

Index

A

A Day Made Better campaign, 91–95,
97, 102, 103, 161–162, 164
Adamowski, Steven, 108–109
Adopt-a-Classroom, 92, 93
Aetna, 128
AIG, 133
American Electric Power, 14
Amway, 58
Anderson, Chris, 56
Anthem Blue Cross, 53
Aon, 63
Apex Learning, 60
Assets. *See also* Value: identifying and
leveraging core, 162; learning value
of intangible, 14–15; Sustainability
Asset Management, 21

B

Backdoor market entry: about, 46;
building local supply chains, 85;
creating new markets via, 73;
effectiveness of, 76–78; extend-
ing change via, 81–82; finding
partners for, 86–88; government
and nonprofit collaboration in,
80–81; identifying opportunities
for, 82–83; increasing access to
products and services via, 85; link-
ing social value to core business,
83–85; overpromising and under-
delivering with, 89–90; pitfalls of,
88–90; social barriers and, 79–80;
Tesco's strategy for, 73–75
Bagley, Elizabeth, 80
Bank of America, 44–45, 133
Baxter, 23
Ben & Jerry's, 27–28

Blood, David, 170
Bloomberg, 3, 14, 176
Bonner, Bill, 93
BOP (bottom of the pyramid): back-
door market entry into, 89; finding
opportunities at, 13; focusing sub-
market products and services to,
57–58
BP, 1, 21–22
Braly, Angela, 54
Brands: associating with social issue,
91–95; customer as ambassadors for,
103, 105–106; developing innova-
tive partnerships with, 87; moving
beyond links to superficial causes,
99
Branson, Richard, 14
Break Through (Shellenberger and
Nordhaus), 44
British Airways, 23
Buffett, Warren, 14
Building local supply chains, 85
Burd, Steve, 128–130, 141
Burger King, 56
Business. *See also* Corporate social
responsibility: assuming social
responsibility, 8–9, 141; benefits
of social innovation for, 39–42;
bonding with customers, 91; chal-
lenging need for social innovation,
147–149; changing roles of, 3–4;
confusion about social innova-
tion, 41–42; connecting to other
businesses, 106; creating culture of
social innovation in, 154–158;
determining outcomes toward
innovation, 160–161; develop-
ing near-term solutions, 125–126;

- Business. (continued)
- educating future employees, 112–113; elements of social innovation in, 36–37; emotive customer bonding by, 96; employee skills prized by, 114–115; engaging reverse lobbying, 139–141; executive buy-in for emotive customer bonding, 105, 168; expectation gap for social innovation, 151–152; expectations for social responsibility, 22–23; filling skills gaps in, 152–154; finding BOP opportunities, 13, 57–58, 89; finding right talent pipelines, 122–123; focusing on education, 119–121; globalization and labor shortages, 116–117; identifying core assets to leverage, 162; identifying submarket products and services, 54, 61–65; impact of social capital market on, 15–16; importance of social issues to, 10–13; incorporating green movement strategies in, 42–45; increased social expectations of, 134–135; influence on philanthropy, 13–14; integrating social innovation with, 166–169; internalizing social agendas in, 23–24; learning value of intangible assets, 14–15; linking value to reverse lobbying, 138–139; low credibility of, 142; making change into strategy for, 104, 152, 159–166; mastering fundamentals of, 154–155, 167; meaningful engagement of customers, 102–103; opportunities in social capital market, 5–7; partnering with governments, 80–81, 133, 181–182; partnerships with nonprofit sector, 80–81, 180–181; philanthropy not core competency, 81–82; pledging R&D for innovative solutions, 140; potential health care markets, 12–13; power of, 7–9; product development for new markets, 52–54; promoting public agendas, 139–140; protecting core business, 70–71; public sector partnerships in reverse lobbying, 131; redeploying core competency, 165; researching customer needs, 105; school initiatives for pipelining talent, 107–111; shifting to advocacy from direct lobbying, 132–133; short-tail economic strategies for, 56–57; showing ROI for pipelining talent, 123–124; social contracts and responsibilities of, 18–20, 24–26, 177–182; social innovation vs. values-driven, 32–34; solving education problems, 11–12; synergistic relationships with government, 39; taking initiative, 141; transferring core competency into innovation, 66–68; translating innovation into language of, 149–151; unfavorable factors in social responsibility for, 20–28; using strategies for innovation, 36; wrapping philanthropy around business strategies, 104
 - Business for Social Responsibility
 - Accountability, 24
 - BusinessWeek*, 78, 135
- C**
- Capitalism. *See also* Social capital market: overshadowing democracy, 9; short-tail economics in, 57
 - Capricorn Investment Group, 179
 - Catalytic innovations, 59–60
 - Caterpillar, 69
 - Cause marketing: brand affiliation with, 99–100; emotive bonding vs., 105–106; focusing on outcome rather than cause, 100–102
 - CEOs. *See* Executives
 - Ceres, 24
 - Cescau, Patrick, 45, 85
 - Charity. *See* Philanthropy
 - Chicago Climate Exchange, 8, 141

- China: establishing successful businesses in, 138; GE's trickle up innovations in, 68, 179; microfinance initiatives in, 104; Ronald McDonald House programs in, 88, 137, 138
- Chopra, Aneesh, 139
- Christensen, Clayton, 41–42, 59–60
- Cisco Networking Academy, 121–122, 124–125
- Citigroup, 6
- Civil Rights Act of 1964, 29
- Clinton, Bill, 79–80
- Clinton Global Initiative, 14, 80–81
- Coalition to Advance Healthcare Reform (CAHR), 127–131, 138, 140, 141, 142
- Coca-Cola: avoiding philanthropy trap, 88; ESG-related efforts of, 14–15; MDC model of, 76–78, 83–84, 158, 162, 165; working with ColaLife, 85, 166
- ColaLife, 85, 166
- Comcast Cable, 139
- Common Wealth Fund, 52
- Communications: communicating results, 169; raising awareness with media, 9; using consistent messages, 168
- Competition: differentiating goods and services from, 100; evaluating submarket services of, 63
- Consumers. *See* Customers
- Core business values: connecting brand to, 102; developing innovation skills, 40; leveraging, 36, 39–40, 96, 162; linking social value with, 83–85, 147–149; pipelining talent for leveraging, 121–122; protecting, 70–71; reverse lobbying and impact on success of, 131
- Core competency: developing skills for social innovation as, 152–154; philanthropy not corporate, 81–82; redeploying, 165; required for measurement, 16; transferring to social innovations, 66–68
- Corporate social responsibility (CSR): about, 17; challenges inherent in, 147–149; expectations about, 22–23; measuring data for, 16; profitability and, 68–69; social contracts and, 18–20, 24–26, 177–182; social innovation vs., 31–32, 147–149; standards for, 22; unfavorable factors to business, 20–28
- Corporations. *See* Business
- Cox, 139
- Credibility, 88, 142, 173
- CSR. *See* Corporate social responsibility
- Culture of social innovation: closing language gaps in, 149–151; corporate social responsibility vs., 31–32, 147–149; creating, 145, 154–158; engaging key stakeholders, 155–156; filling skills gaps, 152–154; making innovation into business strategy, 151–152; measuring effectiveness, 150, 157; pilot-testing innovations, 157–158; reengaging team in, 156–157
- Cummins, 85
- Customers. *See also* Emotive customer bonding: adapting strategies for new submarket, 64; asking how to use reverse lobbying, 136; building loyalty of, 95–98; consumer vs. citizen power, 9–10; developing empathy with target, 82–83; marketing programs to prototypical, 93; meaningful engagement of, 102–103; telling story of corporate events, 103–104; valuing outcomes, not issues, 100–102
- CVS, 102
- D**
- Dach, Leslie, 133
- Davis, Don, 120

Demeroutis, Basil, 179
 Democracy and capitalism, 9
 Disruptive innovation, 59–61
 Dow Chemical, 44
 Dow Jones Industrial Average, 6
 Dow Jones Sustainability Index, 6,
 21–22, 178
 Duke, Mike, 130

E

Earmarks, 132
ecomagination initiative, 11, 67, 69
 Economy. *See also* Capitalism; Social
 capital market: bottom of the pyra-
 mid, 13, 57–58, 89; crises resetting,
 3–5; economic value attached
 to social change, 4; emphasis on
 smarter use of resources, 176; find-
 ing sugar daddy, 164; identifying
 potential revenue for social innova-
 tion, 163–164; impact of social
 innovation on costs and scale,
 38–39; making money with sub-
 market products and services,
 54–56; protecting core business,
 70–71; SRI indexes for, 6; using
 short-tail economic strategies,
 56–57
 Education: building business case to
 focus on, 119–121; failure to pro-
 duce talent, 113–116; globalization
 and labor shortages, 116–117;
 partnering to improve, 91–95,
 107–111; potential markets in,
 11–12; preparing employees for
 “middle-skills” jobs, 117–119;
 taking ownership of problems in,
 111–112, 126; training MBAs in
 ethical standards, 134–135
 Education Industry Association, 12
 Emotive customer bonding: building
 customer bonds, 46; connecting
 businesses to other businesses,
 106; defined, 91; how to cre-
 ate, 100–104; OfficeMax’s use
 of, 91–95; pitfalls of, 104–106;

search for meaning and, 98–99;
 successful innovation with, 95–98;
 wraparound promotions for, 104
 Employees: corporate support for edu-
 cating future, 112–113; developing
 social innovation skills among,
 152–154; getting innovation buy-in
 from other, 156–157, 168; job sat-
 isfaction and corporate efforts for
 social change, 94, 97; preparing
 for “middle-skills” jobs, 117–119;
 recruiting foreign nationals as,
 116–117; skills prized by corpo-
 rations, 114–115; supporting other
 corporate charities, 106; transition-
 ing into second careers, 121
 Energy: potential markets in, 11;
 social innovation reducing costs,
 38
 Enron, 134
 ESG (environmental, social, and gov-
 ernance) issues: data collected on,
 170, 175, 176; integrating into
 financial accountability, 178–179;
 mainstreaming of, 2, 6, 14–15;
 overview of environmental issues,
 11; as proxy measurement for inno-
 vation, 179; social innovations in
 green movement, 42–45
 European Social Investment Forum, 6
 Executives. *See also* Leadership: asking
 about reverse lobbying, 135–136;
 buy-in for emotive customer bond-
 ing, 105, 168; challenges in social
 innovation for, 147–149; ethical
 training for, 134–135; linking pay
 to social issues, 15; noticing gaps
 between business and social values,
 147–149; public view of, 132–133;
 view social issues critical for future
 success, 10–11
 ExxonMobil, 14, 18, 24, 81–82, 88

F

Faking interest in reverse lobbying,
 142

Fanning, Dakota, 92
Fast Food Nation (Schlosser), 7, 25
 FedEx, 131
 Floyd, Mary, 53
 Food deserts, 73–75, 89, 158
Forbes magazine, 14
 Fresh & Easy Neighborhood Markets, 74–75
 Friedman, Milton, 3

G

Gates, Bill, 14, 41
 General Electric: *ecomagination* initiative, 11, 67, 69; *healthymagination* initiative, 62, 66–67, 140, 165; public sector participation by, 131
 General Mills, 127
 General Motors, 23
 Generation Investment Management, 170
 GlaxoSmithKline, 127
Global Achievement Gap, *The* (Wagner), 114–115
 Global development, 13
 Global Handwashing Day, 87, 163
 Global Impacting Investing Network (GIIN), 6
 Global Partnership Initiative, 80
 Global Reporting Initiative, 24
 Goldman Sachs, 6, 170
 Good enough functionality, 59–60
 Gore, Al, 8, 170
 Government. *See also* Reverse lobbying: asking business' help in social change, 133; collaborating with nonprofits in backdoor markets, 80–81; engaging corporations in social change, 181–182; participating in reverse lobbying of, 137; partnering with business, 133, 181–182; power of corporations vs., 7–9; timing products with political announcements, 62–63
 Grameen Bank, 58

H

Hart, Stu, 55, 58
 Hartford's Finance and Insurance Academy, 107–108, 109, 118, 120, 123
 Hayek, Salma, 103
 Health care: Global Handwashing initiative, 87, 163; LOHAS lifestyles, 9, 98–99; potential markets in, 12–13; Safeway's reverse lobbying for, 127–131, 138, 140, 141, 142, 161, 163–164; Tonik health insurance, 52–54, 61, 63, 66, 68; Walmart's generic drug plan, 65, 66, 69, 149, 164
 Healthsouth, 134
 Healthy Food Financing Initiative, 164
healthymagination initiative, 62, 66–67, 140, 165
 Herman Miller, 44
 High School, Inc., 109–110, 111, 120
 Hoffman, Dustin, 92
 Holly, Krisztina, 51
 HSBC Holdings, 104

I

IBM, 111–112, 121
 Ibsen, Marlene, 108, 110
 Immelt, Jeffrey, 3, 68
 Indian Institutes of Technology (IITs), 117
 Inner cities markets, 74–75, 79–80
 Innovest, 24
 Innovest Strategic Value Advisors, 175
 Investing. *See also* Return on investment; Socially responsible investing: asking investors about reverse lobbying, 136; demonstrating outcomes of, 123–124; in innovation's outcomes, 126
Invisible Advantage (Low), 14
 Issues management, 143

J

Jintao, Hu, 137
 Jobs: creating by empowering disadvantaged, 84–85; employee satisfaction and corporate efforts for change, 94, 97; preparing employees for “middle-skills”, 117–119; social innovation as source of, 165–166
 J.P. Morgan, 6

K

KFC in China (Liu), 138
 Kimberly-Clark, 128
 Kinder, Peter, 178
 Kiva.org, 4
 KLD Research & Analytics, 24, 175, 178
 Klein, Michael, 111
 Kleisterlee, Gerard J., 70–71
 Kraft Foods, 95

L

Leadership: competencies for social, 153; engaging in conversations about social innovation, 155–156; getting support from, 168
 Levi Strauss and Co., 29–30
 Lifestyle of Health and Sustainability. *See* LOHAS
 Liu, Warren, 138
 Liveris, Andrew, 44
 Lobbying. *See also* Reverse lobbying: need for reverse, 133–135; shifting from direct, 132–133
 Lobbying Disclosure Act, The, 132
 LOHAS (Lifestyle of Health and Sustainability): defined, 9; search for meaning and, 98–99
 Long-tail economics, 56–57
 Low, Jon, 14

M

MAC 800 electrocardiograph machine, 65–66, 68

Marketing. *See also* Communications; Emotive customer bonding: cause, 99–101, 105–106; developing programs for prototypical customers, 93; experimenting with trickle-up innovation, 68, 165; imbuing brand with social meaning, 95–98; targeting submarket segments, 54, 63–65; using wraparound promotions, 104
 Markets. *See* Backdoor market entry; Social capital market; Submarket products and services
 Marshall, Penny, 92
 Mason, Tim, 75
 McCleary, Bryan, 103
 McDonald's Corporation: Activation Team for, 166–169; agendas associated with, 24; business-to-business connections, 106; corporate responsibility by, 19–20; finding partner in China, 88; linking reverse lobbying to values, 138; Ronald McDonald House program, 96–98, 106, 137, 166–169; size of, 7; social contract strategies affecting, 25
 McKinsey & Co., 10–11
McKinsey Quarterly, 134
 MDC (Manual Distribution Center) model, 76–78, 83–84, 158, 162, 165
 Measurement: core competency required for, 16; data skewing *Dow Jones Sustainability* survey, 21–22; ease for social innovation, 40; finding proxies for, 172, 179; measuring effectiveness of social innovation, 150, 157, 169–173
 Medicare coverage gap, 65
 Microfying: change, 164–165; creating new products and services with, 65–66; focusing on small wins, 167; pitfalls of, 70
 Microlending: about, 38–39; creating microloans, 4
 Microsoft, 7, 14
 MinuteClinics, 60

Mothers: becoming brand
ambassadors, 103, 105–106;
campaigns effective with, 101; as
entrepreneurs, 84
MTV, 9

N

National Academy Foundation
(NAF), 109, 110
National Grid, 15
National Retail Federation, 132,
133
Nelson, Jane, 89–90
NGOs (nongovernmental organiza-
tions): alliances with businesses,
86, 87–88; corporate collaboration
with nonprofits, 80–81
Nike, 24, 142
Nokia, 8
Nonprofits: collaborating with,
80–81; social capital market's revo-
lution of, 180–181
Nordhaus, Ted, 44

O

Obama, Michelle, 80
OfficeMax: *A Day Made Better*
campaign, 91–95, 97, 102, 103,
161–162, 164; developing emo-
tional bond to customer, 97
Organisation for Economic
Co-operation and Development
(OECD), 12, 113
Outcomes: determining key business,
160–161; identifying nonprofits',
180–181; investing in innovation's,
126; owning campaign, 102; trans-
lating strategies into, 171; valuing
over issues, 100–102

P

Pampers, 102–103, 105–106, 164
Panasonic, 22
Partnerships. *See also* Public-private
partnerships: developing in China,
88, 138; developing with brands,

87; finding for backdoor markets,
86–88; government and business,
133, 181–182; with nonprofit sec-
tor, 180–181; PPPs, 39, 86–88, 139,
182

Partridge, Audrina, 91, 92

PepsiCo, 128, 175

Perrodin, Eric, 86

Pettit, Cizette, 91

Pfizer, 41

Philanthropy: backdoor market entry
strategies and, 88; corporate col-
laboration with nonprofits, 80–81;
as corporate commodity, 13–14;
extending change with backdoor
markets, 81–82; McDonald's con-
tributions to, 7; pipelining talent
vs., 125; social innovation not, 32;
wrapping around business strategies,
104

Philip Morris, 24

Philips Electronics, 70–71

Phoenix Online campus, 118

Pink, Daniel, 100, 115, 116

Pipelining talent: about, 107; build-
ing business case for, 119–121;
choosing right pipeline, 122–123;
corporate school initiatives for,
107–111; demonstrating return on
investment, 123–124; developing
near-term solutions for, 125–126;
effectiveness of, 111–112; get-
ting to scale quickly, 124–125;
globalization and labor shortages,
116–117; investing in outcomes,
not partners for, 126; leveraging
core competency for, 121–122; phi-
lanthropy vs., 125; pitfalls with,
125–126; reverse-flow pipeline,
121; supporting development of
future employees, 112–113; taking
ownership of education problems,
111–112

Pork-barrel politics, 132–133

Porter, Michael, 79

Power: corporate vs. governmental, 7–9; held by citizens vs. consumers, 9–10

PPPs. *See* Public-private partnerships

Prahalad, C.K., 55, 58

Procter & Gamble, 23, 87, 101–102, 105

Produce Marketing Association, 132

Profitability: backdoor market entry and, 89–90; as corporate social responsibility, 68–69

Proxies for measuring success, 172, 179

Public-private partnerships (PPPs): about, 139, 182; Clinton Global Initiative, 14, 80–81; extending into health fields, 39; Global Impacting Investing Network, 6; working with NGOs, 86–88

R

Rangan, V. Kasturi, 99

Redeploying core competency, 165

Reich, Robert, 9, 181–182

Reputation: meeting expectations of social contract, 20–22; no longer social driver, 15

Research: determining customer's needs, 105; Tesco's market, 74–75; understanding needs of submarket, 63–65

Responsibilities of business. *See* Corporate social responsibility

Return on investment (ROI): getting strategy to scale for, 124–125; showing for pipelining talent, 123–124

Reverse lobbying: adopting super responsibility, 141; asking stakeholders about possibilities for, 135–138; businesses working with public sector, 131; cautions about low credibility and, 142; faking interest in, 142; finding best way to engage, 139–141; how to develop, 135–142; increasing social

expectations of business, 134–135; influencing policy with, 46–47; issues management vs., 143; linking corporate value to, 138–139; pitfalls for, 142–143; pledging R&D for innovative solutions, 140; promoting public agendas, 139–140; Safeway's health care initiatives, 127–131, 138, 139, 140, 142, 161; scaling with wraparound strategies, 141–142; shifting to advocacy from direct lobbying, 132–133; taking initiative in issues, 141; working with governments, 127

Rice, John, 66

Risk Metrics Group, 24, 175

Rockefeller Foundation, 6

ROI. *See* Return on investment

Ronald McDonald House program, 96–98, 106, 137, 166–169

Royal Dutch Shell, 18

S

Safeway, 127–131, 138–139, 140, 142, 161, 163–164

Salesforce.com, 67–68, 71

SC Johnson, 139

Scale in submarket offerings, 69–70

Schlosser, Eric, 7, 25

Schmidheiny, Stephan, 14

Schwarzenegger, Arnold, 128

SCM. *See* Social capital market

Scott, Chuck, 166–169

Scott, Jr., H. Lee, 43

Second careers for employees, 121

Service Science, Management and Engineering (SSME), 111–112

Shaffer, Amanda, 89

Shakti initiative, 84–85, 158, 165

Shell Oil, 21–22

Shellenberger, Michael, 44

Short-tail economics, 56–57

Siemens AG, 4

Simon, Bill, 69

Simpson, Jessica, 92

- Social arbitrage: defined, 37; finding help to cover costs of social change with, 164; unlocking value for submarket products and services, 60–61
- Social capital market (SCM): birth of, 1–2; crises resetting economy, 3–5; drivers of, 7–15; impact on business, 15–16; important themes in, 176; rebooting socially responsible investing, 178–180; size of, 5–7
- Social change: attaching economic value to, 4; catalytic innovations and, 59–60; creating positive, 36–37; emotive customer bonding for, 96; finding business potential in, 37, 82–83; focusing on “working poor”, 57; fueling business growth with, 29–30; linking to financial performance, 176; microfying, 164–165; promoting new markets for positive, 75, 79–80; rethinking approach to, 28
- Social contracts: corporate reputation and meeting, 20–22; corporate responsibility moving beyond, 18–20, 177–182; defined, 18; economic return acceptable for social good, 15–16; rethinking approach to social change, 28; social innovation strategies vs. objectives of, 39–40; strategies for business vs., 24–26; unable to solve social problems, 27–28
- Social innovation. *See also* Culture of social innovation: avoiding charitable approach to, 88; benefits for corporations, 39–42; catalytic innovations, 59–60; challenges in, 147–149; Coca-Cola’s MDC model of, 76–78, 158, 162, 165; corporate confusion about, 41–42; corporate social responsibility vs., 31–32, 147–149; creating culture of, 145, 154–158; determining key business outcomes as step toward, 160–161; effective backdoor market entry, 76–78; examples of, 29–30, 34–36; five strategies for, 45–47; gaps in expectations for, 151–152; green movement and, 42–45; identifying business core assets to leverage, 162; increasing access to products, services, or messages, 166; integrating with business, 166–169; job creation with, 165–166; key elements of, 36–37; leveraging customer experience to address problems, 91–106; making, 163–166; making into business strategy, 152; measuring performance in, 150, 157, 169–173; philanthropy vs., 32; pilot-testing, 157–158; selecting strategies for, 159–166; transferring core competency into, 66–68; translating into language of business, 149–151; trickle-up, 68, 165; “20/80” rule in, 65–66, 164–165; values created by, 37–39; values-driven business vs., 32–34
- Social Investment Forum, 136
- Social issues: analyzing nexus of business outcomes, 161–162; asking stakeholders about relevant, 156; becoming business issues, 10–13, 16, 23–24; emphasis on solving, 176; identifying corporate submarket products and services for, 61–63; learning value of intangible assets, 14–15; philanthropy dedicated to, 13–14; taking corporate responsibility for, 8–9
- Socially responsible investing (SRI): growth areas in, 5–6; social capital market’s influence on, 178–180
- Soong Ching Ling Foundation, 88
- Southwest, 106
- Spurlock, Morgan, 25
- Stakeholders: asking about reverse lobbying opportunities, 135–138;

- Stakeholders: (continued)
 defined, 155–156; engaging key, 155–156
- Standards for social responsibility, 22
- Staples, 94
- Stevens Institute for Innovation, 51
- Storytelling by customers, 103–104
- Strategies for social innovation:
 defined, 46–47; mastering business, 154–155; overview, 49–50; translating into outcomes, 171
- Submarket products and services: creating revenues, 45; defined, 55; developing product for new target segment, 52–54; disruptive innovation with, 59–61; finding market requirements, 63–65; focusing on BOP, 57–58; formula for, 61–70; identifying your, 61–63; innovative methods creating, 65–70; making money solving social problems, 54–56; pitfalls of, 70–71; using short-tail economics on, 56–57
- Super Size Me*, 25
- Supercapitalism* (Reich), 9, 181–182
- Sustainability. *See also* LOHAS:
 examples of corporate, 44–45; integrating social innovation for, 167; Walmart's focus on, 43–44, 136, 142
- Sustainability Asset Management, 21
- Synergy, 39
- T**
- Taco Bell, 56
- Target, 102
- Teams: inviting right people for, 168; reengaging in culture of social innovation, 156–157; using special activation, 166–169
- Tesco: avoiding philanthropy trap, 88; building new supply chains, 85; creating backdoor market, 82, 83, 85, 161, 163; finding partner, 86; fulfilling promises, 89; measuring innovation performance, 170; owning outcomes of campaigns, 102; strategy for backdoor channels, 73–75, 165
- Thomson Reuters, 175
- Time* magazine, 118
- Tonik health insurance, 52–54, 61, 63, 66, 68
- Transparency, 40
- Travelers Insurance, 107–108, 110, 120, 121, 122–123, 124
- Trickle-up innovation, 68, 165
- Turner, Ted, 14
- “20/80” rule in social innovation, 65–66, 164–165
- 2010 Congressional Pig Book, The*, 132
- Tyco, 134
- U**
- UNICEF, 87, 101–102
- Unilever: avoiding philanthropy trap, 88; focusing on sustainability, 45; leveraging core business assets, 162, 163; Lifebuoy and Global Handwashing initiative, 87, 163; partnering with others, 140; Shakti initiative, 84–85, 158, 165
- United Nations Global Compact, 24
- Urban Institute, 180
- U.S. Agency for International Development (USAID), 6, 133
- U.S. Chamber of Commerce, 133
- V**
- Value: adding with innovation, 37–39, 167; attaching economic value to social change, 4; connecting social capital market to business, 176; creating new, 36; learning intangible assets, 14–15; linking reverse lobbying and, 138–139; links between core business and social, 83–85, 147–149; social innovation's focus, 39

Values-driven business, 32–34
Virgin, 14

W

Wachovia, 109
Wagner, Tony, 114–115
Walgreens, 158, 163, 164
Wall Street Journal, 82, 112, 129
Walmart: effect of economic downturn on, 95; finding revenue for social innovation, 163–164; generic drug plan, 65, 66, 69, 149, 164; measuring innovation performance, 170; owning outcomes of campaigns, 102; support for health care reform legislation, 130; support of Obama insurance initiatives, 133; sustainability strategies at, 43–44, 136, 142
Webster Bank, 109

WellPoint: developing insurance submarkets, 52–54; finding financial source for social change, 163; measuring innovation performance, 170; successful marketing by, 63–64
Whole New Mind, A (Pink), 100, 115, 116
Wired magazine, 56
Workforce magazine, 112–113
World Bank, 87
Worldcom, 134
Worldwide Corporate Responsibility Report (McDonald's), 19
Wraparound strategies: promotions using, 104; scaling reverse lobbying, 141–142
Wrigley, 128
Wyden, Ron, 128, 129, 130, 141

X

Xerox, 112





















