Collaborative Community Development

A Guide for Managers

Network for Business Sustainability

Chile

nbs.net

Prepared by
Dr. Verónica Devenin

I am deeply convinced that this approach is the only way that one today can make this concept of sustainability real.

ANDRÉS MORÁN, PUBLIC AFFAIRS MANAGER, ANTOFAGASTA MINERALS S.A.

how companies can support their regions through collaborative community development

A Guide for Managers

Prepared by Dr. Verónica Devenin

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Dear Reader,

I am pleased to share with you this report on collaborative community development. Collaborative community development involves multiple companies, including competitors, working with the public sector and communities on sustainability challenges in a territory. This is a shared value approach that results in sustainable development for a region and increases social legitimacy for companies through long-term bonds with stakeholders.

This report provides a comprehensive overview of research and practice in community relations. It describes how collaborative community development differs from traditional community relations. Readers will find a step-by-step guide to implementing the approach, and tips on how to make their initiatives successful.

Managers may also wish to explore the Collaborative Community Development Primer for a quick overview of collaborative community development.

This research was inspired by the Leadership Council of the Network for Business Sustainability Chile. This report draws on the Chilean context through its case studies.

Chile's primary economic reliance on the extractives industry presents several challenges in terms of sustainability and social license to operate. These challenges relate to social and environmental sustainability issues, such as significant development and quality of life gaps in the affected territory, and associated conflicts. Chilean companies are learning from experience that short-term, fragmented, transactional relations with stakeholders benefit neither the companies nor the communities over the long term. In this landscape, collaborative community development has emerged as one of the most promising approaches for attaining sustainable development and social license to operate.

The research insights apply far beyond Chile. They are particularly relevant for companies that have high social and environmental impacts, operate in communities with significant development needs, and share a territory with other companies.

This project was conducted by Dr. Verónica Devenin, assistant professor of the Business School at the University Adolfo Ibáñez. The research also benefited from valuable insights from the team's Guidance Committee, which included Ricardo Berasain (Head of Communications and Corporate Relations, CAP Group), Dr. Pablo Muñoz (University of Leeds), and José Miguel Friz (Universidad Adolfo Ibáñez).

I hope this report will help you understand how you and your organization can work collaboratively to advance sustainable development within your region.

Sincerely,

José Luis Opazo, PhD
Academic Director, NBS Chile
Universidad Adolfo Ibáñez, Chile

Tima Bansal, PhD
Executive Director, Network for Business Suistanability
Professor, Ivey School of Business

cases part 1: the challenges…

Two recent cases show how collaborative community development can bring shared value to communities and companies.

Case 1: Calama and Its Claim for Distributive Justice

The city of Calama, located in the driest desert in the world, is recognized as the mining capital of Chile. Mining has occurred there for more than 100 years, and most of the population is proud of their mining identity and their national role: "The Salary of Chile."

However, despite the richness of the territory, the city of Calama is seen as underdeveloped, with high socio-economic inequalities and poor quality of life.

In 2009, a social movement began to emerge. "The Citizen Movement of Calama" called for distributive justice. This movement scaled to a national conflict in 2011, with protests in Santiago, the capital of Chile; and at the Congress in Valparaiso.

At the time, all mining companies in Calama (most Chilean, although some transnational) and their suppliers invested in large social responsibility programs. These programs addressed education, agricultural productivity, entrepreneurship, and other topics, and were primarily oriented to specific stakeholders. However, with the perception of general distributive injustice, these efforts seemed insignificant. The problem needed to be addressed more systemically, at the city level.

What could companies do in this scenario? Would they have a real impact with individual efforts?

Photo courtesy of Miguel Fuentes (www.flickr.com/photos/mik_chile/)

Case 2: Antofagasta and the Challenges of a Growing City

The mining boom of the past decade had led to new projects around the world. Chile was no exception. This boom often led to expanded settlements being relatively distant from the mining operation. The city of Antofagasta suffered all the socio-economic impacts of this phenomenon, including double-speed economy, pressure on services, and changes in cultural practices and identity.

Companies and community suffered the impacts of a city unprepared for explosive growth. Antofagasta is seen as an unattractive city in terms of transport, services, and quality of life. As a result, professionals and workers did not want to live there. Many preferred to live in the capital, Santiago, or other cities that had a higher quality of life or where their families were located, and to travel to Antofagasta only for rotating work periods. People lived in Antofagasta only temporarily, planning to return to their original cities. The result: high employee turnover and loss of significant human resources investment by the companies. Despite incentives, the city did not help the industry to attract and retain talent; companies' competitiveness declined.

Mining companies invested many resources in social responsibility programs in Antofagasta. However, they focused on individual stakeholders, and so did not systemically address the socio-economic impacts of the mining boom and the living experience for workers. Because the mines were expected to have a long useful life, companies saw issues in Antofagasta as strategic. A shared value initiative was necessary.

Would individual company efforts be enough to deal with this challenge, given its scale?

This report describes how companies can resolve similar challenges and created shared value through collaborative community development.

introduction

Companies today experience increasing pressure from citizens to be socially and environmentally responsible. Previously, communities might have been satisfied with some economic benefits and philanthropic actions. But now, communities expect companies to reduce their negative impacts, particularly environmental ones, and to contribute to the community's sustainable development. Companies recognize that they must create **shared value** and long-term community relationships in order to gain and maintain social legitimacy.

This report presents a new model that responds to this challenge: collaborative community development. It draws on two Chilean case studies: Calama Plus and Creo Antofagasta. Each case is a long-term effort still unfolding, but offers important lessons.

The two efforts profiled have been led by the mining industry. The approach is spreading in Chile, with the emergence of similar efforts such as Somos Choapa in the region of Coquimbo.

Collaborative community development has three main characteristics:

- **collaborative governance**, which engages diverse stakeholders in project definition, development, and management;
- many companies, even competitors, working together; and
- a long-term focus on a territory, rather than a short-term focus on individual stakeholders.

Who Should Use this Model

This model is particularly appropriate for companies that:

- have high social and environmental impacts
- operate in communities with significant development needs, whether urban or rural
- share the territory with other companies, especially if they also have social and environmental impacts, causing **cumulative impacts**

This report describes this approach and provides guidance on how to implement it.

WHAT IS… SHARED VALUE?

"Policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates."[1]

WHAT IS… COLLABORATIVE GOVERNANCE?

"A governance agreement in which one or more governmental entities directly involve non-governmental stakeholders in a formal decision-making process aimed at consensus and declaration, the objective of which is to develop or implement public policies or to manage programmes or public benefits."[2]

WHAT ARE… CUMULATIVE IMPACTS?

"Cumulative impacts are the successive, incremental and combined impacts of one or more activities on society, the economy and the environment."[3]

1 Porter, M., & Kramer, M. 2011. Creating shared value: How to reinvent capitalism — and unleash a wave of innovation and growth. *Harvard Business Review*, 89(1/2): 62–77.

2 Ansell, C., & Gash, A. 2008. Collaborative governance in theory and practice. Journal of Public Administration Research and Theory, 18: 543–571.

3 Franks, D. M., Brereton, D., & Moran, C. J. 2010. Managing the cumulative impacts of coal mining on regional communities and environments in Australia. Impact Assessment and Project Appraisal, 28: 299–312.

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1. understanding the approach: the model and its value

The Model

In collaborative community development, companies work with government and citizens to define, develop, and jointly implement long-term benefits for a territory as a whole.

Central to this approach are:

- High-level governance that establishes how decisions will be taken and by whom. The governing body acts as a "board" and it is usually composed of representatives from government, the private sector, and the community.
- A collaborative intermediary organization (CIO), a team that provides day-to-day management of the collaborative initiative and project portfolio. The CIO executes governance directives, coordinates across different actors, leads initiative design, manages projects, and supports citizen participation. Figure 1 shows how the CIO coordinates across different actors involved.

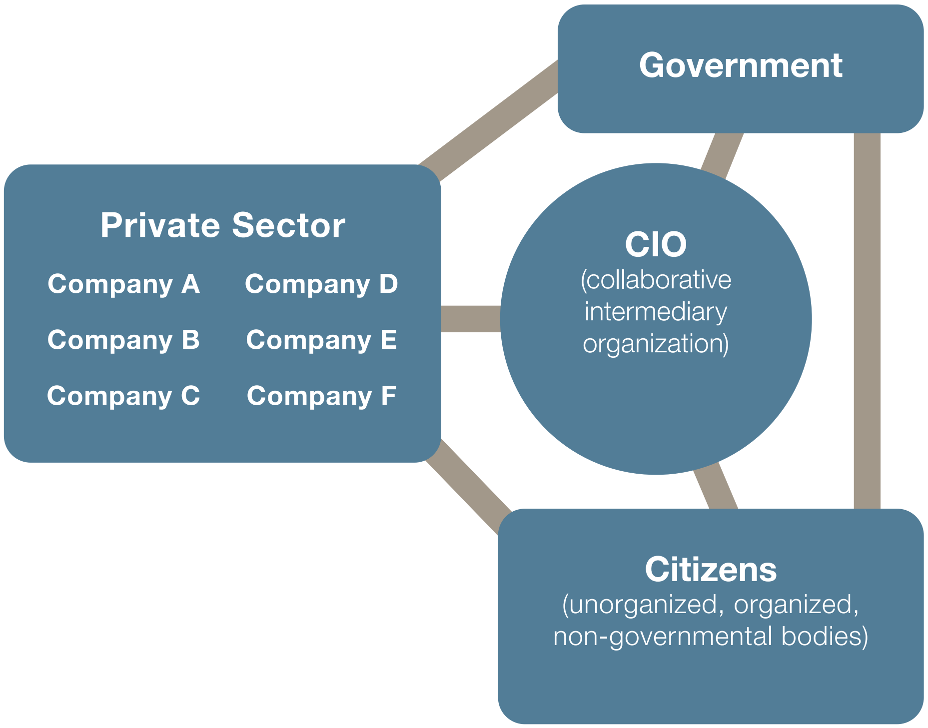
CALAMA PLUS:

Governance occurs through a technical committee, involving representatives from the regional government, municipality, and leading companies. The technical committee leads high-level project development, providing continuity around implementation of commitments made with citizens.

CREO ANTOFAGASTA:

Governance occurs through an executive committee and a public–private committee. The executive committee is relatively small, and is led by the regional government and the city mayor. The executive committee provides a systematic view of actions and projects. The public–private committee includes representatives from 60 organizations, including public and private entities and civil society organizations. This committee monitors project development.

FIGURE 1: THE COLLABORATIVE INTERMEDIARY ORGANIZATION'S COORDINATION ROLE



What Makes the Model Different

Collaborative community development differs from other forms of corporate community relations along key dimensions. It involves intense coordination among companies, government, and communities; a longer time horizon; and a focus on the territory rather than on individual stakeholder groups. Table 1 on the following page describes these differences in more detail.

TABLE 1: HOW COLLABORATIVE COMMUNITY DEVELOPMENT DIFFERS FROM TRADITIONAL COMMUNITY RELATIONS

AREA/ DIMENSION	TRADITIONAL COMMUNITY RELATIONS	COLLABORATIVE COMMUNITY DEVELOPMENT
Company coordination	Each company designs its own community relations plan. After the design process, companies may interact with government to implement those plans if necessary.	Many companies participate with the government in the design and implementation of a coordinated portfolio of projects for the same territory.
Company interaction with community and resulting bond	The company has a transactional interaction with the community: "I give you something; you accept me." This approach creates an instrumental, fleeting bond.	Companies establish a constructive, massive, and repeated collaborative interaction, creating a strong, lasting bond with communities.
Time horizon	The company invests in short-term projects, usually one-year in length, consistent with company's annual planning cycle. Such short-term investments have limited impact.	Companies invest in projects that require long-term investment and have sustainable impacts. Companies care about not only project design and implementation but also how to manage the benefits post-implementation.
Relationship focus	Companies have relationships with individual stakeholders, based on a business risk analysis. The company establishes a community relations plan focusing on each stakeholder's different needs.	The core relationship is between multiple companies and the territory. Needs are identified through analysis of the whole system and an agreed-on future vision of the territory. The aim is to create collective benefits that are shared by all stakeholders.

The Value

Taking this new approach provides multiple benefits.

A favourable atmosphere for business: Advancing sustainable development in the territory creates a virtuous circle that benefits all stakeholders. Companies benefit because a more sustainable and developed area attracts investment and human capital, which improves the business environment.

Improved company positioning: Involvement in this type of initiative makes the company a development agent, and part of the territory's future. To fully achieve this impact, development goals must be relevant so that the community sees the benefit. Development goals must also be achievable to avoid loss of credibility due to being unable to fulfill the promise. Once an initiative begins, uninvolved companies may suffer reputationally, so they tend to join the effort.

Shared responsibility: Companies do not bear sole responsibility for identifying community development actions. Instead, projects emerge from engaging citizens around their vision of the territory, and considering government's local development plans.

Managing collaboration through a specialized unit: The collaborative intermediary organization (CIO) simplifies involvement for companies by managing the processes and networks required for the whole initiative and individual projects. The CIO formulates projects, communicates with government, arranges citizen participation, validates and monitors the project portfolio, and manages bureaucratic requirements, such as permits and authorizations. Companies remain involved, at the collaborative governance level as well as in individual projects.

Synergy across the different actors: Companies, government, and citizens work together for a common goal. As a result:

- Different functions, experiences, and expertise facilitate execution of the initiative.
- Information sharing across companies reduces duplication and counterproductive efforts across projects in the same area.
- New networks develop and existing ones are strengthened. These interactions can create a community of practice beyond the initiative.

Clear expectations: This approach limits community expectations by establishing a defined project portfolio, rather than responding to ongoing demands. To set expectations clearly, companies must present the portfolio as companies' sole social investment program in the location.

Customer connections: Suppliers can connect to the sustainability strategy of their client companies, securing their commercial bond. Additionally, suppliers generally have many dispersed operations in a large territory, so they must choose where to invest in community relations. A collaborative community development initiative lets these companies engage in the full project portfolio, supporting larger projects.

2. how to implement this approach

Collaborative community development isn't easy. A company enters a long, complex process in which it develops agreements with the government, citizens, and other companies in order to create projects with a large scope.

These actions require significant and sustained coordination between different actors, and massive participation to achieve bottom-up co-creation of the project portfolio. This systematic interaction builds a profound bond with the community, which is consolidated through project results.

This section describes eight core steps for implementing this approach.

Step 1 – Viability assessment: Here, the company taking leadership assesses whether enough companies are interested in collaborative community development in the territory to form a consortium. The more companies are involved, the better; the two cases in this study involve 10 and 13 companies, respectively. The company must also assess whether local government, e.g. the mayor, has the political will to form a collaborative governance initiative.

Step 2 – Business and government engagement: The leading company or companies must engage the government in order to generate formal commitment, and then engage other companies to create the consortium. In both Chilean cases, the leading company achieved an initial agreement with the government; then the company and government together invited other companies to engage.

Step 3 – Governance design: Once committed, companies and government, sometimes with citizen representatives, must clarify the initiative's objectives and establish its governance design. Governance may include, for example, a board and technical and political committees that integrate people from different sectors, securing diversity and representativeness.

High-level governance bodies serve as a board. The initiative will also establish the collaborative intermediary organization (CIO) as the executive arm for implementation. The CIO is usually a multidisciplinary team overseen by a chief executive officer. The board defines the CIO's functions. Figure 2 shows how the CIO relates to other governance bodies in one of our case studies.

FIGURE 2: CREO ANTOFAGASTA GOVERNANCE MODEL

Step 4 – Establishment of base line: The CIO must collect information on the existing local development plans for the territory. Aligning the collaborative community development effort with local development plans provides coherence and increases the likelihood of success.

Step 5 – Territory assessment and visioning: The CIO must lead a participatory assessment of the territory development's needs, working with citizens and government to define a vision of the territory and identify possible actions to attain it. Due the complexity of this process, the governance committees and the CIO must keep a focus on the overall project process to maintain coherence and viability of vision and actions.

Step 6 – Refinement of project portfolio: Once possible actions are identified, the project portfolio is refined through an iterative process between citizens, government, and companies. Experts also play an important role. They may be included in the multidisciplinary team of the CIO and in technical committees. For example, one case study, Creo Antofagasta, has seven multi-stakeholder technical groups on land use, transport, public space, environment, civil society, economic diversification, and culture and identity. The groups include people from different institutions (e.g. universities, companies, government); a separate global expert panel assesses the quality of the general portfolio.

COEXISTENCE WITH OTHER MODELS OF COMMUNITY RELATIONS

This model may coexist with other corporate community relations strategies. Coexistence occurs because the collaborative community development initiative:

- deals with only one of the locations influenced by a company. The company must thus continue with former programs for stakeholders in other locations.
- has a general impact on all stakeholders in a location; companies may still need to focus additional resources on stakeholders directly affected by the company.
- has long-term results, but companies require more immediate results in some areas.

Step 7 – Social approval: All involved must assess the final portfolio of projects and approve or prioritize them; this involvement provides legitimacy to the process. Such review may occur in different ways. Calama Plus held a plebiscite on the project portfolio, in which all community members had the opportunity to vote. Creo Antofagasta had a more indirect participatory process. The public presentation of the final project portfolio must include a timeline and expected results.

Step 8 – Implementation: Project implementation takes time. Planned communication and intermediate initiatives can give the overall project continuity and presence. Intermediate initiatives contribute to the ultimate goal or vision and offer benefits in themselves. In addition, the community should assume some implementation responsibility to connect them to the initiative and its progress.

Focus on Step 6: Engaging with the Project Portfolio

The collaborative community development initiative involves a portfolio of projects. Companies must decide which project or projects within the portfolio they will engage in and what resources they will provide.

CHOOSING SPECIFIC PROJECTS

Projects require different resources; each company must assess each project in light of its resources.

While the initiative impacts the territory as a whole, some projects may directly benefit a stakeholder that is important to a specific company. The company may choose to engage with that project.

Finally, projects may be oriented to different issues, such as education, health, environment, or public roads. A company's core business might be related to one of these issues, or it might have an earlier community relation strategy oriented to one of these issues. Companies may prefer projects that are coherent with their core business or previous strategy.

CHOOSING TO CONTRIBUTE RESOURCES

Companies can choose to provide financial aid, human resources expertise (e.g. assessments and training), infrastructure, or specific actions (e.g. intermediate initiatives). Companies usually contribute with a mix of resources.

Companies may also contribute to different stages of a project. Table 2 shows these stages and how a company might organize its contribution.

TABLE 2: INDICATE HOW YOUR COMPANY WILL CONTRIBUTE TO A PARTICULAR PROJECT, CONSIDERING TYPE OF RESOURCES AND STAGES OF THE PROJECT

PROJECT X	Financial resources	Human resources	Infrastructure	Actions
Project feasibility assessment				
Project design (e.g. engineering and architecture)				
Project implementation				

BEING PART OF A PORTFOLIO OF PROJECTS

While individual companies can decide how to engage, the whole project portfolio that is validated with the community must be economically viable. The CIO must determine that combined contributions from companies, government, and citizens provide the funds necessary to achieve the portfolio.

3. how to increase the probability of success

Section 2 described specific steps for implementing collaborative community development. Here, we identify capabilities and project management approaches important for success. These elements run throughout a project, linking the specific steps outlined in Section 2.

Capabilities Companies Need

Given the long-term and resource-intensive nature of these collaborations, it pays to understand and invest in the right capabilities upfront. Five capabilities improve the probability of success:

Listening: The companies and the CIO must hear and understand the perspective of different stakeholders, such as citizens and government. They must be able to develop ideas jointly rather than imposing them from the top. Listening can require interpreting implicit messages, particularly from politicians; companies must connect messages to their knowledge of stakeholders and their interests.

Handling community suspicions and building confidence: This capability is particularly important when conflicts have occurred or the company has negative impacts, such as environmental damage. Companies and the CIO must then handle community suspicions, particularly around the companies' motivations.

Handling large and diverse groups: Citizen participation often involves many and varied groups. Companies and the CIO must work effectively with them in order to achieve consensus and agreements. In the first participatory exchanges, companies must often handle historical claims from the community, related to past company behaviour or other issues. These discussions, while challenging, allow stakeholders to process their emotions, making future participation more productive.

Communicating strategically: Communities need continual information on project portfolio progress, or the collaborative governance initiative will lose credibility. We recommend engaging the community in the project operations and the portfolio progress.

Managing complex projects: Company sustainability staff usually manage corporate community development projects. Sustainability staff often have a social science background and may lack skills in managing investment projects. Sustainability staff can benefit from a training program, or multidisciplinary teams can provide necessary knowledge.

Project Management Considerations

In addition to the core competencies for organizations and their staff, certain project management factors are vital. Table 3 explains these factors.

TABLE 3: PROJECT MANAGEMENT CONSIDERATIONS FOR SUCCESS

PROJECT MANAGEMENT FACTOR	WHY IT MATTERS
Legitimacy	Social legitimacy develops through active, broad, and permanent participation of citizens and government. Legitimacy enables: • alignment between companies' investment and the community's interests and concerns, resulting in effective investment • project continuity despite changes in government and company leadership
Time	Projects move slowly for many reasons, including the participation and involvement of multiple stakeholders, the design and implementation of projects, bureaucratic processes such as required permits, and changes in government authority. Those who are not directly involved in a project may think that it has stalled when they see no results for months. Solutions include: • pursuing quick wins, or short-term achievements • developing intermediate projects that support the main project and have more immediate results • reporting on project actions periodically (at least every four months) • involving citizens so that they have clear responsibilities on projects
Government relationships	Companies need to understand political dynamics and codes so that they may interact more productively with government. These political elements include: • the implicit content of the authorities' positions and comments; politicians may not always communicate their opinions directly • the constraints of the government bureaucracy • the dynamics of electoral periods, which can result in changes in government priorities and support to the initiative • the way that public authorities make agreements; often, they make commitments only verbally Reciprocally, companies must build confidence with the government, showing that they are not replacing them but collaborating. Companies must promote the government show leadership in the initiative.
Funding	The funding formula must be clear from the beginning of the initiative in order to make the portfolio of projects feasible. Lack of a clear funding formula may delay project performance, reduce credibility with the community, and even cause the project to fail.

cases part 2: how the challenges were met

This report began by outlining the community challenges faced by companies in two areas of Chile. Here, we describe how companies met those challenges through collaborative community development.

Case 1: Calama Plus

Faced with high social inequality and social protest, companies needed a systemic way of addressing social needs…

One of the biggest mining companies in the area took the leadership to create a sustainable urban development plan through a collaborative community development initiative. The initiative involved the local government, 10 companies, and the high-quality participation of the entire community of Calama. This plan was named Calama Plus. Its purpose was to address the shortcomings in the city and to propose an integrated, forward-looking approach to make the city attractive to its people.

This initiative, planned for 2012 to 2025, considers projects in the areas of infrastructure and urban development, environmental protection, local heritage, and educational improvement. All projects are intended to stimulate a more sustainable community. To develop the project portfolio, the initiative sponsored direct participation through an open house, technical tables, forums, and open committees. Citizen voting ultimately prioritized and validated the project portfolio; over three days in 2012, 24,000 people voted.

Calama Plus is now developing several of the projects identified through the initiative; these are at different stages according to the complexity and level of investment in each.

SOME CALAMA PLUS PARTICIPATION APPROACHES

Open house: A strategic location where people can request information and participate by providing their ideas and suggestions, for example, through a mailbox.

Technical tables: Multi-stakeholder participation in design, monitoring, and control of projects, which feed back to the Technical Committee (or Board). These tables must legitimate different kinds of knowledge so that an expert's scientific knowledge is as important as a local's knowledge of the territory. This inequality is critical for real, inclusive participation.

Case 2: Creo Antofagasta

The city of Antofagasta was unprepared for explosive growth associated with the mining boom. The city became unappealing for residents, including mining employees…

As in Calama, a large mining company in the area took the leadership in order to confront the challenge of growth in Antofagasta. The company first built an alliance with local government. Then, to create a broader collaborative governance initiative, the company engaged all companies willing to participate. The 13 companies ultimately involved came from different sectors and designed a plan that included high-quality participation of the entire community of Antofagasta through different participatory designs: “malones urbanos,” territorial forums, and citizen forums, among others. They named the initiative Creo Antofagasta.

Creo Antofagasta proposes a portfolio of projects aimed at city’s sustainable urban development, with a completion date of 2035. The projects focus on seven areas of action: land use and growth, transport and mobility, public space and green areas, environmental sustainability, participation and social society, economic diversification, and identity and culture. Creo Antofagasta is now in the communication stage of the Master Plan or project portfolio developed. Some projects are already being implemented.

SOME CREO ANTOFAGASTA PARTICIPATION APPROACHES

Malones urbanos: This citizen participation approach invites neighbours to share a meal, to discuss the problems and important aspects of their neighbourhoods, and build community.

Territorial forums: Citizen participation occurs in each district’s local headquarters, in order to deepen the community dialogue on strategies to improve their quality of life. The conversation focuses on objectives, indicators, and targets for each territory.

Citizen forums: These are open, public participation events used to communicate and discuss and to improve long-term strategies and initiatives proposed by the initiative.

conclusion

This research showcases a new model of community relations based on the experiences of Calama Plus and Creo Antofagasta, two pioneering initiatives in Chile. In this report, we have described the model, its advantages, how to implement it, and the key contributors to success.

This approach is a challenging one, as it requires high levels of consensus, coordination, and planning, and involves multiple actors. However, the complexity reflects the nature of building shared value and long-term bonds with the community. Companies must thus be aware of not only the effort required but also the potential.

In terms of results, the cases studied have a time horizon of at least 10 years. The insights from this research correspond to the initiatives' early stages of development, and particularly the establishment of the collaborative community development initiative and project portfolio, as well as their initial performance. It is important to follow up on each initiative's future development to understand the evolving contribution of this approach to shared value and long-term bonding between companies and communities.

about this research

This research was inspired by the Leadership Council of the Network for Business Sustainability Chile, which gathers annually to identify the top sustainability challenges for business. The report is an extension of larger empirical research authored by Dr. Verónica Devenin, at the University Adolfo Ibañez Business School (Chile). With guidance from members of the Leadership Council, the researcher led an exploratory research based on qualitative methods, mainly interviews, at almost all 17 companies involved in the collaborative community development initiatives: Calama Plus and Creo Antofagasta, including the managers of the corresponding collaborative intermediary organization. The interviews were coded using the ATLAS.ti software. The research also analyzed information and documents relative to the cases, from the companies' respective web sites (calamaplus.cl and creoantofagasta.cl). A thematic analysis allowed the development of this model of corporate community development and its attributes.

About the Researcher

Dr. Devenin is an assistant professor of the Business School at the University Adolfo Ibáñez (veronica.devenin@uai.cl). Dr. Devenin is a sociologist, and holds an MSc in Social Research and Development and a PhD in Environmental Sciences and Technologies. Her research focuses on social corporate responsibility, community relations, socio-environmental conflicts, and sustainable business models.

NBS Chile gratefully acknowledges the contribution of the Guidance Committee to the original research. On this Executive Report, we appreciate the assistance of NBS staff member Maya Fischhoff.

Join the Conversation!

We welcome feedback on the guide. Please tell us what you like about it and what would make it more useful. Post a comment on NBS's website or email us directly at info@nbs.net. Share this report with colleagues at your organization, your partners, leaders in your industry association and anyone else interested in creating sustainable business models.

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The Network for Business Sustainability (NBS) is a non-profit based in Canada. NBS produces authoritative resources on important sustainability issues with the goal of changing management practice globally. We unite thousands of researchers and business leaders worldwide who believe passionately in research-based practice and practice-based research.

NBS Chile is the NBS hub for Latin America. NBS Chile is represented by the Centre of Business Sustainability (CBS) of Universidad Adolfo Ibañez's Business School, which was the first business school of Latin America and whose programs consistently rank among top three of the region. CBS aims to be a resource in the region for business sustainability guidance from academia through investigation, extension, and executive education.

CBS Leadership Council (2014-2016)

notes

notes

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