How does Sustainability reduce existential threats, bolster business continuity, rally stakeholders, and increase competitive advantage?
Business
Under Pressure
Supply chains are threatened by resource depletion, geopolitics, and regulation.

Stakeholders are demanding that business moves beyond do no harm to creating social value.

Consumer behavior is becoming mission-driven within a highly polarized political climate.

Businesses are facing pressures that require a "sustainability" response.
Existential Threats

Environmental Crises
Climate change, depletion of raw materials, pollution

Geopolitical Disruption
Competition for land/resources, volatility of markets

Regulatory Burden
Higher standards, increased evidence burden, visibility
Shifting Values

Changing Role of Business
Profit driven, to do no harm, to social value creation

Mission-Driven Employees
Purpose engages employees

Brands in the Political Sphere
Consumers use brands politically; brand activism
Purposeful Consumerism

Products with Purpose
Consumers expect companies to do more

Power Shifts to Millennials, Eyes on Gen Z
Millennials willing to pay more for sustainable products

Technology Empowers
Technology exposes harm and offers choice
An effective corporate sustainability response must include:

TARGET INVESTMENTS TO HAVE THE GREATEST IMPACT
Focus on areas where the businesses can have a meaningful difference; be materially relevant to be credible and authentic.

MEASURE FOR ACCOUNTABILITY AND TO DEMONSTRATE IMPACT
Optimize sustainability programs around key metrics that matter; prove positive impact with evidence of social and business return on sustainability investments.

TELL THE SUSTAINABILITY STORY TO BRING STAKEHOLDERS ALONG
Help consumers to understand sustainability challenges and solutions, enabling them to make sustainable purchasing decisions.
Ipsos guides clients on their sustainability journey

**Rigorous Evidence Base**
Insight and strategy generation using the rigorous evidence base provided by Ipsos' global research and data collection services.

**Multi-Sector Engagement**
Operating at the intersection of the public, private and non-profit sectors facilitates partnership and collaboration.

**Breadth of Expertise**
Deep knowledge of commercial trends combined with expertise in traditionally "social" issues, including sustainable development.

**Global Footprint**
Locally-based experts understand local issues, and go deep into supply chains and communities.
Ipsos solutions at each stage of the sustainability cycle

- **Risk & Materiality**
  Materiality assessment, trends & geopolitical risk, supply-chain mapping

- **Stakeholder Values**
  Employee engagement, corporate reputation, brand equity flow

- **Consumer Behavior**
  Consumer trends, customer experience, understanding behaviors

- **ROI, Impact, and Learning**
  Sustainable investment verification, program evaluation, impact assessment

- **Marketing & Communications**
  Messaging, ad/marketing tracking, storytelling & thought leadership.

- **Strategy & Implementation**
  Competitor landscaping, stakeholder activation, strategy & planning
Risk & Materiality

MATERIALITY ASSESSMENT
✓ Organizational mapping and consultation with stakeholders to understand “materially relevant” sustainability issues.
✓ Enables businesses to understand where they face the most significant risks and can have the greatest impact.

TRENDS AND GEOPOLITICAL RISK
✓ Combines local knowledge from 85+ country offices with academic and sector expertise, to understand the market context.
✓ Studies ‘Megatrends’ – the known technology, demographic and environmental changes happening now and in the future.

SUPPLY CHAIN MAPPING
✓ Mapping upstream and downstream supply chains to assess compliance with standards, gaps in compliance, and sustainability risks to business.
✓ Deep-dive on supply-chain sustainability risks, and alignment with the Sustainable Development Goals (SDGs).
Stakeholder Values

EMPLOYEE ENGAGEMENT
✓ Assesses employee engagement levels, designs balanced scorecards, and empowers managers to drive change and engage their team.
✓ Supports the development of a consistent employer value proposition and helps organizations to attract, retain high potentials.

CORPORATE REPUTATION
✓ Measures issue salience, drivers of reputational value, reputation performance against ROI, and assesses the effects of corporate crises.
✓ Aligns actions with stakeholder values, and integrate actions to tackle reputational issues, and measures reputational outcomes.

BRAND EQUITY FLOW
✓ Helps organizations to strengthen their brand equity, define the best positioning within a given market, and manage their portfolio.
✓ Implements motivational research by unraveling both emotional and functional consumer needs using its Halo and Echo approaches.
CONSUMER BEHAVIOR

✓ ERM, customer journey mapping, customer relationship management, and mystery shopping, using traditional research and social listening methods.

✓ Analyzes how global trends intersect with consumer trends such as personalization, moment-optimization, and experientialization.

PRODUCT INNOVATION

✓ Addresses issues related to innovation, market understanding, and path to purchase.

✓ Helps define clients’ marketing strategy, identify opportunities, develop brands, services and products, and optimize marketing expenditures.

BEHAVIORAL SCIENCES

✓ Deploys psychology to understand the mechanisms underpinning consumers’ sustainability activity.

✓ Employs psychology and neuroscience alongside market research to facilitate behavior change.
ROI, Impact & Learning

**SUSTAINABLE INVESTMENT VERIFICATION**

✓ Designs approaches to monitoring and verifying sustainable investments, based on internal needs, public commitments and regulatory obligations.

✓ Utilizes tools such as certifications, sector-based tools, or standard market approaches, or internally developed and executed systems.

**PROGRAM EVALUATION**

✓ Uses logic and theory-based program evaluation tools to understand program implementation quality, effectiveness and efficiency.

✓ Collaborates with organizations at multiple levels to socialize the findings and inform ongoing implementation.

**IMPACT ASSESSMENT**

✓ Employs a full suite of impact assessment approaches to understand whether sustainability investments are having the desired impact.

✓ Approaches include rigorous experimental, quasi-experimental, and non-experimental design grounded in program theory.
Marketing & Communications

MESSAGING
✓ Designs are based on three key components to produce actionable results: the Message, the Messenger and the Target Audience.
✓ Recommends messaging for moving people up the Advocacy Pyramid: people must know you to like you, and like you to advocate for you.

AD & MARKETING TRACKING
✓ Leverage survey, social and passive data to help understand brand performance and competitive positioning to build stronger brands.
✓ Observes the impact of specific communications and advises on the management of creative and media to have brand impact.

STORYTELLING & THOUGHT LEADERSHIP
✓ Ipsos experts transform insights from data into stories for clients to generate deeper understanding and more effective communication.
✓ “Storytelling” is about movement, transportation, calling to action, and the use of imagery to make ideas real.
Strategy & Implementation

MARKET LANDSCAPING
✓ Delivers structural maps with different domains that are enriched by need states, occasions, attitudes, usage and demographics.
✓ Benchmarks on business and sustainability ROI, industry best practices, governance mechanisms, and sustainability reporting.

STAKEHOLDER ACTIVATION
✓ Conducts interactive activation workshops that harness collective intelligence and organizational knowledge to turn insights into action.
✓ Ensures sustainability programs aligned with corporate mission, embedded at the right levels, and that goals are communicated.

STRATEGY DEVELOPMENT & PLANNING
✓ Bases strategic objectives on a rigorous cost benefit/ROI analysis and the use of logic/theory-based program modelling.
✓ Facilitates prioritization and work-planning and KPI and performance assessment frameworks.
An Apparel Company

BUSINESS OBJECTIVES
The company had clear goals: to identify a simple and holistic vision of sustainability that resonated with the company’s stakeholders, and to develop a plan to implement this vision as well as to manage progress towards it.

STARTING POINT
The company had an existing CSR program based on meeting regulatory requirements and philanthropic giving. The CEO was keen to bring sustainability into the heart of the business and create a legacy of social value. Ipsos was engaged during the early stages of this process.

OUTCOMES
The company identified the issues that were materially relevant to their business, brought value to their stakeholders, and on which they could have the most influence.

✓ Set an overarching sustainability agenda and established key focus areas
✓ Earned increased employee engagement in sustainability objectives
✓ Increased efficiencies in energy and water usage
✓ Brought sustainability education and storytelling into company marketing

POTENTIAL FOR IMPACT
- Reducing pollution in supply chain
- Create safe, fair working conditions
- Empowering women producers
- Encourage healthy lifestyles

IPSOS SOLUTIONS
- Risk and Materiality Assessment (supply chain map, benchmarking)
- Key Stakeholder consultation (employees, consumers, sector)
- Stakeholder activation workshop
- Strategic plan and roadmap

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A Food & Beverage Company

BUSINESS OBJECTIVES
This company set their priorities for sustainability around 10 years ago, but the evolving context of their business and global trends required them to revise their current priority issues to stay relevant and ensure that they were demonstrating real social value.

STARTING POINT
The company’s sustainability program was based on a thorough risk and materiality assessment which identified core areas of focus. Programming was sophisticated. Ipsos was engaged to evaluate whether the solutions were having an impact and to improve learning, accountability and reporting.

OUTCOMES
Ipsos’ engagement helped to streamline focus of programming to achieve business and social goals:

✓ Mapping of activities within a theory of change enabled business to identify and end investments that were not directly relevant to achieving goals
✓ Impact assessments demonstrated where solutions were effective and assessed drivers of effectiveness
✓ Collaborative working with program teams helped business to apply the learning to improve outcomes
✓ Verification fed into more rigorous reporting and storytelling

POTENTIAL FOR IMPACT
• Improve sustainability of packaging
• Consuming water responsibly
• Promoting health and wellbeing
• Achieving gender equality

IPSOS SOLUTIONS
• Build and test theory of change for impact within four key issue areas
• Carry out independent impact assessments to verify whether solutions were resulting in social and business ROI
An FMCG Company

BUSINESS OBJECTIVES
This company had set an ambitious goal to ensure that all of their products were 100% certified-sustainable by 2030. While they have made significant progress, they are under pressure to prove that there is economic ROI for the business and to demonstrate positive environmental and social impact.

POTENTIAL FOR IMPACT
- Source raw materials sustainably
- Offer healthy, non-toxic products
- Improve sustainability of packaging

STARTING POINT
The company had made a significant public commitment to eliminating the harmful footprint of their business while generating increased revenues and profits. At this stage they wished to assess their approach to achieving these goals, namely whether certification offered both the business and social impact they had promised.

IPSOS SOLUTIONS
- Assessment of stakeholder (especially consumer) awareness of certifications and motivations for purchase
- Review of certification partner processes and outcome assessments for social return

OUTCOMES
Ipsos’ identified areas where certification was a sufficient demonstration that sustainability objectives were being achieved and areas where more needed to be done to mitigate negative impact. Where more needed to be done, Ipsos:
- Identified alternative certifications or approaches
- Proposed scoping and solution design activities to develop new interventions and verifications

Ipsos also identified a need for consumer education around certification “labels”, in particular sustainable packaging which does appear to drive purchasing behavior.
An Extractive Industries Company

BUSINESS OBJECTIVES
Social stability around mines is a critical impacting factor on this company’s ability to do business – it’s “license to operate”. Increasing social unrest, related both to the rights of indigenous people over the land, and the rights of mine workers presents a threat that the company needs to respond to.

STARTING POINT
Increasing recognition by company leadership, investors and markets that ongoing “license to operate” is a major risk for mines in certain geographic areas. Approach is needed to limit harm and create social value in a very localized way.

POTENTIAL FOR IMPACT
• Ensure worker conditions – pay, health and safety, skills training
• Promote community/indigenous rights and sustainable development

IPSOS SOLUTIONS
• Geopolitical risk assessment
• Stakeholder consultation – focus on community attitudes and behaviors, working conditions, stakeholder concerns
• Propose sustainability strategy and implementation roadmap

OUTCOMES
The Ipsos consultation brought multiple stakeholders to the table, including local authorities, community and worker representatives, and mine owners/operators and other local businesses, sometimes controversial industries. These stakeholders:

✓ Identified priority issues within the community broadly and specifically created by the mine
✓ Proposed solutions to these issues, including improvement in worker conditions, to specialized training for youth in the community, to the company supporting workers in discussions with national authorities about land rights
A Technology Company

BUSINESS OBJECTIVES
In addition to some negative environmental impacts of its operations, the company has grappled with significant PR challenges related to data privacy and ethical responsibility to monitor and modify the behavior of its users. The company needs to contemplate the potential negative social impacts of its business to fulfill its promise of empowering people through technology.

POTENTIAL FOR IMPACT
• Reduce climate impacts
• Empowerment through technology

STARTING POINT
To fulfill its mission, the company needs to limit the negative social consequences of its activities (“do no harm”) while proactively seeking ways to deliver on the promise of technology companies to create social goods. The company is in a learning phase where it is trying to understand the risks and challenges, as well as its broader role in society.

IPSOS SOLUTIONS
• Multi-stakeholder deliberative consultation including users, communities, community advocates, regulators and governments, academics and scientists, etc.

OUTCOMES
The Ipsos consultation provided the company with:
✓ Deeper understanding of users, communities and sectors as interactive social entities with social challenges and needs
✓ Engagement of groups led to creation of an advisory board to continue to deliberate solutions to these issues
✓ Internal engagement of company staff and leadership enabled through a positive and proactive focus on positive social outcomes, changing the tone of the dialogue away from recent PR challenges
A Financial Sector Company

BUSINESS OBJECTIVES
To achieve growth and maintain market share it is essential for financial sector companies to develop markets in emerging economies. This company wanted to understand how to reach “bottom of the pyramid” consumers in large emerging economies such as Indonesia, Nigeria, and Mexico, with a particular focus on empowering women by providing access to financial services.

POTENTIAL FOR IMPACT
• Bring the poor into formal economy
• Empower women specifically

STARTING POINT
To reach its target audiences, the company needed to gain deep understanding of the financial service markets in the countries of interest, as well as to understand the financial standing and behaviors of its potential clients, so that it can design appropriate products and understand the structural requirements of doing business in the countries of interest.

IPSOS SOLUTIONS
• Market insight based on desk research
• Stakeholder consultation including financial service sector, regulators, business owners and communities (specifically women).

OUTCOMES
Ipsos outputs included:
 ✓ In-depth supply-side and demand-side market insight reports
 ✓ Deeper understanding of potential users of services, particularly women and women entrepreneurs
 ✓ Recommendations for financial products to meet the needs of target communities, specifically women and women entrepreneurs
 ✓ Recommendations for local partnerships to facilitate messaging and service uptake
 ✓ Assessment of business structure and ease of doing business in each market
Thank you!

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