



CSO *Collaborative*SM

Welcome!

**Say “hi” in chat and let us know where
you are dialing in from.**

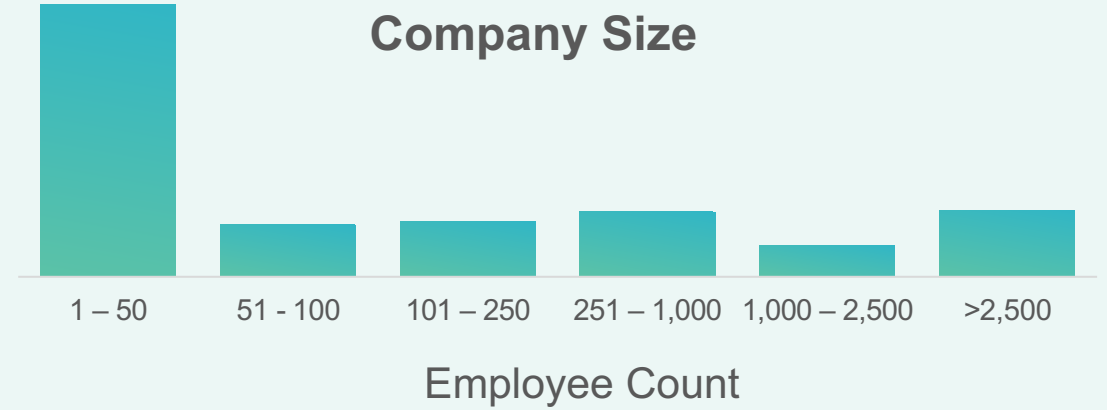
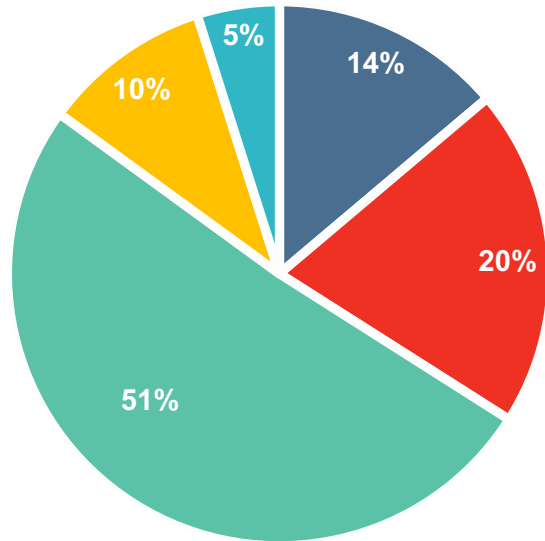
*****Turn video on
***Stay muted, please. Raise hand & we will call on you.**

725 members & counting!

A little background to understand your peers and their background!

Role In Strategy

- Aspiring strategy leader
- Consultant practitioner
- Executive leader
- Newly appointed leader
- None of the above



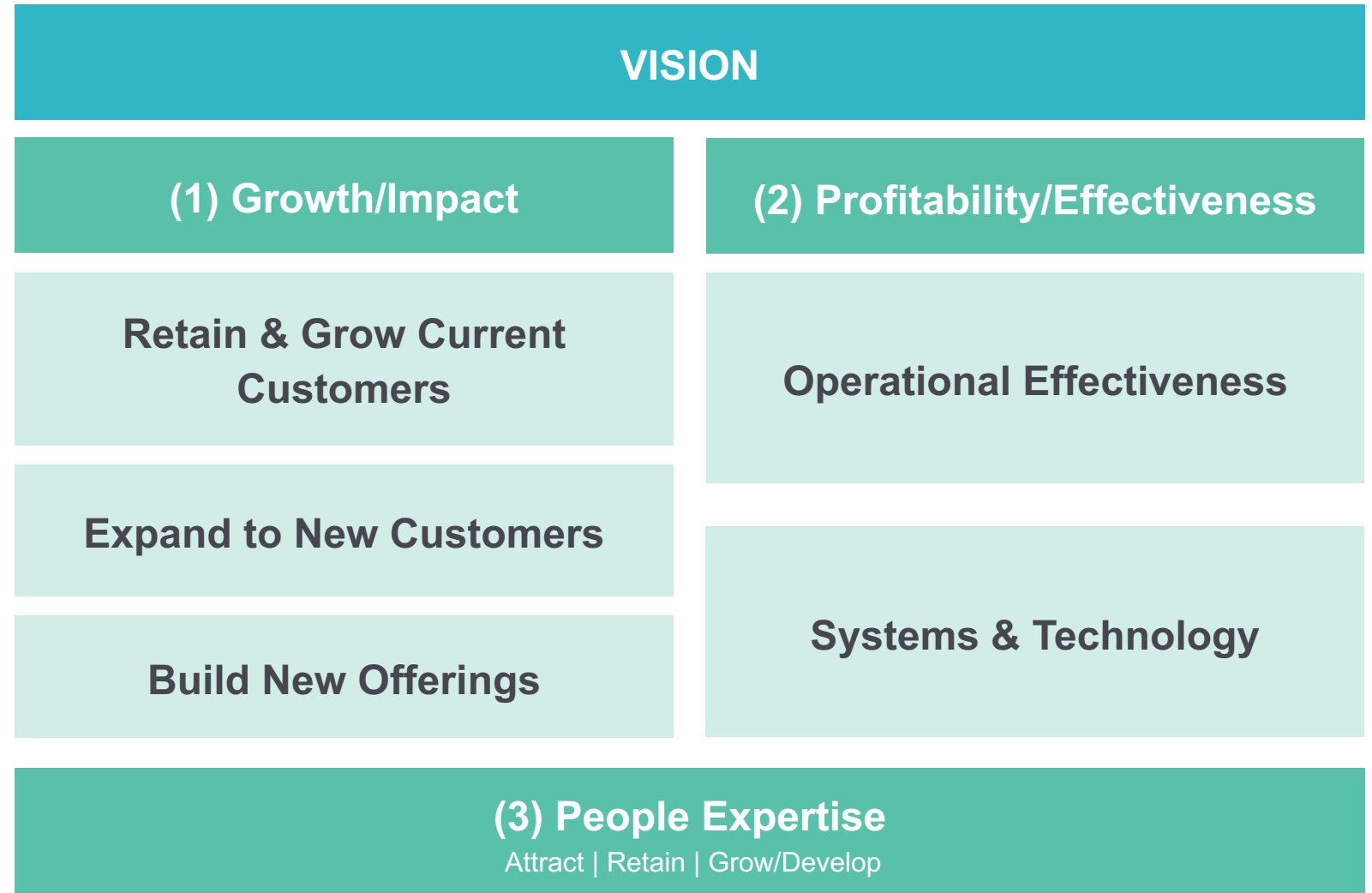
As Chief Strategy Officers,
our job is to have a bigger impact....

People

Profit
(your metric)

Purpose
Planet

Classic Framework



Continuum of an organization's Impact Strategy*

(staff, partners, customers, community, planet)



* Where's your possible biggest contribution(s)?

Today's expert on Growth & Organizational Impact



Frank Scarpaci

Founder & President



About Frank & Vianova

Frank's experience, skills, and passion is helping leaders and teams collaborate, explore what's possible, and create positive change together through strategic planning.

Since 2005, Vianova has helped organizations on their journey to create greater value for themselves, their most important stakeholders, their communities, and our planet.

A strong advocate for using business as a force for good throughout his career, Frank prioritized having Vianova become **one of the first certified B Corporations** — a classification reserved for businesses that adhere to rigorous standards of social and environmental performance, accountability, and transparency. He is a B Corp champion, someone who raises awareness of the value of the certification process.

Growth & Impact: Expanding Our Focus

Strategic Planning: Setting direction and aligning internal resources to support achievement of goals - typically around *growth, market share and profitability.*

- Vision, Mission, and Values
- Strategic Goals
- Objectives
- Strategies
- Action Plans

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What's often missing. . .

- Social Impact (e.g., people, community, customers, partners)
- Environmental Impact

Why include social and environmental impact?



Dramatic shift in society's expectations of business's role in addressing today's **economic, social and environmental** challenges.

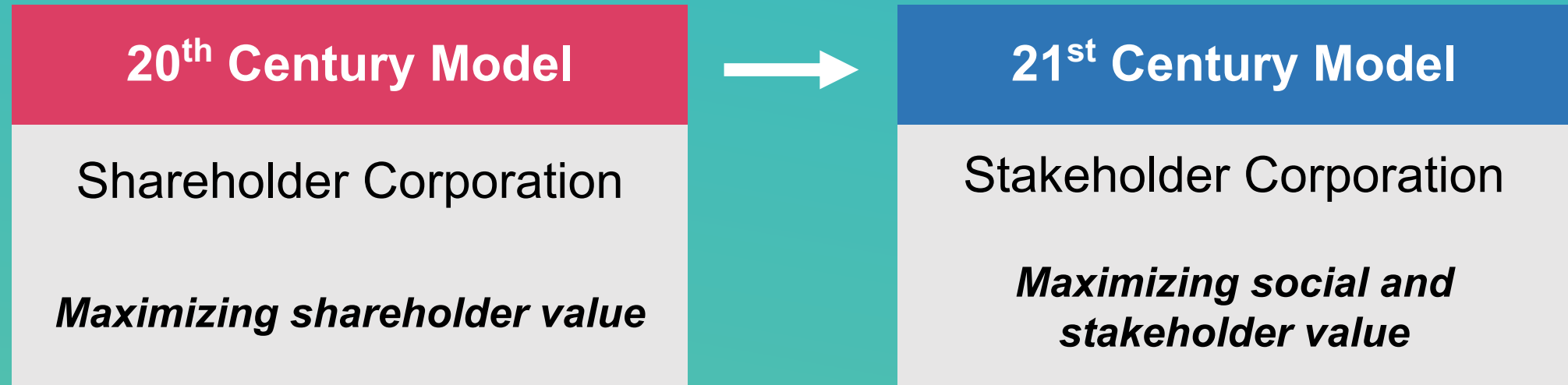


People want to **work for, buy from, partner with, and invest in** businesses *they believe in and are aligned with their own values.*

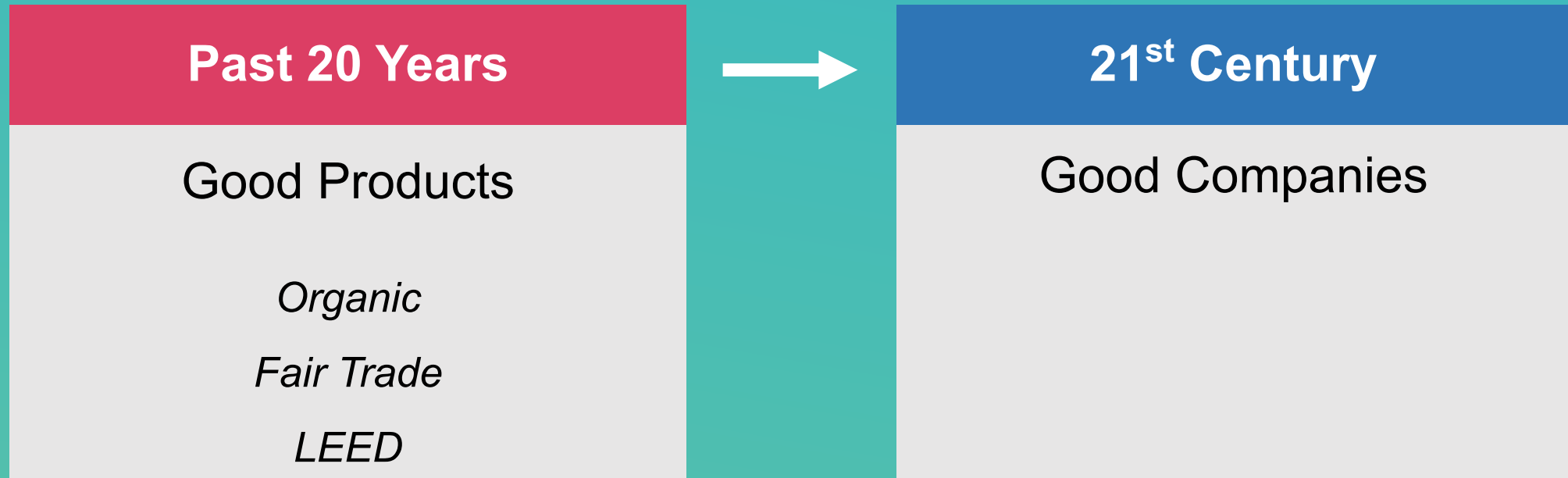


It's just good business.

The Evolution of Business



People are Demanding Better



B Corporation: Leading the Way

Certified B Corporations, also known as B Corps, are businesses that meet the highest standards of verified social and environmental **performance**, **public transparency**, and **legal accountability** to *balance profit and purpose*.

The Facts

B Corps use the power of business to build a more inclusive and sustainable economy.



27% are more likely to pay all their employees a living wage.



87% are more likely to manage greenhouse gas emissions reductions



They outperform other businesses by **10%** in providing high-quality jobs



They are **3 times more likely** to use 100% renewable energy



On average, they attract **2 times more applicants** than non-B corps

Growth & Impact: Expanding Our Focus

Vision & Mission

Update vision statement to include social impact

Values

Examples: social impact, environment, community, ethics, DEI, integrity, etc.

Goals

- Governance: Operate with the highest ethical standards
- Financial: Maintain profitability responsibly
- Customers: Continually enhance the wellbeing of our customers
- People: Create a healthy and inclusive workplace
- Operations: Optimize business operations while reducing environmental impacts

Growth & Impact: Expanding Our Focus

Objectives

- Reduce carbon emissions
- Increase employee wellbeing, satisfaction, engagement, etc.
- Increase community engagement (e.g., employee volunteer hours, board service)
- Increase sales of sustainable products to existing customers
- Increase supplier diversity spend by 25%

Strategies/ Action Items

- Launch employee wellness program
- Host annual all-staff retreat to connect remote and hybrid workers to company culture and each other
- Update purchasing policy to incorporate social and environmental commitments

Possible Next Steps

[BImpactAssessment.net](#): A Roadmap to Build a Better Business

- Governance
- Workers
- Customers
- Community
- Environment

[Bcorporation.net](#): Global B Corp resources and company directory.

[BTheChange.com](#): Inspiring stories from the B Corp community

CSO Collaborative Programming Calendar!

OKRs

Deep Dive: Are your OKRs masquerading as strategy?

1st Thursday @ 8 a.m. PT
November 3, 2022

Workshop: How to do OKRs if you are not Google?

3rd Thursday @ 8 a.m. PT
November 17, 2022

Where is this going?

December is dark

2023 is changing the game...

1st Thursday – January 5, 2023
3rd Thursday – January 19, 2023

Connect with us so we can highlight you on one of these upcoming calls.

Email Collaborative@OnStrategyHQ.com

CSO Collaborative

Final thoughts



See you Thursday, Nov. 3 @ 8 a.m. PST

Be sure to reserve time on your calendars if you haven't already.



Expect today's content in your inbox

We'll email by tomorrow with links to resources we talked about.



Suggestion for topics? Feedback?

Drop us a line anytime – let us know what you think and what you'd like to tackle as a group.

collaborative@onstrategyhq.com

Strategic Management Growth Curve

