

ICCA Iberian & France Benelux Chapter Annual Meeting 2024



Impact – CSR - Legacy

6-8 th March 2024

Jacqueline Scheidsbach MBA
Executive Director

Impact Centre Erasmus

The Erasmus logo, featuring the word "Erasmus" in a white, elegant, cursive script font.

Impact Centre Erasmus

from purpose to impact

We conduct research into **impact thinking, impact measurement and impact management**. We want to bring scientific knowledge and expertise **in practice**. We do that by research and projects with a diverse group of organizations to get a **better grip on the realization of their economic, ecological and / or social ambitions**. We carry out research for companies, financial institutions, government, social organizations and partnerships. Impact Centre Erasmus also offers training courses and masterclasses to share knowledge.

Impact Centre Erasmus

In short, Impact Centre Erasmus:

- wants to put the importance of impact thinking and steering on impact on the map;
- performs complex impact measurements;
- aims to increase the capacity of (groups of) organizations to manage on impact;
- wants to further the scientific and social debate about impact measurement;
- shares knowledge through courses, masterclasses and (guest) lectures to bachelor and master students as well as (executive) professionals and in-company development.

What's on the agenda today

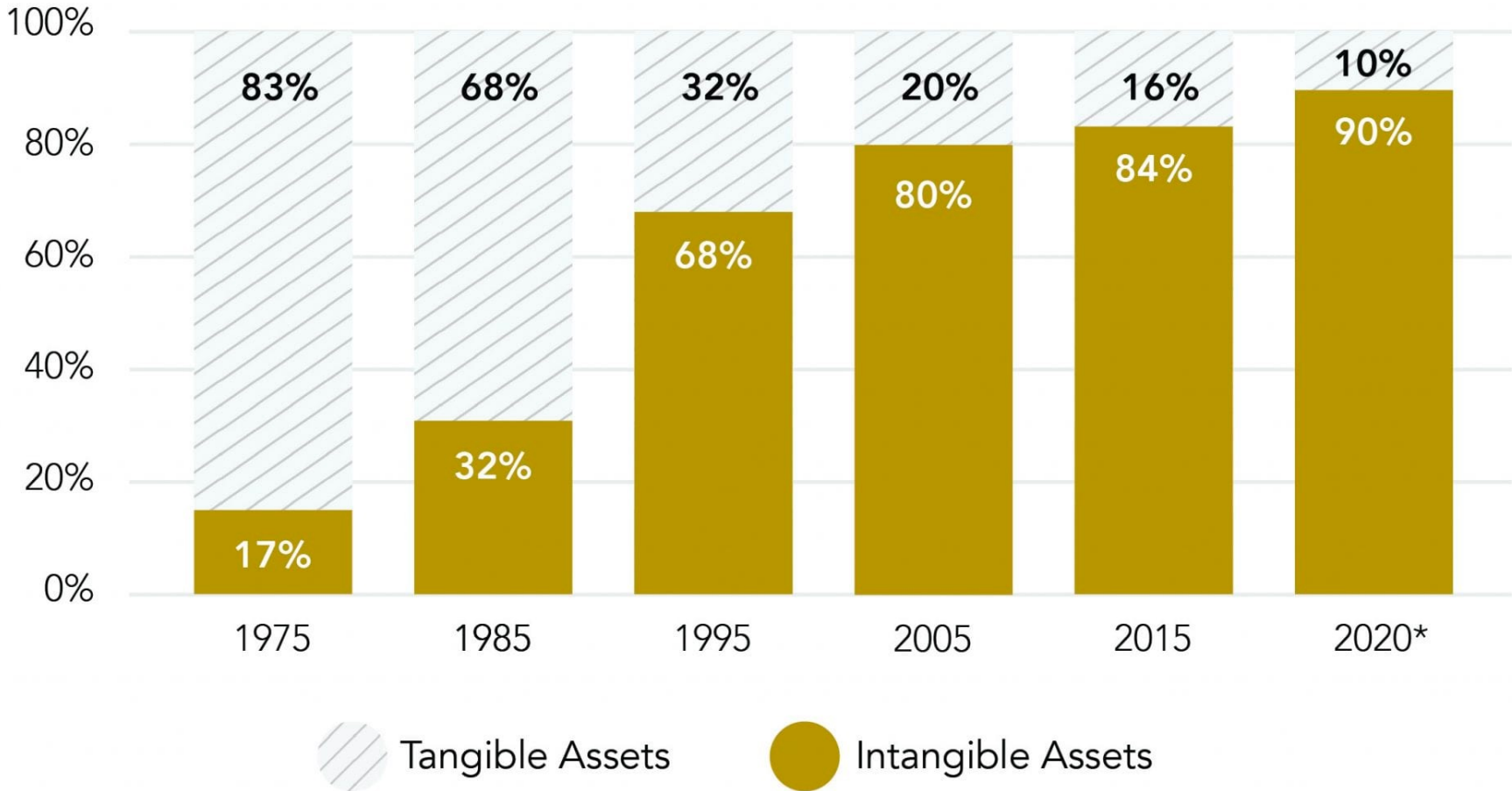
Why is impact important?

What is impact? And .. what is it not?

What are examples of impact programming in your line of business?

Value and Value Creation

COMPONENTS *of* S&P 500 MARKET VALUE



SOURCE: OCEAN TOMO, LLC INTANGIBLE ASSET MARKET VALUE STUDY, 2020
*INTERIM STUDY UPDATE AS OF 7/1/2020



PRE FINANCIAL TOPICS

ETHICS



ENVIRONMENT



SOCIAL CAPITAL



Social Capital



Happy employees show improved performance

Impact:

- 33% more profitable
- 45% more productive
- 300% more innovative
- 37% higher sales
- 50% less safety accidents
- 66% less absenteeism



When diversity leads to inclusion:

- Better performing teams (e.g. Mao en Woolley, 2016)
- Larger problemsolving capacity (e.g. Carmeli et al., 2010)
- Beter quality of work (e.g. Randell, 2018)
- More creativity and innovation (e.g. Basset-Jones, 2005)
- Better results (e.g. Basset-Jones, 2005)
- Higher involvement of employees (e.g. Miller, 1998)
- Beter linkage to the market (e.g. Edwards-Schachter et al., 2012)

Developments

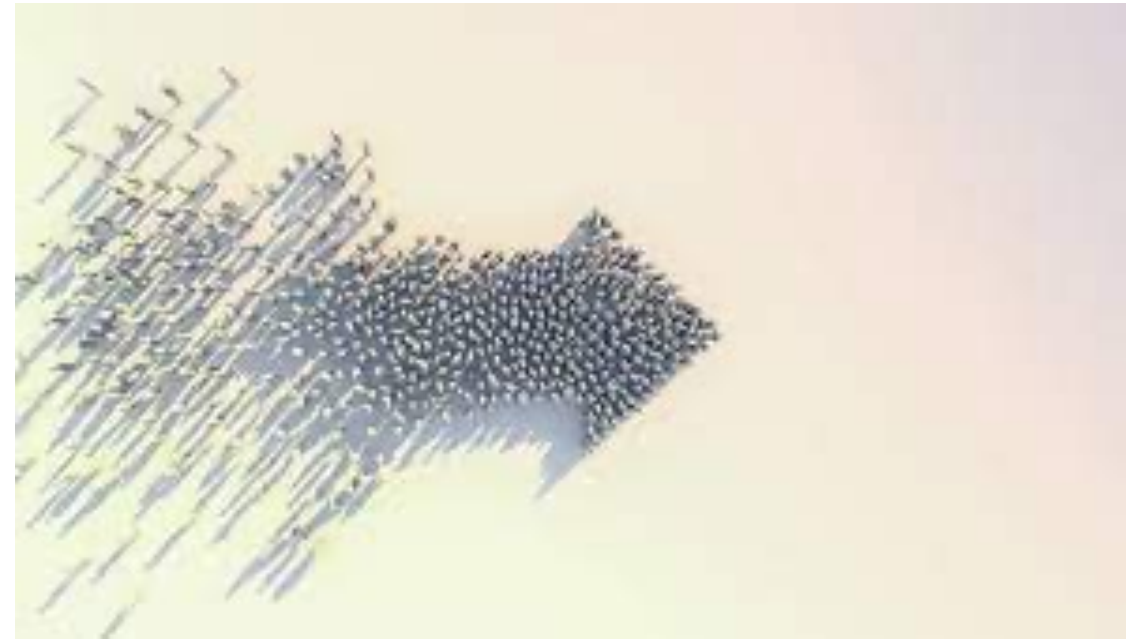
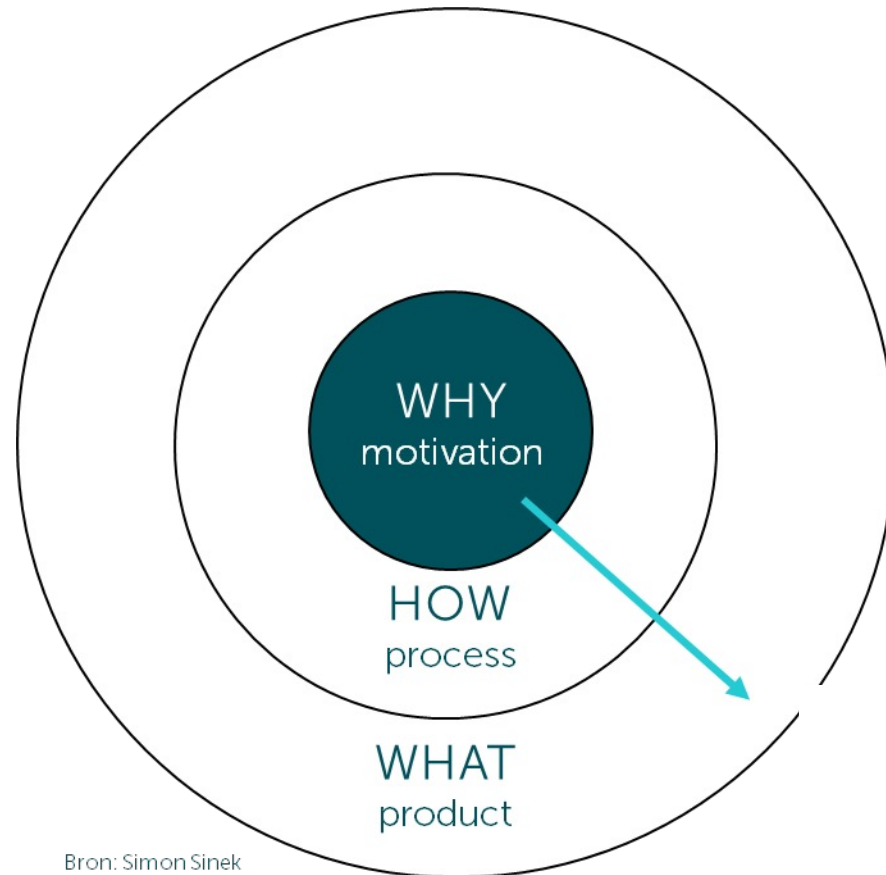
- ❑ COP 21 / Paris Agreement | renewed focus on Global Warming emissions
- ❑ EU law and regulation | EU Directive on CSRD & EU-Taxonomy
- ❑ OECD Guidelines + EU proposal Corporate Sustainability Due Diligence Directive (CSDDD) | impact in value chain on human rights and environment
- ❑ External pressure from stakeholders; call for transparency
- ❑ UN Sustainable Development Goals (SDG's)
- ❑ International focus on ESG and ESG reporting | f.e. CO² footprint
- ❑ (Institutional) Investors change their investment policy
- ❑ Consumers interest
- ❑ A new generation is looking for meaning
 - 82% say: 'it is important to have a purpose'
 - 72% say 'purpose should receive more weight than profit'

What is the *purpose* of your organization?

Organization | My Deal



Partnership | Co-creation | City Deal



Many organizations talk in their mission statement about their desired effects on people or society

“At Philips, we strive to make the world healthier and more sustainable through innovation. **Our goal is to improve the lives of 3 billion people a year by 2025.**”

Philips

Mission Zero® to eliminate any negative impact on the environment by 2020. **Interface (1994)**

Rabobank is a socially-responsible bank. We are committed to making a substantial contribution towards achieving **wealth and prosperity in the Netherlands and resolving the food issue worldwide.**

Rabobank

A **100% slave-free chocolate industry** – that’s our goal. It’s the reason we created Tony’s Chocolonely. And it’s our mission to make other people as passionate about 100% slave-free chocolate as we are.

Tony Chocolonely



Assignment

Read de mission statements and choose one

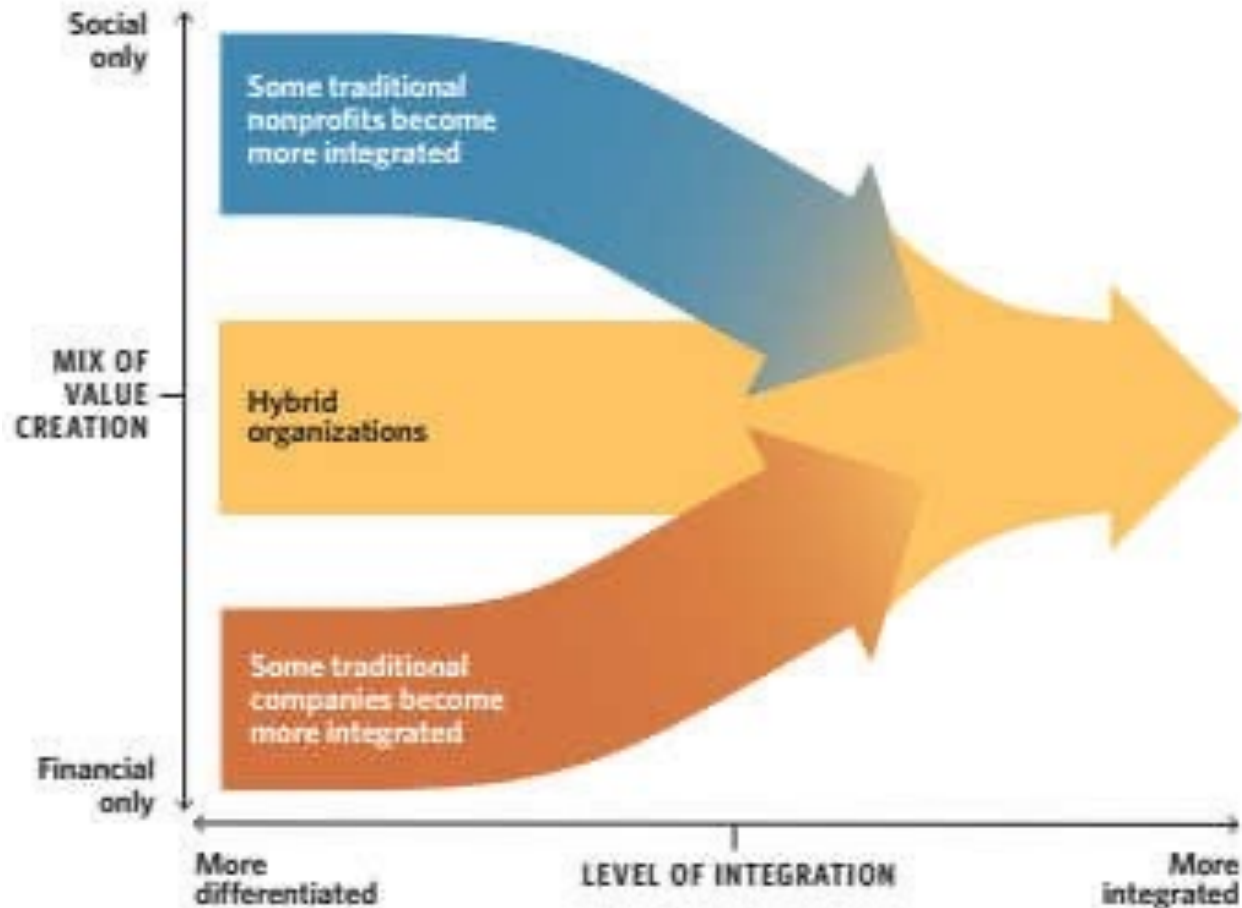
- **What do you think about these statements?**
- **What do you expect from this pledge?**
- **When is the organization successful?**

Discuss this with the person next to you.

Assignment | Mission statements

1. 'To contribute to the liveability, attractiveness and broad prosperity of a sustainable and inclusive Metropolitan Region'
2. 'Focusing on sustainable growth of the city's economy.'
3. 'Shaping the future and value of international association meetings.'
4. 'Our mission is to co-create sustainable and circular strategies, mindsets, and skill sets that enable destinations of the future to thrive, and society and nature to regenerate.'
5. 'To fill the earth with the light and warmth of hospitality.'
6. 'To promote and raise the profile of the city as an international tourist destination by making its visitors aware of its culture and distinctiveness through an offer with an added value based on segmentation criteria involving the public and interests'

Hybridization



(Mair et al, 2012)

*“There is one and only one social responsibility of business—to use its resources and engage in activities designed to **increase its profits** so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.”*

– Milton Friedman

versus

*“The purpose of business is not to create profit. The purpose of business is to **create profitable solutions to the problems of people and planet**. Not to profit by creating problems for people and planet.”*

– Colin Mayer CBE

“Profit for a company is like oxygen for a person. If you don’t have enough of it, you’re out of the game. But if you think your life is about breathing, you’re really missing something.”

Peter Drucker

From compliance to impact
From 'doing no harm' to 'doing good'



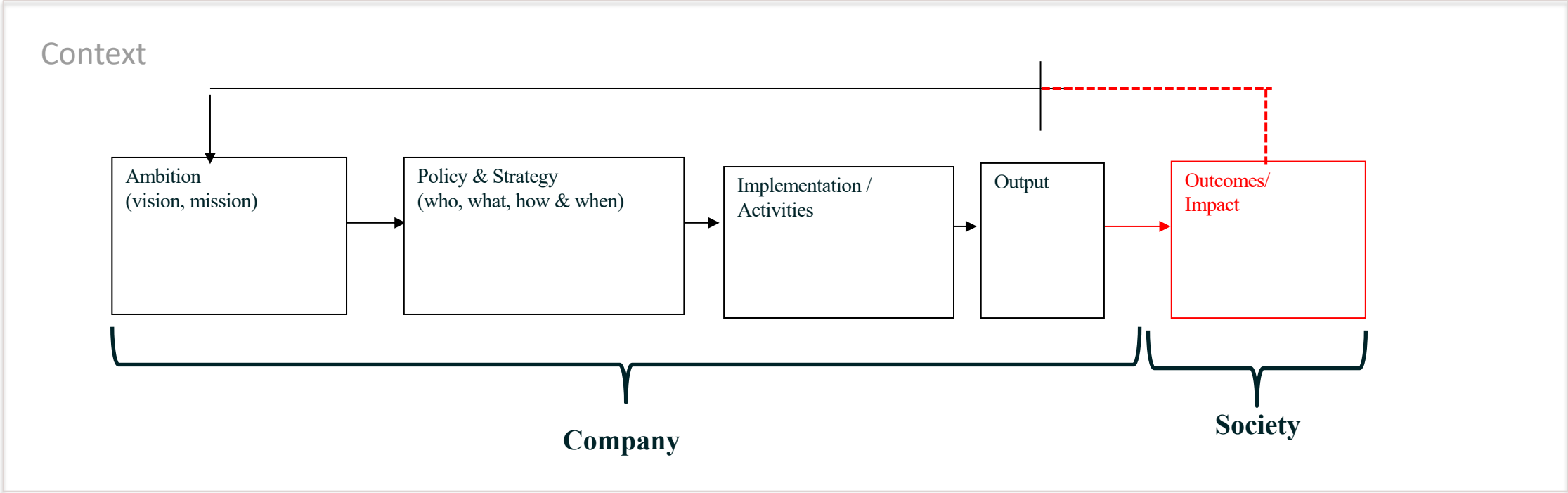
Impact Centre Erasmus®



From Purpose to Impact

Impact is the (additional) effect* of your organization on society (including stakeholders) on the economic, environmental and social dimension

*positive and negative, direct and indirect, intended and unintended



Difference outputs versus impact

Outputs

Direct results as a result of the activities (countable)

F.e.:

- Benefit to the economy in €
- # delegates
- # countries attending
- # speakers
- # sessions, meetings
- # demonstrations
- % occupancy rate

Impact

Long term value creation effects, achievement of ambition (purpose / societal)

F.e.: - depending on the organization-

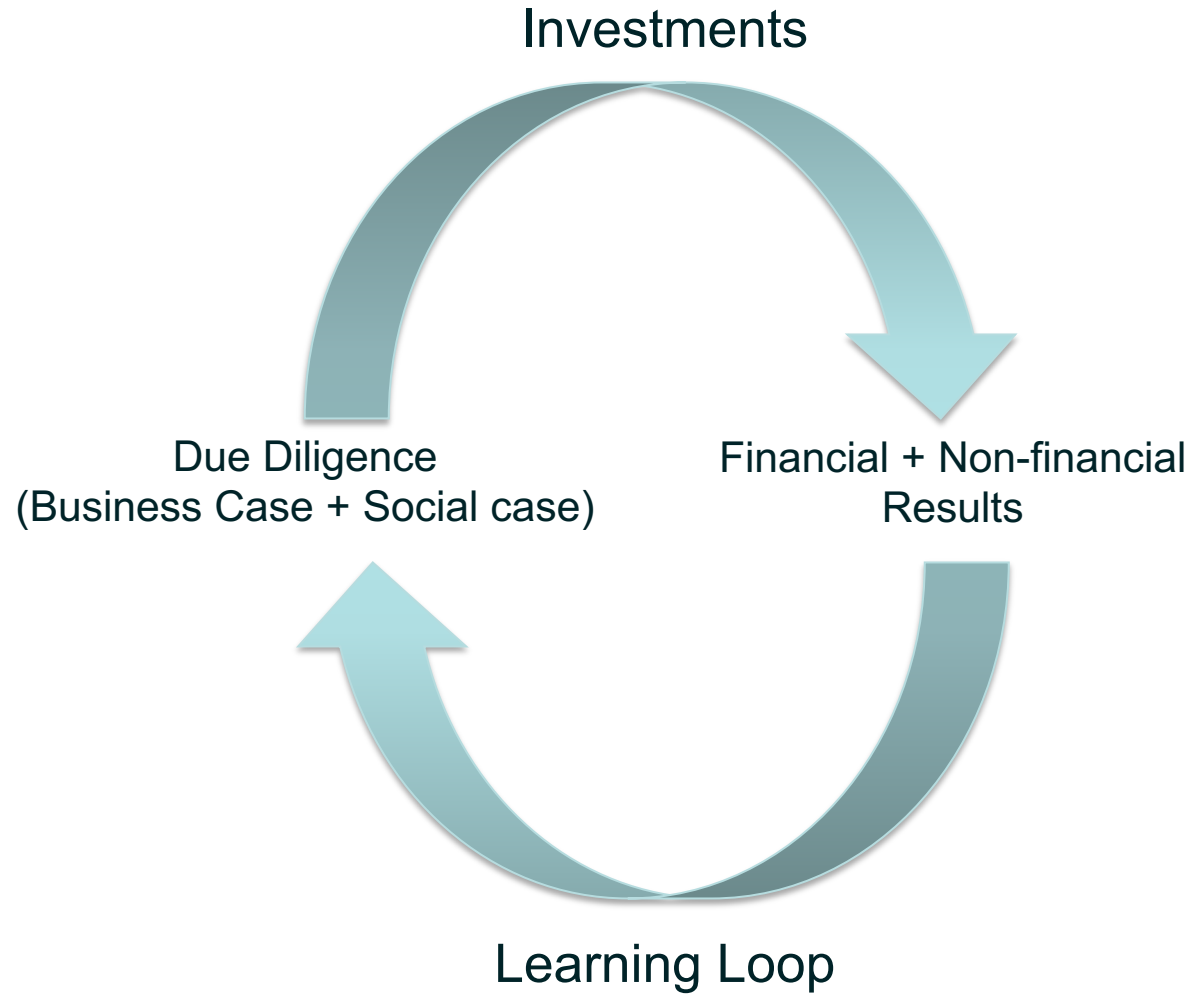
- Accessibility (low social economic status or disabled or chronically ill or bi cultural or ...)
- Equality
- Environmental, sustainable transport
- Knowledge building
- Engagement NextGen

SUSTAINABLE DEVELOPMENT GOALS




Indicators in connection with purpose or impact goal or just SDG labelling of activities or investments?

Erasmus



Start with the why → This determines the approach!

To Justify Comply to prove	To Communicate	To Learn to improve
<ul style="list-style-type: none"> - In line with values: “Say and do” / being transparent - Accountability and reporting (f.e. CSRD) - Insight into whether goals are achieved - Added value? 	<ul style="list-style-type: none"> - Promote cooperation - Improve visibility and goodwill. Making clear what Booking stands for - Create energy and movement. Both internally in the organisation, and externally towards partners. 	<ul style="list-style-type: none"> - Making a better and/or larger societal contribution with our means - Creating movement as an organization through learning - Increase results and outcomes
<p>To whom are we accountable? What impact do we make?</p>	<p>Communicate to who? Reliability of communication? Message, means, frequency and target group impact communication?</p>	<p>What do we want to learn? What works, for whom and why? What are we going/ willing to do with the insights?</p>
<p>Focus on output and outreach</p>	<p>Focus on output, outreach and positive impact</p>	<p>Focus on output, outreach and impact* *positive/negative, intended/unintended, direct/indirect</p>

An aerial photograph of a winding river flowing through a dense, lush green forest. The river meanders through the landscape, creating several sharp turns. The surrounding forest is thick and vibrant green, with some areas showing signs of clearing or different vegetation types. The lighting suggests a bright day, with the water reflecting the sky and the surrounding greenery.

What are the right things to do? And are we doing them right?

Purpose

Best Cities Global Alliance

“..to harness the power of collaboration and community to create positive impact through business events.”

Mission

Melbourne Convention Bureau - Australia

“To bid, win and host international business events, as well as marketing Melbourne and regional Victoria as a leading business events destination”



Purpose

ITS World Congress

1. Establish frameworks for success
2. Set pathways to achieve positive outcomes for the community

This congress was designed from the outset to foster impactful outcomes.

- politicians involved
- Community engagement
- Hackaton/ challenges for students and youth
- Showcases
- open sharing



Purpose ITS:

“ Shaping future transport **building a better society** with more **accessible, equitable** and **environmentally sustainable** transport through the implementation of intelligent Transport Systems”.

Mission CVB / Venue / PCO

“We bring (inter)national people and companies together in ... to generate an economic spin-off for the city and region, with Corporate Social Responsibility always being part of our policy and operations.”



Purpose City

...is a social and sociable city with a high quality of life and in which all residents feel at home, for the current generation and generations to come.

Five values that guide us in everything we

	<u>SDG?</u>
1. Justice	SDG 16
2. Sustainability	SDG 11
3. Social cohesion	SDG 10+ 11
4. Diversity	SDG 10
5. Quality	SDG 3 + 4

1. The healthy city
2. The meeting city
3. The climate-adaptive city
4. The energetic city
5. The (Eu)regional network city



What does this mean for:

- which BID proposals you will make an effort for and which ones you will decline to tender to?
- At what indicators you will steer?
- What communication, on what?
- Collaboration? With whom?
- Which stakeholders are important?
- What mission / purpose statements they're connecting
- Which benefit groups are top of the list to engage in co-creation?

To drive your mission, and to measure your impact, you need to develop concrete impact goals

Roadmap to formulating impact goals:



What are you doing?




Who are you doing it for?



What exactly do you want to achieve?

DIRECT LOW HANGING FRUITS

WHAT DO CLIENTS HOPE FOR + WHAT DO YOU PROVIDE...?



*“Convention/event
as a vehicle to
adress ecological
and/or societal
challenges?”*

- Format convention / event programming → effective knowledge sharing + effective networking?
- Ecological
 - F&B, f.e. local for local, seasons, protein transition
 - CO² footprint
 - circularity/ waste | biodiversity
- Staffing
 - inclusive
 - working conditions
- Accessibility
 - hybrid | blended
 - grants
 - disabled access
 - mobility
- Wellbeing → history/ traditions, arts, nature
- Health → F&B, exercise

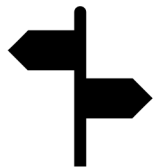
Where to start?



Are we doing things right?



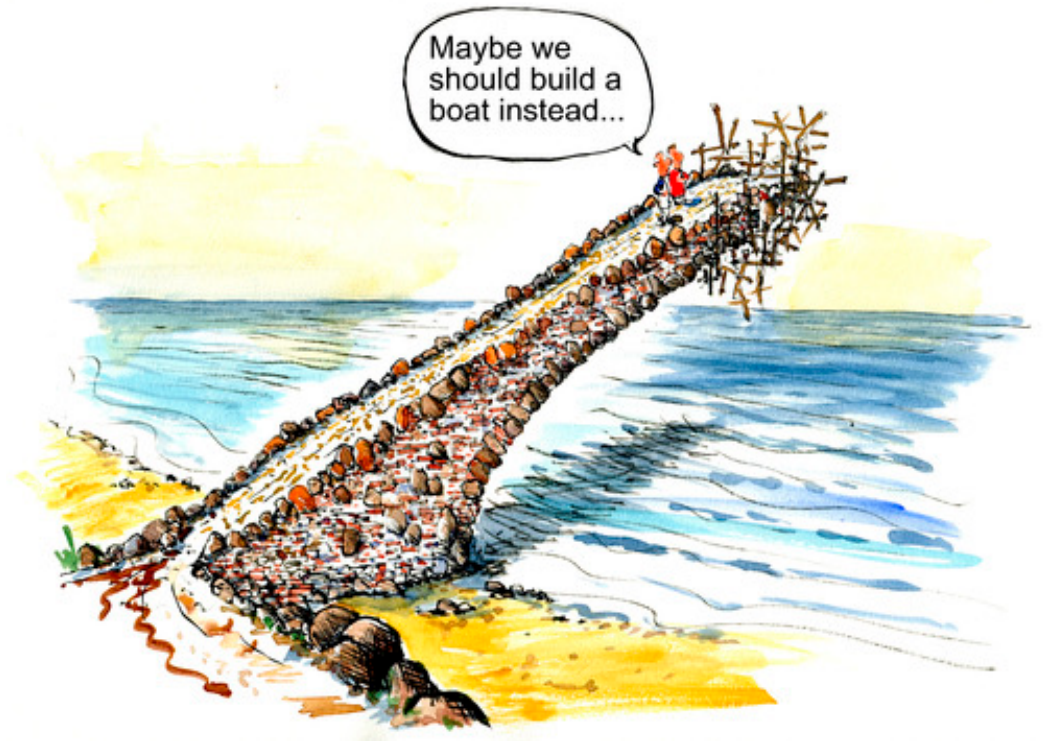
What is the impact of what we do?



Are we doing the right things?



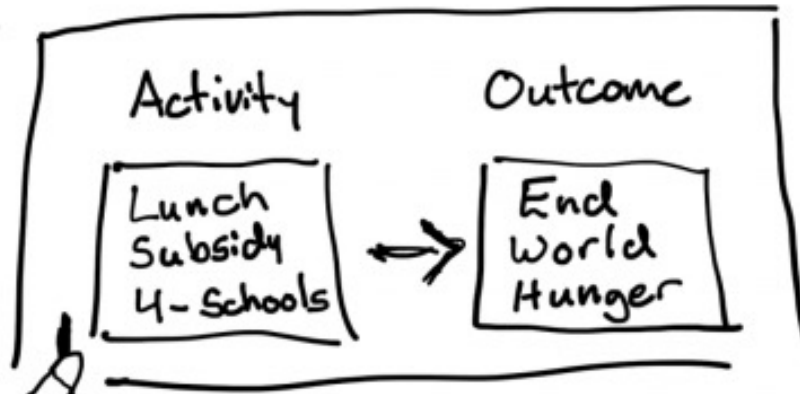
What do we need to do to achieve our impact?



“Fall in love with the impact, not the activities”

But how....?

So what you're saying is that your low budget school lunch subsidy program will eventually end global hunger?



Well, every big idea looks silly when you put it down on paper.



“Impact is not measured
in hindsight but thought
out in advance”

Impact Centre Erasmus

Thank you!

Jacqueline Scheidsbach
scheidsbach@ese.eur.nl