
Contents

Introduction	ix
Part 1. Analysis of Factors Incentivizing Companies to Develop CSV-based Strategies for Societal Innovations	1
Introduction to Part 1	3
Chapter 1. Foundations of the Societal Strategy Based on Creating Shared Value (CSV)	5
1.1. The issues at stake in the liberal and contractual conceptions of CSR	5
1.2. CSR as a lever for adapting corporate governance	6
Chapter 2. CSR as a Lever Which Corrects and/or Anticipates Potential Damage to the Company	9
2.1. CSR as a lever to avoid pressures from socio-political stakeholders	9
2.2. CSR as a lever for alleviating or anticipating regulatory pressures	10
2.3. CSR as a lever to avoid or mitigate the pressures exerted by soft power	12
2.4. CSR as a lever for securing a competitive advantage, reducing negative societal externalities or producing positive externalities	14
2.4.1. Labels, a tool for managing the appropriation of CSR as differentiating attributes	18
2.4.2. Process of optimizing customer focus on societal attributes	20
2.4.3. Factors determining consumer eco-responsibility	22

Chapter 3. Innovation and Ecosystem as Key to the Success of CSV-based Societal Strategies	27
3.1. Innovation as a fundamental lever for developing CSV-based strategies	27
3.2. Analysis of the ecosystem's role in the process of implementing CSV strategies	33
3.3. Assessing the impact of an innovation on each stakeholder in the ecosystem	47
Chapter 4. Value of Impact Investment for Societal Innovations	51
4.1. Key steps in calculating the value of the impact investment	52
4.2. Impact and ethical investment opportunities	55
Chapter 5. Development Strategies of CSV-based Innovative Business Models	57
5.1. Traditional tools of competitive analysis in CSV-based CSR practices	58
5.2. Foundations of business models	61
Part 2. Analysis of the Different Environmental Innovation Strategies Developed by One Company and their Impact in Terms of CSV	65
Introduction to Part 2	67
Chapter 6. Analysis of Societal Strategies Based on Ethical Values and their Limitations with Respect to CSV	73
6.1. Issues concerning ethical values	73
6.1.1. Values as an instrument for enhancing the company's image	74
6.1.2. The company's values as an attribute of differentiation	75
6.1.3. Strategy development through the practice of corporate values	76
6.1.4. Factors limiting the appropriation of the company's values by customers in their practices	79
6.2. Comparative analysis of the values communicated by Decathlon and the values appropriated by customers	82
6.2.1. Ethical values as a substitute for CSR	83
6.2.2. Awareness index of the values displayed by Decathlon among the customers surveyed	84
6.2.3. Discrepancies between the values displayed by Decathlon and those quoted by customers	87
6.2.4. Main factors preventing customers from adopting the values formalized by the company	89
6.2.5. Main limitations of the study	90

Chapter 7. Analysis of CSV-based Environmental Innovation Strategies Developed by a Company and their Impact	93
7.1. Environmental innovations, environmental externalities and competitive advantage	93
7.2. Different categories of environmental innovation and shared value creation.	95
7.2.1. Environmental technological innovations and shared value creation.	96
7.2.2. Integrated technological innovations which are not purely environmental and shared value creation	99
7.2.3. Organizational environmental innovations and shared value creation	104
Chapter 8. Analysis of Specific Environmental Innovation Strategies to Each Activity of the Decathlon Group	107
8.1. Analysis of the Decathlon Group’s environmental policy based on CSV.	109
8.2. Analysis of the contributions of Decathlon Group’s environmental innovations	112
8.3. Environmental innovations related to product and production activities	115
8.3.1. Integrated technological innovations related to products and processes	115
8.3.2. Organizational environmental innovations	118
8.4. Environmental innovations related to site construction and operation	122
8.4.1. Organizational innovations related to energy optimization	123
8.4.2. Organizational innovations related to waste and water	124
8.5. Environmental innovations related to transport	125
8.5.1. Organizational innovations related to site reconciliation and packaging design	126
8.5.2. Organizational innovations related to modes of transportation	127
8.6. Main positive impacts resulting from the various environmental innovations	128
Part 3. Analysis of Social Innovation Strategies Based on CSV and their Impact on the Company and Society	131
Introduction to Part 3	133
Chapter 9. Foundations of Social Innovations for Consumers	135
9.1. Social innovations for low-income consumers	135
9.2. Social innovations for the well-being of the poor.	139
9.2.1. Characteristics of the BoP (Bottom of the Pyramid) social business model	139
9.2.2. Analysis of different forms of BoP social business innovations	142
9.2.3. Benefits and outlook of CSR-BoP.	144
9.3. Social innovations for all consumers.	145

Chapter 10. Analysis of Various Managerial Innovations Likely to Motivate Employees to Engage in their Work	147
10.1. Social innovation based on organizational ethics and its impact on employee engagement	149
10.1.1. Foundations of organizational ethics.	150
10.1.2. Process for implementing management based on organizational ethics.	151
10.2. Managerial innovation based on the higher purpose of employee involvement and commitment	154
10.3. Social innovation based on teleworking and employee engagement.	157
10.4. Managerial innovation based on the role of feedback and respect in the employee motivation process.	158
Conclusion	161
References	167
Index	185