fix. Emotional empathy or moral considerations play a less dominant role for them. Similarly, although they might hope to make a profit with their innovation, it is their love of tinkering and overcoming seemingly insurmountable odds which inspire them. *Social technopreneurs* often use complex technologies drawing on sophisticated skills to shape the details of their innovation. Furthermore, a strong academic connection and background can be identified in this type of social entrepreneur.

A striking example of a *social technopreneur* is Jón Ágúst Thorsteinsson, the founder of Marorka. His company provides a break-through in energy management systems for ocean vessels. Jón Ágúst had prior experience as an engineer with a company catering to the Icelandic fishing industry that he had helped develop. Because of this work, he was aware of the need to manage energy consumption in a context of growing fuel costs and increased competition. Failing to get support for his idea and being laid off from his old company, he decided to start a new venture.

3.1.9 The social venture capitalist

It is only recently that the third category of social entrepreneur has emerged in force. *Social venture capitalists* are often business entrepreneurs with a considerable amount of business acumen. Convinced that markets are the ultimate source of solving social problems, they typically commit themselves to launching social purpose business ventures with the explicit intention of being both profitable and socially responsible. *Activist entrepreneurs* focus strongly on assessing success in terms of the impact they have on society, whereas *social venture capitalists* typically measure performance more from a profit and return perspective. *Social venture capitalists* are often more realistic in assessing the market potential of their ideas. Having built start-ups in the past and having a strong business background, they are also more open to accepting professional support from incubator networks and social investors.

One striking example of a *social venture capitalist* is Mads Kjær, founder and CEO of previously mentioned MYC4, a microfinance website. Mads joined his father's company, a Renault dealership in Svendborg, Denmark, in 1984 and

refocused the business on providing humanitarian organizations with vehicles and mobility solutions around the world. Mads developed unique capabilities for solving transportation problems in the aid and development sector in some of the world's most challenging environments. Perhaps it was the social mission of Mads' clients, or his field experience in Africa that motivated him to develop a corporate social responsibility (CSR) agenda for his company. He made the company a signatory of the U.N. Global Compact and was particularly committed to increasing road safety in Africa. Feeling that he would like to achieve even more to help Africa break free from misery, Mads had been scouting around for ideas for quite a while when he came across the idea of starting a web platform that would allow ordinary investors to provide funds to African entrepreneurs at a competitive interest rate.

The typology presented suggests a broad variety of possibilities, but overall the cases underlined the importance of making CSR-driven innovation central to a business's strategy.

3.2 International businesses

Ten international businesses has been selected and interviewed. Five of the ten are Danish businesses with international activities and five are international businesses with an office in Denmark. A key objective of the study has been to identify the barriers that large businesses meet when engaging CSI projects. The collection and analysis has been conducted by the company Social Action and the analysis unit FORA. The cases and the analysis are published in the reports "*CSI. Corporate Social Innovation - Companies' participation in solving global challenges*" and "*CSI. Corporate Social Innovation – Case studies*" which can be downloaded from the website www.csrgov.dk. The reports are also available in Danish and can be downloaded from the website www.samfundsansvar.dk.

3.2.1 Methodology

The businesses were selected and analyzed on the basis of five criteria.

1. Social or environmental innovation

The case should attend a value proposition that is more attracted than other related products. The premise is as it is with any other innovation that it needs to create

added value for the target customer. The outcomes of the innovation will be competitive in a market and be able to gain market-share over similar products with a less environmental or social profile. Another possibility is that the product is able to define a new market space for itself.

2. Social or environmental outcomes

The product of the CSI project should be able to produce direct positive social or environmental impacts. The product should be able to create measurable impact on the problem it was created to address. Examples of this might be in form of reduced CO2 emissions, less material use, less chemicals used, people trained to be able to hold a regular job or number of people provided with clean water, job created in the community. These are all outcomes that should grow proportionally with the number of products sold.

3. Social or environmental impact

This criteria deal with the long-term impacts of the project. That means the ability or potential to create a ripple effect in the market affecting the general level of environmentally or socially positive products. Is the knowledge generated relevant to the global sustainable development and can it inspire others to do similar projects.

4. Social or environmental process

Has the project engaged in a learning process to figure out the best possible solution, through generating alternatives solutions and through looking for complementary technologies and partners? Has the process been structured by the wish to create an impactful solution in the end?

5. Social or environmental business

What kind of business model supports the CSI-project? Does the CSI-project in the business represent an area of growth for the business both short-term and long-term? Is the CSI-project able to perform compared to more traditional projects and how does the growth opportunities look in the future?

3.2.2 Barriers to CSR-driven innovation

In general, businesses working with corporate social innovation encounter barriers because the solutions they are delivering are often unprecedented. Current systems and regulation are made based on existing solutions. New innovations will therefore often require adjustments according to different circumstances. The various challenges will vary depending on the business's focus – be it environmentally sustainable innovation or innovation focusing on new markets in developing countries. The ten businesses in this study have identified four areas which are barriers to their innovations.

3.2.3 Entering new industries

When a business starts focusing on solving problems that are not related to its core business, it might enter into markets where the operating conditions are different. Within some industries, legislation governs which types of businesses are able to do what. If a business not related to that specific industry enters the scene, industry specific legislation might prevent the business from operating within the industry thus hindering the innovation process. For a new business to obtain the necessary rights, it will have to fulfil specific conditions – something that is not always possible. Better Place Denmark can be used as an example of how current regulation slows innovation. Within the EU regulation only very specific types of businesses can sell electricity. When creating a new infrastructure for selling electricity to car owners, the current legislation does not cover the new aspects of the sale of electricity. Better Place Denmark is therefore facing very specific challenges with respect to the design of the future sale of electricity. The sale of energy is usually limited to private consumers or businesses, either in homes, in office buildings or in factories. The sale of energy to battery charging stations has not yet been discussed. This challenges the current legislation on the sale of energy.

There are many situations related to the sale of electricity which have never been seen before, and which current regulation does not address. If these future scenarios are wanted, it will be necessary to create incentives for energy companies to develop advantageous solutions.

3.2.4 Slow changing systems

Infrastructure and systems that exist today are based on yesterday's way of living, producing and consuming. They are difficult to change since they involve many different actors – government, organisations and businesses. When new products are introduced they might not always fit in to the current structures for e.g. distributing or recycling. Innocent is an example of how an innovation does not fit into the existing infrastructures. The business was one of the first ones in the world to develop a bottle that is 100% bio degradable. However, for the use of the bottle to be truly good for the environment certain systems must exist that are capable of handling the degeneration process of the bottles. The bottle is made of corn starch which can be 100% biologically decomposed. The biodegradable bottle will turn into biological waste if it is put into compost. But unfortunately, there are not many homes in urban areas that have containers for compost, and it is not often offered commercially. The alternative would be to put the bottles for recycling with plastic bottles – but that turned out to be a bad idea since the biodegradable bottle “pollutes” the plastic not allowing the plastic to be recycled. The only alternative left is to throw the corn starch bottle out with the rest of the garbage – not allowing for any type of recycling. As a consequence, Innocent concluded that bottles made of 100% recycled plastic are better for the environment. The lack of infrastructure targeted at bio-degradable waste is slowing the rate of innovation when it comes to creating sustainable packaging.

3.2.5 Certification

Businesses that want to document their responsible behaviour and do not produce commodities covered by current fair trade certification are forced to make their own certification labels. The result will be numerous certification labels designed by individual businesses. It will eventually be impossible for buyers to be able to evaluate which certificates are credible, and which are not. There is a lack of trustworthy certificates for responsible products both in terms of fair-trade and CO₂-emission.

Similarly when a business wants to prove that it takes good care of its suppliers, produced raw materials in a sustainable manner and not polluted more than necessary when transporting its products, there is not necessarily a certification procedure that complies.

It is important to pick up on new trends that are unfolding today, such as the cradle-to-cradle idea of sustainable and no waste production, and create certification procedures that can guide businesses as well as consumers.

Interface is an example of a business that took matters into their own hands and created their own certificate for fair trade in the carpet industry. In order to live up to the standards of the certificate, the materials used when producing the carpet tiles must all be natural and environmentally friendly. Going through the process of creating their own certification has been time consuming and costly for Interface.

3.2.6 Lack of knowledge

Businesses are constantly innovating and creating new solutions. Consumers as well as other businesses are not always aware of what choices they have when it comes to purchasing products and services, and what the consequences are of the choices they make.

Philips is an example of how keeping up to date with current knowledge sometimes is difficult for the consumers. The company has been around for more than 100 years and is among many things selling lighting products that were invented many years ago. Many of Philips users are not able to keep up with the development in the lighting technology and the new innovations that exist in the business area today. Philips is therefore making an effort on educating their users – from the contractors and engineers to the end users. Already in the 1990s Philips business focus was aimed at creating profitable products in a sustainable manner across all their product lines. During the next 5 years they will be investing more than 100 million euro on “green innovation”.

Philips new line of green products is based on environmentally friendly technology. The products are more energy efficient and Philips has estimated that the world’s energy use could be reduced by up to 40%. To be realistic, Philips estimates a 20% reduction in the electricity usage a reasonable assumption. However, 2/3 of lighting in the world today is based on old technology that is less environmentally friendly than the new products of today. Few people seem to realize that purchasing more efficient televisions or other electrical equipment might lead to long term savings for them as well as on pollution that is created from the production of electricity.

3.3 18 Danish SMEs

The last case study has focused on how smaller businesses (SMEs) can benefit from CSI activities and what competences the business uses in order to succeed with their work with CSR-driven innovation. The study has been conducted by the company Social Action. 18 Danish SMEs has been selected on the basis of the following criteria.

1. Does the business combine CSR, innovation and strategy?
2. Does the business show a proactive attitude to social and environmental issues?
3. Does the business have measurable results with in the area of CSI?
4. Does the business expect to increase investments in CSI

3.3.1 Results of the study

The SMEs in this study have had similar challenges as the bigger businesses in the above mentioned study. Prior to achieving a successful business by CSR-driven innovation, the businesses experience various challenges internally as well as externally.

Since many of the businesses try to create new markets, they often work with products or technology that need operational security, a lot of testing and a lot of improvement before they can be sold. This has resulted in many complex and expensive processes that presuppose that the business have sufficient funds. In particular funds and financing seems to be the main challenge for the SMEs. Supporting a CSI-project sometimes demands a tolerance of risk and this can be an issue with state investors as they typically demand security. Many of the businesses also experience both publicly and privately held Danish businesses to be sceptic to new ideas that have not previously been tested in other countries. This results in the businesses having limited access to funds.

The lack of funding can also cause other issues to be a challenging. This is the case when the SMEs wish to achieve a certain certification. For products to be called sustainable or organic a certification is often necessary. To get these certifications the businesses in many cases have to go through difficult and expensive procedures of getting their products tested. The same issue can arise if special recommendations of the product are needed before entering a market.

Similar to the bigger businesses the SMEs experience that their target groups and their investors mistrust their product or technology. This scepticism is often due to old prejudices and lack of knowledge e.g. about new technology.

In spite of the mentioned challenges many of the businesses has managed to achieve investments and are now making profit from it. The positive focus on e.g. sustainability and the increased interest in these products makes the businesses that operate on the global market of green energy attractive workplaces for qualified employees.

The ability to create partnerships is an important skill among many of the SMEs. This is due to the complexity of innovation, which also applies to corporate social innovation. Often a single business does not have all the competencies needed to create new and more sustainable solutions. Therefore they need partners with complementary competencies. Many of the SMEs consist of entrepreneurs that often are used to cooperate with many different types of people and have a large network, which they involve when necessary.

Many of the successful SMEs has experienced that their innovations create new markets and thereby give the businesses first mover benefits. The social and environmental perspective seems to differentiate CSI-businesses from ordinary businesses.

Furthermore creating a sustainable solution to some of the urgent environmental global issues has news value and can give the business good publicity.

3.3.2 Summing up

The researchers have found that a key step in the CSR-driven innovation process is the formation of an intention to engage in it and to make it central to the business strategy. SMEs that are interested in sustainability can identify the social need first and then begin thinking about the business model and profit generation; or they may simply see social performance as a means to generate a profit.

Another insight from the study is the importance of personal motivation. Social entrepreneurs are often driven by a variety of ambitions. While each type of social entrepreneur brings certain important qualities to the table, it is key to remember that success lies in the mix. Thus, SMEs may want to identify which traits are

missing in their innovation team and strategically attract certain types of social entrepreneurs to join their venture. Overall, the personal motivation of the entrepreneur plays a significant role in terms of which typology of social entrepreneur they are.

The research has found great variation in the driving force behind the innovations studied. Activist entrepreneurs experience social injustice as something very personal to them, and they commit their professional and personal lives towards changing the world for the better. For the social technopreneurs, emotional empathy and moral considerations play a less dominant role, as they are driven by an eagerness to study and improve or to develop a technology that results in a social benefit. Social venture capitalists exhibit the type of motivation, which is the conviction that markets are the ultimate source for solving social problems. Activist entrepreneurs focus strongly on assessing success in terms of the impact they have on society, whereas social venture capitalists typically measure performance more from a profit and return perspective.

The practical process of developing and implementing the innovation shows that while some businesses are largely centred around the entrepreneur and his/her personal trial-and-error learning experience, other CSR-driven innovations have taken a more structured approach. In general with regard to how to identify opportunities and generate ideas, the results show that research seems to be the essential springboard and involves collecting information, knowledge and experience from relevant sources and networks. The research has also identified multiple examples underlining the importance of a thorough evaluation process throughout all major phases of the business development process, starting with the first steps in the idea generation phase and ending with the final implementation phase.

4. A new CSI tool – Ideas Compass

The above described comprehensive case study has supplied the project with solid knowledge on businesses that are already working with CSR-driven innovation. It has become clearer what barriers the businesses meet and in which part of the process these barriers exist. Furthermore it has been clarified what are the deciding success factors and the different motivations that drive entrepreneurs to integrate CSR-driven innovation in their business strategy.

This knowledge has formed the basis of the development of a new tool that is to guide and inspire even more SMEs to work with CSR and innovation in a strategic manner in order to generate growth.



Frontpage of the Ideas Compass

The development of a CSR-driven innovation practical tool-kit for SME's has resulted in the online tool, the Ideas Compass. The compass is a guide for SMEs on how to integrate CSR-driven innovation in their product development. The Ideas Compass is a web 2.0 concept that enables business and related partners to share ideas, knowledge and issues as well as receiving knowledge and advice on sustainable innovation methods, tools, burning questions etc.

Since the SME's consist of a broad range of enterprises, the tool is dynamic and diverse and enables the users to focus on various topics related to CSR-driven innovation such as entering new markets, stakeholder relations, marketing and communication, new business models, strategic innovation, financing etc.

The Ideas Compass makes it possible for the SMEs to select and focus on the areas in which their business is challenged. This is further supported by the collection of the above mentioned best-practice cases, which by use of a sorting mechanism can be distinguished by e.g. size, industry and geography.

5. How to get the message out?

An important objective of the project has been to communicate to the Nordic SMEs about the results and about CSR-driven innovation in general. In order to increase the interest for CSR-driven innovation and not least to increase CSR-driven innovations, the relevant businesses and entrepreneurs must be reached with the message.

Throughout the project there has been organised a numerous amount of conferences, workshops, seminars, training programs, events etc. These activities have been conducted in several of the participating Nordic countries. The overall experience is that the interest for the project and for the concept of CSR-driven innovation has been increasing throughout the project period. Many of the participants not knowing of CSI in the first phases of the project has later on taken part in other events, where they have shown new ideas that have developed concurrent with the project.

The increased interest in the project has for one thing been obvious from the number of requests to the project participants on information and material about the project and CSI in general. Moreover there has also been an increased public focus on CSI, visible through an increasing number of articles in newspapers and other publications. Furthermore entrants outside the project have organised events on the topic. As an example a new yearly award for social economic businesses in Denmark was awarded in January 2010. The winner “Baisikeli” was one of the best practise cases in the project.

It has been obvious to the project group that a “maturing” process has been necessary in order to “sell” the idea of CSR-driven innovation as a means to growth. For many SMEs is the concept of CSR still new or even unknown. To combine one intangible concept (CSR) with another concept that can also be somewhat intangible (innovation) represents a communication challenge.

Most of the events throughout the project have been visited by representatives from three groups - academics, professionals and practitioners. The academics consisting of scientists and students with a concrete interest in the area of CSR and/or innovation, the professionals, which represents the group of consultants, that see CSI as a new market for their consulting services and practitioners that

either work in an actual CSR position or are engaged in a business that have some interest in CSR and/or innovation. Our experience has been that there is a decisive difference of perception between the three groups. Where the academics tend to search for the complexity of the notions with in CSR-driven innovation the practitioners try to avoid this. The more complex the concept was described the more convinced the practitioners seem to be that CSR-driven innovation was not of any relevance to them and their business. This applies in particular to the smaller businesses in the group of SMEs.

This insight let the project to the conclusion that in order to reach the SMEs (the practitioners) it was crucial to find a way of communicating the notion of CSR-driven innovation that would not distance them from the project. Hence, it was chosen that the Ideas Compass should refer to CSR-driven innovation and CSI as “sustainable innovation”. This term was tested on the SMEs participating in the development of the Compass and it was clear that they felt more familiar with this. Though, the project group has explained which products and services that comply with “sustainable innovation”. The term “sustainable” has (at least in a Danish context) an association to environmental issues and is not necessary related to social issues. Since both environmental and social issues are included in the notion of CSR-driven innovation it is important not to leave any of them out when using the term “sustainable innovation”. We have therefore supplied “sustainable innovation” with a detailed definition of the concept in all the written communication about the project and CSR-driven innovation.

6. Project results and conclusions

The project participants have delivered a broad range of activities that all contribute to the achieving of the goals of the project. Some activities have produced immediate results, while the effects of other activities are long term and can therefore not yet be concluded on. One of the main objectives of the project was to encourage more SMEs to launch CSR-driven innovation projects, and we believe that the results of the projects will provide inspiration for even more businesses to engage in CSR-driven innovation activities.

6.1 Research results - new knowledge on CSR-driven innovation

The purpose of the research has been to motivate SMEs to create more CSR-driven innovation. The findings from the case studies provide a good reason to be positive about the future of CSR-driven innovation among SMEs. Even though SMEs have much fewer resources at hand and less often catch the attention of NGOs and other stakeholders, the businesses profiled in this project show that SMEs have a large potential for creating CSR-driven innovation. The results show that it is the ambition of the SMEs to transform society for the better through innovation, while also aiming for financial success. Furthermore, the interest in CSR's role in the innovation process is still growing, which may explain why many businesses will innovate through CSR and see viable business opportunities in working with CSR as their core business.

In addition, the stories of how some of the social entrepreneurs have created successful businesses may illustrate the great potential in social entrepreneurship, and inspire and encourage more SMEs to do the same.

6.2 Developing practical tools

In order to reach the varying types of SME's the dynamic tool The Ideas Compass has been developed. This tool enables the users to focus on various topics related to CSR-driven innovation. The Ideas Compass makes it possible for the SMEs to select and focus on the areas in which their business is challenged. This is further supported by the collection of best-practice cases and the short films on CSI. The tool has since its launch had a reasonable amount (approximately 10.000) of users and the tool has been promoted at many occasions. Though, a continuous and persistent effort must be made in order to secure a continued interest and use of the tool.

The Finnish project participants created and tested a 2+1-day training program for design businesses during the project. In order to make sure that the established training format and material, adapted from the research material, are used in the future, possibilities to duplicate the training and push it forward within the corporate service system should be found.

6.3 Increasing awareness of CSR-driven innovation

Throughout the project there has been a solid focus on communication in order to increase the awareness of CSR-driven innovation and the project results. Activities have been held in several of the participating Nordic countries.

A realisation has been that there is a need to modify the communication about CSR-driven innovation. For many of the SMEs in the target group CSR is still an unknown concept as is the combination of CSR and innovation. Hence, the term sustainable innovation has been used at many occasions.

The overall experience is that the interest for the project and for the concept of CSR-driven innovation has been increasing throughout the project. This has for one thing been obvious from the increase in requests to the project participants on information and material about the project and CSI in general. Moreover there has been an increased public focus on CSI, which is visible through an increasing number of articles in news papers and events on the topic.

It is still too early to tell whether the project and our efforts to raise awareness have already led to an increase in the development of new CSR-driven innovations. We are confident that sharing success stories like the ones in this project is one way of achieving this goal. In order to support the upcoming of more CSR-driven innovation further campaigns stressing the opportunities businesses have when working with this are likely to have a positive effect. This could increase the number of launches of innovative organizations which reposition business as a key agent of social transformation. For these businesses economic profit lies at the heart of their organisations hand-in-hand with the goal of having an impact on society.

Appendix 1: List of businesses in the case studies

10 large businesses

Company Name	Product
DONG	<i>Better Place Denmark</i> - Electric cars, batteries and battery switching stations all around the country.
ISS	<i>Job Development Center</i> - A process and system for previously unemployed people to get the qualifications and confidence needed to acquire a job.
GRUNDFOS	<i>GRUNDFOS LIFELINK</i> - Water pump system providing clean drinking water for rural areas (first test country: Kenya)
Novozymes	<i>Rethink Tomorrow</i> - Targeting the world's biggest retailers to advise their suppliers about sustainable production. - Starting a new life-cycle analysis service to help clients optimize their environmental performance through the use of enzymes.
Toms Group	<i>Ghana Project</i> - Project: Rediscovering and improving an old method of fermenting the cocoa beans that requires less physical labour for the cocoa farmers, is more environmentally friendly, makes the cocoa taste better. - Educational project: Making sure that a large amount of children in the cocoa areas in Ghana receive better education (incl. educating teachers).
IBM	<i>Big Green</i> - Energy-efficient IT solutions such as server centres that demand less energy and emits less CO2. - Helping to get the energy saving message across to clients at the same time as gaining new knowledge on the clients' energy systems and logistics, which results in new tailor-made energy efficient technology solutions for each client.
Innocent	<i>Innocent Company</i> - 100% natural smoothies. Sustainability is incorporated into the whole supply chain of the product.
Interface FLOOR	<i>Fairworks</i> - Modular floors made from river grass, banana leave fibres and coir using traditional handcrafts, mainstreaming the products, adjusting them to the western taste and mass-producing them for the western market.
Nokia	<i>Nokia Data Collection</i>

	- Software that enables the exchange of questionnaires and interview results over mobile networks in near real-time. Mainly aimed at NGO's and government organizations, which need to collect and analyze data from field personnel working in areas, that are geographically distanced.
Phillips	<i>Smile Project</i> - Kiran, a handcranked flashlight, uses long-lasting light emitting diodes (LEDs) and is aimed at users with no access to electricity. - Uday, a rechargeable portable lantern. Runs on solar energy, is aimed at middle-class users with erratic power supplies.

15 Nordic SMEs

Company Name	Product
Audur Capital	Financial services. Audurs objective is to combine the potential in women as investors and socially responsible investments by bringing feminine values into finance.
Clewer	An innovative water purification system, with a bioreactor of precision bacteria purifying water.
DURAT	Collecting raw plastic waste material in Scandinavia from manufacturing plants, and then turning it into bathroom items using modern technology and molding systems.
Ekolådan	Biodynamic and organic fruit and vegetables made available to consumers through a home-delivery system.
Fair Unlimited	Sells Fairtrade-labelled gift items to companies and organisations. All products are made by small companies around the world.
FIN	Readymade clothing aimed at the upper-mid price range. Focus on good labor conditions and high environmental standards in their worldwide supply chain.
Lazytown	TV series that airs in 128 countries worldwide, live shows, books, radio programmes, CDs and other merchandize delivering pro-health, positive social messages and raise ethical awareness.
Lappset	Playground equipment that encourages physical activity and supports learning in a way which appeals to the children of today.
Marorka	An energy management system providing a detailed overview of the energy systems onboard a ship. The system works out how the fuel consumption can be adjusted so that the energy is

	used more efficiently.
MYC4	Connects individual investors worldwide with African micro-businesses that need working or expansion capital.
NOIR	Fashion brands NOIR and Illuminati – clothing, accessories, home goods and fragrances made under humane and fair working conditions in Europe.
OceanSaver	A technology that cleans the ballast tanks of ships with substances found in the air. This prevents fish and plants from being transported into foreign seas.
Parans	A system which collects sunlight and directs it into buildings using optical fibres. In addition to improving the indoor environment, Parans' systems typically lead to savings in energy costs of 25-30 per cent.
Th!nk Global	A CO2-neutral electric car with a body made of 95% recyclable plastic. Reduces energy consumption with 70%.
Zealand Care	Services and assistive technology for the elderly and disabled.

18 Danish SMEs

Company Name	Product
Topas	Luxury resort Topas Ecolodge on a mountain top in Vietnam employing local tribes people who learn how to work in the kitchen, take care of guests etc. They also receive tuition in English.
Baisikeli	New and used bicycles for hire in Denmark. The bikes are later sent to Africa, where they are sold from authorised Baisikeli workshops.
Stirling Denmark	Small combined power and heat systems which can be fed with garden waste, straw or rice husks coming from local farmers.
Shark Solutions	Recycling of PVB for laminating glass and windscreens, minimizing costs.
Katvig	Certified organic children's wear.
Dansk Telemedicin	Internet-based wound journal which enables doctors and carers to keep an eye on the development of the wound while the patient is at home. The patient can add the elements they find important to the wound journal.
Virogates	Suparnostic – a test kit measuring the level of the suPAR, a

	protein all people have in their blood. SuPAR is an indicator of a patient's general level of health.
1508	'Heltens Rejse' (The Hero's Journey), a rehabilitation process aimed, among other things, at keeping COPD patients in work.
A2SEA	Transportation and installation of offshore windmills.
Waste2Green	A system which deals with the liquid and solid manure at no cost to the farmer. Waste2Green offers to install the system at the farm free of charge. In return, the company gets to keep the liquid manure for production of fertilizer.
Envotherm	Plants for the treatment of industrial wastewater using just a third of the energy required by competing solutions.
Pure H2O	Bluebox 1200, a mobile water purification system. The system takes up 1 cubic metre, weighs 200 kg and can supply 1,200 litres of clean water an hour – enough to cover the daily needs of a village with 1,000 inhabitants. Works by water from a river or lake.
Faktor 3	Solar cells integrated in buildings and consumerproducts - from waste containers to ladies' handbags with built-in mobile chargers.
H2Logic	Hydrogen refuelling stations and fuel cell systems for cars run by renewable sources.
Danvest Energy	Wind-diesel system consisting of windmills connected with diesel generators. When the wind blows, the power is produced by windmills, and when the wind drops, the diesel motor takes over.
Acces2Innovation	Under development: 'Eye in the Sky', a system to gain an overview of mined areas from the air. The core of the product is an unmanned mini-helicopter fitted with a camera.
Verve Books	Publishing books of recycled paper and environmentally-friendly glue at the most environmentally-friendly printing houses in Denmark. Favouring opinion-based content.
Polyvision	C2C certified products – e.g. whiteboards and blackboards.

Appendix 2

Relevant publications

Als, Birgitte and Høeg, Karen Elisabeth (2009): *Corporate Social Innovation. Når socialt entreprenørskab er en god forretning* in *Socialt entreprenørskab* (Danish)

Bisgaard, Tanja (2009): *CSI. Corporate Social Innovation*

Hockerts, Kai et al. (2008): *CSR-Driven Innovation - Towards the Social Purpose Business*

Hockerts, Kai and Morsing, Mette (2008): *CSR-Driven Innovation - An Esasy Reader*

Hockerts, Kai and Morsing, Mette (2008): *A Literature Review on CSR in the Innovation Process*

Høeg, Karen Elisabeth (2007): *Place #4: CSR-Samfundet 2017 in Places to Go* (Danish)

Kramer, Mark et al. (2005): *COMPETITIVE SOCIAL RESPONSIBILITY: Uncovering the Economic Rationale for Corporate Social Responsibility among Danish Small- and Medium-Sized Enterprises*

Social Action (2009): *CSI. Corporate Social Innovation, Case studies*

Relevant links

Ideas Compass: www.ideascompass.dk

CSR-Driven Innovation: www.csrinnovation.dk

CSRgov.dk: www.csrgov.dk

CBS Center for Corporate Social Responsibility: <http://uk.cbs.dk/cbscsr>

Nordic Centre for Corporate Responsibility: www.nccr.org

CSR Forum's work group on CSR innovation:
<http://www.csrforum.dk/arbejdsgrupper/csr-innovation> (Danish)

Danish Commerce and Companies Agency: www.eogs.dk

Nordic Innovation Centre: www.nordicinnovation.net

TrygVesta: www.trygvesta.com

Region Zealand: www.regionsjaelland.dk



norden

Nordic Innovation Centre

Nordic Innovation Centre

Nordic Innovation Centre (NICe) is an institution under the Nordic Council of Ministers facilitating sustainable growth in the Nordic economies.

Our mission is to stimulate innovation, remove barriers and build relations through Nordic cooperation. We encourage innovation in all sectors, build transnational relationships, and contribute to a borderless Nordic business region.

We work with private and public stakeholders to create and coordinate initiatives which help Nordic businesses become more innovative and competitive.

Nordic Innovation Centre is located in Oslo, but has projects and partners in all the Nordic countries.

For more information: www.nordicinnovation.net

Cover image: The Shaidon Effect & Dom Dugliga at the festival New Media Meeting. Photo: Johan Furuholm.

Nordic Innovation Centre
Stensberggata 25
NO-0170 Oslo
Norway

Phone: +47-47 61 44 00
Fax: +47-22 56 55 65

info@nordicinnovation.net
www.nordicinnovation.net