



The more you know, the more you dare®

INCLUSIVE BUSINESS AND VALUE CREATION

A WIN-WIN FOR BUSINESS AND SOCIETY

HOW TO DEVELOP INNOVATIVE BUSINESS MODELS IN ORDER TO ADDRESS ACCESS TO GOODS AND SERVICES FOR A LARGER POPULATION?

WHAT ARE THE KEY SUCCESS FACTORS AND KEY BARRIERS TO IMPLEMENT SUCCESSFUL INCLUSIVE BUSINESS PROJECTS?

HOW TO STRETCH YOUR RESPONSIBILITIES TO INTEGRATE SOCIAL AND ENVIRONMENTAL ISSUES?

“The HEC Inclusive Business program is a unique opportunity for executives seeking to leverage social innovation and reinvent business.”

Nicolas Cordier,
LEROY MERLIN, INCLUSIVE BUSINESS PROGRAM FELLOW 2014

PROGRAM OVERVIEW

The successful businesses of tomorrow will be those that recognize the magnitude of social and economic changes taking place and are able to anticipate trends and align business ventures with the needs of society. Very much the same as 20 years ago, when leading corporations in sustainability started to turn the green revolution into a competitive advantage, they nowadays are defining social inclusion as the new competitive edge. In this sense: ‘social inclusion’ is the new ‘green’.

Inclusive business initiatives, while keeping their for-profit nature, are contributing to poverty reduction and social integration through the inclusion of low-income or vulnerable populations in the business process, either as suppliers, producers or consumers. It includes Base-of-Pyramid programs (BOP) with predominant business objectives and social businesses with predominant social goals.

Yet, while inclusive business initiatives hold great promise, their creation is not free of challenge such as exposure to political and social challenges, internal adoption by mainstream business managers, measuring the project

impacts, and achieving scale or financial performance necessary to be sustainable.

Three industry leaders, Danone, Renault, and Schneider Electric, have commissioned HEC Paris to launch a pilot program tailored for business executives. In response to this initiative, HEC Paris, based on the research of its Social Business/Enterprise and Poverty Chair and together with Ashoka, the renowned global network of leading social entrepreneurs and Hystra, a consultancy specialized in inclusive businesses, have combined their efforts to design and deliver a program in executive education starting in 2014.

The first edition in June was a success and brought together several executives from large multinational companies as well as a few social entrepreneurs.

The chief purpose of this program is to help executives in both mature and emerging markets to implement, innovative, and inclusive business models and strategies that fight poverty and advance social inclusion while delivering profits.



BENEFITS

- Gain a unique interdisciplinary perspective on how to align social issues and environmental issues with corporate strategy
- Acquire a pragmatic approach to inclusiveness
- Understand the role and contribution of different actors such as international aid agencies, governments, impact investors and NGOs, co-creating this new ecosystem
- Develop or accelerate innovative business initiatives for your organization
- Connect global business players with leading social entrepreneurs
- Become part of a pioneering network of "change-makers" across different industries supported by a knowledge hub.

TARGET POPULATION

Participants will typically have 10 years or more of management experience. They will be:

- Senior executives of private corporations or company owners
- Senior managers who have, or soon will have responsibility for development and implementation of inclusive business initiatives in their organization
- Leading social entrepreneurs or leaders from NGOs and government who are using the power of market-based approaches to solve social issues.

PROGRAM CONTENT

- Why and how to develop inclusive businesses in large corporations?
- Understanding key stakeholders' perspectives

- Strategic innovation and inclusive business models
- Leveraging business-social hybrid value chains
- Marketing and retail strategies in the BOP markets
- How to reach the needs of low-income customers through R&D, supply chain and product design.

FACULTY

Speakers are professors of HEC Social Business Chair as well as senior executives and social entrepreneurs from Ashoka or Hystra.

LEARNING METHODS

This program is experiential and based on an action learning approach which includes:

- Field exposure
- Applied learning
- Peer learning
- Project tutoring
- Community of practice

FORMAT AND LOCATION

Delivered twice a year in different locations and for different audiences:

- In Calais - France, (3.5 day module) in English/French to executives operating in mature economies. Dates: June 23-26, 2015.
- In Johannesburg - South Africa, (5 day module) in English to executives operating in emerging economies. Dates : November 9-13, 2015.

Each intake also gives access to six months optional project tutoring as well as to a 1-year membership to a learning community of inclusive business leaders (alumni and contributors).

COSTS

Calais: 3,500 € per participant, excluding optional tutoring, meals, hotels, and transportation.

Johannesburg: 7000 € (including meals, accomodation and local transportation, excluding optional tutoring and international travel).

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HEC SOCIAL BUSINESS/ENTERPRISE AND POVERTY CHAIR

The program is endorsed by the HEC Social Business/Enterprise and Poverty Chair sponsored by Danone, Schneider Electric, and Renault. The Chair seeks to create and transfer knowledge on how to move to an inclusive economy able to generate wealth without poverty, both in France and developed countries and in emerging countries.

The chair combines three activities:

- **Research:** Developing quality research on strategic innovation in social fields on the theme of social business and the ways in which business can fight poverty.
- **Teaching:** Training a new generation of managers aware of social challenges and who aspire to be part of the solution.
- **Co-creation with companies and NGOs:** Bringing together resources, authorities, and members from HEC, large global firms, government bodies and non-profit organizations to invent new business models inclusive of the whole pyramid.

