



driving social change

Best Practices for Business Leaders
and Social Entrepreneurs



Network for
Business Sustainability

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Prepared by NBS

“Our task is to transform the impact of everyday actions ... into a conscious collective movement of good choices.”¹

¹ Speech by Paul Polman, CEO, Unilever Inc. *One Young World Conference*, Pittsburgh, October 2012. Retrieved from http://www.unilever.com/images/mc_Paul-Polman-One-Young-World-2012-speech_tcm13-319683.pdf

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Best Practices for Business Leaders and Social Entrepreneurs

This report answers the question: “How can companies help change people’s behaviour in order to benefit society?” Based on 123 leading academic and industry sources from 1992 to 2012, this report:

1. Reveals the three conditions necessary for changing people’s behaviour.
2. Provides 19 mechanisms companies can use to drive positive behaviour change and a checklist for managing change projects.
3. Includes case studies from two organizations that have led social change projects.

While many of the examples in this report come from the non-profit and public sectors, business leaders can apply these practices to the social change projects they initiate.

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introduction

In the fall of 2011, a group of Canadian business leaders asked: “How can companies help change people’s behaviour in order to benefit society?” These leaders recognize the benefits of addressing environmental and social issues. In addition to fostering goodwill among employees, customers and community members, strategic social innovation can create new industries and open up new markets: Retailers of personal care products that encourage people to wash their hands succeed in selling more soap while reducing the spread of disease. Software companies that send employees to developing countries to train locals in business and technical skills build a base of prospective employees for themselves and their partners while helping people lift themselves out of poverty.

The Network for Business Sustainability (NBS) commissioned an international research team to conduct a **systematic review** on the topic of business-driven social change. The team included professors Ute Stephan and Malcolm Patterson as well as doctoral researcher Ciara Kelly – all of the University of Sheffield (UK). This report is an adaptation of that systematic review.

Who Should Read This Report

This report is for directors of philanthropy, community relations, corporate citizenship and corporate social responsibility (CSR). It is for social entrepreneurs and non-profit leaders. Ultimately, this report is for anyone who wants to lead social innovation by triggering changes in people’s behaviour.

What is “Social Change”?

Social change is defined as the changes people make to their behaviour that, when taken collectively, benefit society. Examples of social change range from the simple: more people voting, recycling or donating to charity; to the complex: reduced domestic violence, lower student drop-out rates and increased entrepreneurship and social inclusion of the poor.

The groups that organizations target for social change include any collection of three or more people connected by factors such as profession, location, income level or buying habits. Examples of groups include: farmers, homeowners, students, building residents, members of a village, pregnant teens.

Social change can occur slowly, as the result of a cultural shift, or quickly, as the result of a natural disaster or change in public policy. Organizations can play a role in influencing both cultural shifts and public policy.

What Is a “Systematic Review”?



For an explanation of NBS’s research process and the rigorous methodology of systematic reviews, watch the video at: nbs.net/about/.

types of social change

The review studied social change in multiple areas: behaviour changes related to the environment, health, civic engagement, and social and economic inclusion; behaviour changes made by individuals and groups, private citizens and employees; and change projects driven by for-profit business as well as social enterprises and governments.

Examples of Positive Behaviour Change

The following are examples of behaviours that, when exhibited by groups, create benefits for society. They range from simple actions – shallow change – to major lifestyle changes – deep change.



Environment

- Recycle – inside and outside the home
- Purchase “green” or ethical products
- Conserve energy by turning off lights or using alternative energy sources
- Buy a fuel-efficient car, carpool or use public transit
- Raise grass-fed cattle (for farmers)
- Revitalize a local river to conserve habitat and protect species
- Use sustainable farming practices such as less fertilizer, safer pesticides and crop rotation
- Find employment alternatives to “dynamite fishing” (in countries where it is accepted practice)



Health

- Exercise
- Quit smoking
- Reduce alcohol consumption
- Breastfeed
- Practice safe sex by using condoms
- Access health care resources to improve overall health
- Use toilets and adopt hand-washing practices (for people in emerging economies)



Civic Engagement

- Sign a petition
- Vote
- Volunteer in the community
- Donate to charity



Social and Economic Inclusion

- Stay in school (for students in marginalized communities)
- Start a business to pull their family out of poverty
- Reduce violent behaviour

Examples of Positive Behaviour Changes in Organizations

The majority of the examples in this report focus on behaviour changes made by the general public. But social change can also happen within organizations. Consider the impact on the environment if procurement managers buy only products from renewable sources. Or if operations managers find ways to divert manufacturing waste from landfill.

Why Drive Social Change?

Forward-thinking business leaders see the economic benefits of driving social innovation. In addition to strengthening reputation, social change projects can increase a company's pool of prospective customers or employees. Educating people about healthy food choices creates demand for grass-fed cattle and organic vegetables. Changing people's attitudes towards wind farms opens up a whole new industry for clean-tech entrepreneurs. Improving students' math and science skills increases the pool of qualified candidates for jobs in information technology.

In the case of Unilever, educating people about germs and hand-washing was a way to both reduce illness and sell soap. Indian Unilever subsidiary Hindustan Lever Limited (HLL) launched an awareness campaign about hand-washing in 10,000 villages across nine states. Called Lifebuoy Glowing Health, the campaign taught middle-school children that regular hand-washing with soap could reduce the incidence of diarrhea, an infectious disease that kills more than 2 million people worldwide every year.²

The company's leader was transparent about the fact that its social initiative was motivated by profit: "We're not shying away from the fact that Lifebuoy is going to benefit or [that] we're trying to get soap consumption up," said HLL Chairman Harpreet-Singh Tibbs. "But we're also telling [people] that we're doing something for the good of the community and it's there for you to see yourself."³

Researchers agree that investing in social change makes good business sense. In a 2002 Harvard Business Review article, management experts Michael Porter and Mark Kramer described the business value of corporate philanthropy: "Corporations can use their charitable efforts to improve their competitive context – the quality of the business environment ... where they operate. Using philanthropy to enhance context brings social and economic goals into alignment and improves a company's long-term business prospects."⁴

Philanthropy, however, is just one approach. Companies have many ways to drive social change. Through product labeling, supply chain management, cause marketing, employee volunteerism and partnerships with non-government organizations (NGOs), companies have the power to help people get active, eat healthy foods, dispose of consumer products properly, use less energy and generally live more sustainable lives.

² Murch, M., Reeder, K. & Prahalad, C.K. 2003. *Selling health: Hindustan Lever Limited and the soap market*. Ann Arbor, MI: The University of Michigan Business School.

³ Ibid.

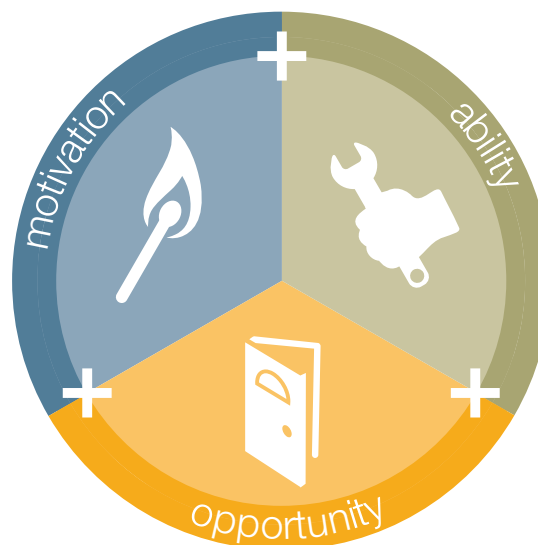
⁴ Porter, M.E., & Kramer, M.R. 2002. The competitive advantage of corporate philanthropy. *Harvard Business Review*, December, 56-68.

conditions necessary for behaviour change

The research team found three conditions are necessary for people to change their behaviour:

1. **Motivation.** People must have a reason to change.
2. **Ability.** They must have the skills, confidence and knowledge required to change.
3. **Opportunity.** They must have the resources, relationships and environmental conditions needed to change.

All three conditions must be met for people to change their behaviour.



THE CONDITIONS IN ACTION: 3 EXAMPLES

The chart shows examples of behaviour change – each lacking one of the conditions: Motivation, Ability or Opportunity.

motivation	ability	opportunity	how to change behaviour
Cell phone customers know they're not supposed to throw away their old phones.	They are unsure where and how to recycle their used devices.	A cell phone retailer runs a recycling program and even accepts other companies' devices.	EDUCATION On monthly phone bills, in customer service calls and at point-of-sale, the company tells customers where and when they can drop off old devices.
A woman in a disadvantaged community wants to earn an income to help feed her family.	She is a talented seamstress who likes sewing and tailoring clothes.	She doesn't have a sewing machine and can't afford to invest in materials.	RESOURCES A local micro-financing program provides seed funding to buy a machine and material and to print posters advertising her services.
A man who wants to lose weight is not inspired to get off the couch.	He knows how to jog.	He has access to running shoes and sidewalks.	FEEDBACK & PUBLIC RECOGNITION A technology company designs an app that will track his work-outs and share his progress online with friends and family.

mechanisms for changing behaviour

The following are 19 mechanisms companies can use to motivate people and give them the ability and opportunity to change.

1. Motivation – Give people a reason to change their behaviour

Communicate

- **Establish Credibility.** People need to believe the cause is important and that your company has the authority to tackle it.
- **Raise Awareness of the Need for Change.*** People can be reluctant to try new things or break old habits. Expert opinions or media coverage of your cause may convince them to change their behaviour.
- **Appeal to Emotion, Identity.** Understand how your target audience sees themselves and appeal to those characteristics. For example, if you are trying to increase community volunteerism, you might emphasize how people who volunteer in their community are “caring” and “compassionate.”
- **Create Simple “Prompts.”*** To combat the information overload that accompanies many new behaviours, give people simple guidelines or reminders that encourage them to take the desired action. For example, a pocket guide to buying seafood helps shoppers choose fish low in mercury and from sustainable sources. Sticky notes on garbage bags remind people to sort their recyclables. Wherever possible, customize your prompts to the individual.

Apply Pressure

- **Use Social Pressure.*** People subconsciously believe that, if others demonstrate a certain behaviour, it must be the right thing to do. This is often referred to as the “wisdom of crowds.” If, for example, you want homeowners to use less energy, tell them many of their neighbours have already reduced their energy consumption. To use social pressure effectively, however, your message about peer behaviour must be true.
- **Use Coercion.** In rare cases, you can threaten negative consequences if the person fails to adopt the positive behaviour. This could be as simple as instituting a fine for littering. Use coercion in small doses, though. People resent having power wielded over them and will revert to old behaviours as soon as the threat is removed.



Best Bets

Asterisks (*) indicate mechanisms that have been validated by rigorous academic studies (i.e. randomized trials and controlled, longitudinal studies). Other mechanisms come from research such as correlational studies and case studies.

Offer Incentives

- **Set Goals, Pledges.*** Set clear goals for your change project and communicate them. Sample goals include: “To increase the number of women in our community who breastfeed.” or: “To get people physically active three days a week.” Encouraging people to set their own, individual goals makes them more likely to engage in your change project. Also, consider asking people to make a simple pledge, such as: “I commit to eliminating bullying from my workplace.”
- **Provide Feedback.*** Feedback is effective at motivating people because it shows them the results of their behaviour change. Feedback could range from a message on a homeowner’s utility bill telling them how much energy they conserved to a scoreboard on the manufacturing floor telling workers how much waste they diverted from landfill.
- **Reward People Financially.** Consider financial incentives to motivate behaviour change. Examples include: rebates for people who buy energy-efficient appliances; discounts for customers who return or reuse products such as beer bottles, coffee mugs, ink cartridges or perfume bottles; gift vouchers for disadvantaged mothers who choose to breastfeed their babies; or tax-free shares to residents who live near an offshore wind farm.
- **Make Their Behaviour Public.*** Reward the desired behavior by displaying it for others to see. People are more likely to donate to charity, for example, if they know their donation will be made public.

Tools for Driving Social Change

The following are examples of tools companies can use to apply the 19 behaviour change mechanisms. For specific examples of behaviour change projects and the tools companies used, read the **complete systematic review**.

Posters, Billboards, Radio/TV Ads | Brochures, Postcards, Newsletters, Magazines | Wallet Cards, Fact Sheets, Guides | Websites: Informative, Interactive, Personalized | Online Discussion Groups | Text Messages | How-To Videos | FaceBook Groups, Twitter Chats, LinkedIn Groups | Events, Meetings, Workshops, Lectures, Classes | “Smart Metres,” Video Games, Smartphone Apps | Free Samples

2. Ability – Give people the skills, confidence and knowledge they need to change their behaviour



- **Build Their Self-Confidence.*** Showcase role models and help people achieve “quick wins” early in the project. People are confident in their ability to adopt a new behaviour if they see others doing it and if they have experienced personal success in the past.
- **Educate Them.*** Provide facts about the issue through newsletters, billboards, brochures, advertisements, presentations, websites or other communication vehicles. These facts increase people’s knowledge and help them understand why it is important to change. Education is particularly important when people cannot see the results of their negative behaviours – such as farmers not seeing the downstream impact of agricultural run-off.
- **Train Them.** To build new skills, you can train people directly via workshops, role-playing exercises, lectures or classes, or indirectly via videos and case studies.

Tips for Crafting Change Messages

In addition to communication techniques noted in the 19 mechanisms, use the following tips for crafting effective change messages. Share these tips with your communications team and any other people responsible for developing messages about your change project:

- **Create Cognitive Dissonance.** Reveal the discrepancy between people’s beliefs and their actions. Ask, for example: “Do you agree recycling is a good thing to do?” followed by: “Do you believe you recycle all garbage that can be recycled?”
- **Reframe Negative Ideas Positively.** Describe people’s challenges as the result of external factors rather than personal failures. For example, frame someone’s inability to exercise not as laziness but as the result of a busy schedule.
- **Profile “Positive Deviants.”** Find someone who already demonstrates the behaviour you want to encourage and profile them to the group.

3. Opportunity – Give people the resources, relationships and environment they need to change their behaviour



Empower People

- **Involve Your Targets in Project Governance.** Create a governance committee for your social change project that includes members of your target group. This could include representatives from municipal councils, parent groups, community associations, etc. The best way to encourage participation in the project is to invite your audience's input into how the project gets managed.
- **Be Transparent.** Share information that will help people participate in the change project. This could involve revealing budgets, organization charts, project plans or funding sources. Transparency strengthens people's engagement in change projects by transferring power from the organization to them.
- **Provide Resources.*** Give people access to the money or resources they need to make the behaviour change. This could be as simple as free reusable bags in communities that have banned plastic bags or as sophisticated as micro-financing for economic development projects in emerging economies.

Strengthen Social Capital

- **Build Bridges (Weak Ties).** For change projects related to tolerance and diversity, create opportunities for contact and collaboration among

disparate or even antagonistic groups. In one example, a sought-after information technology school in the Middle East united Jews and Arabs in their common interest of technology, fostering tolerance and reducing tensions.

- **Build Bonds (Strong Ties).** Build greater connection and trust within existing groups. Group members will support each other and sustain the social change even after your organization's project has formally ended.

Change Their Environment

- **Restructure People's Physical or Social Context.*** Determine what you can change about people's physical environment that will trigger the desired behaviour. Place recycling containers in prominent locations so recycling becomes automatic. Require employees to opt out – rather than opt in – to retirement contributions in order to encourage long-term saving. "Defaults" in particular are powerful behaviour change mechanisms because they turn conscious decisions into spontaneous actions. Use them with caution, though: People may trust NGOs or local authorities to create defaults in their best interests, but they may suspect defaults proposed by companies.

managing your change project

Like the people you're trying to influence, the team implementing your change project requires Motivation, Ability and Opportunity to succeed. Your team might include employees and volunteers both inside your organization and in partner organizations.



BEST PRACTICES FOR MANAGING CHANGE PROJECTS

The research revealed 13 best practices for ensuring the project team has the direction, ability and resources they need to lead a successful change project:

Motivate Staff & Volunteers	Develop Project Capabilities	Build Resources & Opportunities
<ul style="list-style-type: none"> • Build Shared Project Vision, Goals • Generate Quick Wins • Evaluate & Provide Feedback 	<ul style="list-style-type: none"> • Build Credibility • Capture Local Knowledge • Build on Existing Strengths • Involve Relevant Stakeholders • Show Leadership • Develop Project Skill Base 	<ul style="list-style-type: none"> • Establish Inclusive Governance • Build a Sustainable Resource Base • Leverage Relationships • Innovate to Reveal Opportunities

Project Management 101

The following checklist explains the 13 best practices for managing your change project, in chronological order.

PLANNING YOUR SOCIAL CHANGE PROJECT

- 1. Establish **clear, shared project goals** to ensure every member of the project team knows what success looks like.
 - Find out as much as possible about the people you are trying to influence – ideally by immersing your team in their world.
 - Conduct a gap analysis to determine which of the three conditions your change project must address.
 - Establish benchmarks and key performance indicators to measure your project's success. (View examples of **social impact indicators**.)
 - Get a sense of how quickly you can reasonably expect initial results. Communicate that timeline so senior leaders don't get disappointed by lack of progress in the early stages and cancel your funding or staff support.
- 2. **Build your credibility** by picking a change project that aligns with your organization's expertise and business strategy. Identify partners – NGOs, community organizations and third-party certifiers – that have contacts and expertise.
- 3. Establish **governance** and reporting relationships that include your project partners and, ideally, some members of your target group.
- 4. Create a plan to **develop the project team's skill base**.

IMPLEMENTING YOUR SOCIAL CHANGE PROJECT

- 5. Involve **relevant stakeholders** in your change project, whether they include formal partners, your change targets or other individuals or groups who can help you spread the message.

A handbook teaching people how to report domestic violence included not just research but also input from reporters and victims.
- 6. Customize your project based on **local knowledge and culture**. If your goal is to fight child malnutrition in a developing country, start by studying the eating habits of healthy children in the community. Develop a customized solution based on what already works for the community.

An American HIV prevention program succeeded in South Africa because project organizers adapted their approach. They took into consideration participants' unresolved grief resulting from the community's high rate of AIDS deaths. Similarly, local authorities have been more effective than central governments in addressing issues of social inclusion or sustainable transportation because they understand local needs and tailor solutions accordingly.
- 7. Build on **existing strengths**.
 - Capitalize on your organization's knowledge and internal expertise to support your change project.

Software engineers at an IT company helped a local youth shelter develop computer programs to electronically track the frequency and duration of youth visits as well as contact information and case worker notes.
 - Find success stories in your target community: learn from them and profile them to others.

- 8. **Leverage relationships** with formal project partners or relevant networks to spread the change.
 A community coalition called Strive in Cincinnati, USA set out to improve children's education and career success. The coalition connected more than 300 local organizations from city government, school districts, private and corporate foundations, universities and community colleges, non-profit organizations and advocacy groups. The coalition bundled resources and shared costs among partners and took advantage of partners' existing relationships to spread its message broadly.
- 9. Focus initially on **quick wins** to build enthusiasm and motivate staff.

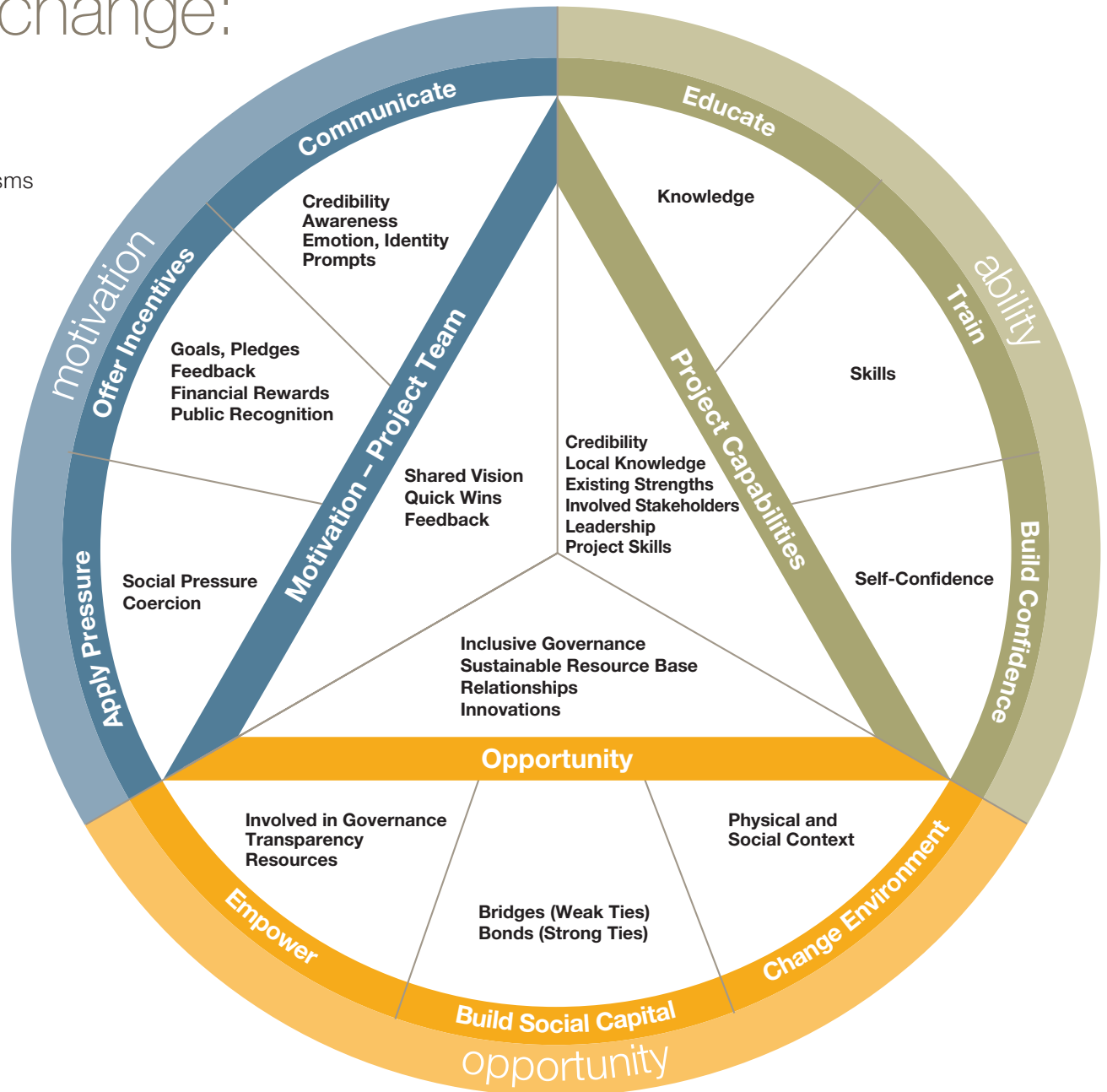
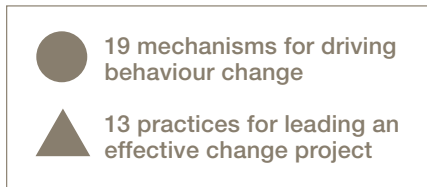
 - Target people with the greatest potential for change (e.g. high-volume consumers in an energy-conservation project).
 - Launch a pilot program with a sample group first, to limit risk and protect resources.
- 10. Develop **innovations** that support the change project, such as online games or mobile phone apps.
 A UK-based app that told people when the next bus was coming encouraged more urban citizens to use public transit. The video game World Without Oil asked people what their lives would be like in a post-oil world and prompted players to change behaviours in real life – from the clothes they wore and food they ate to the way they worked and travelled.
- 11. Conduct **evaluations** throughout the project to reveal what's working and what's not. Share the **feedback** with the project team and with your target group.
- 12. Build a **sustainable resource base** for the project. Crowd-source funds, help participants apply for government grants, or recruit and train volunteers to ensure the community you target has the funding and personnel needed to maintain the behaviour change.
- 13. Show **leadership** throughout the project by connecting and coordinating partners and project members. Show leadership at the end of the project by gradually transferring responsibility for the behaviour change from your organization to your partners and/or the group you were influencing.

driving social change: summary

This diagram presents the 19 mechanisms for driving behaviour change and the 13 practices for leading an effective change project.

Once you have identified your target audience and the behaviour you want to change, conduct a gap analysis. Determine which of the conditions (Motivation, Ability, Opportunity) already exist for your audience and which conditions your change project must address. Select mechanisms you can implement to ensure your project is a success.

Conduct the same analysis for your project itself. Identify gaps and anticipate needs to ensure your team is motivated and your project has the resources required to succeed.



IN PRACTICE

Sowing Success with Spreadsheets and Soil Management

How Tim Hortons is helping thousands of coffee farmers in Central and South America become successful entrepreneurs

The Need

In 2005, Canadian restaurant chain Tim Hortons Inc. set out to improve the economic situation of coffee farmers in regions where Tim Hortons sources its coffee. Public interest had been growing around issues such as fair trade, and a survey of Tim Hortons' customers revealed they were concerned about the plight of coffee growers.

Supporting small-hold farmers in other countries aligned with Tim Hortons, social investments back home: "Our community programs have always been about building economic capacity and instilling hope, confidence and independence in disadvantaged youth," said Tim Favari, Director, Sustainability and Responsibility for Tim Hortons.

The company examined the coffee certification programs that existed at the time. None provided the hands-on training, education and technical support the company believed were necessary to help farmers improve their farming practices and lift their families out of poverty. So the company created its own program: the Tim Hortons Coffee Partnership.

The Solution

The Tim Hortons Coffee Partnership is a collaboration between Tim Hortons, the Hanns R. Neumann Stiftung Foundation (HRNS) and coffee farmers, roasters and distributors in Guatemala, Honduras, Colombia and Brazil. Its goal is to equip local coffee farmers, over three to five years, with the skills and training they need to run successful, sustainable businesses.

HRNS has a long history of leading grassroots projects that help coffee farmers worldwide. The foundation's proven track record and established contacts provided the credibility and expertise needed to launch the Tim Hortons Coffee Partnership.

How it Works

Prior to initiating a Partnership project in any community, HRNS meets with local farmers to gauge need, interest and motivation. The better prices associated with higher yields and improved coffee quality are strong incentives for farmers to participate.

Each project has a coordinator, who lives in the region and identifies "farmer promoters" – participating farmers who hold meetings to share knowledge with other farmers. "We have the

most success when other farmers encourage their peers to participate in the project," said Favari. "Through soil sampling or buying fertilizer in bulk, they see the benefits of the program first-hand."

Each program participant receives one-on-one help creating a personalized farm management plan. He or she develops a vision and goals for the farm and receives training on shade and soil management, farm management and accounting. Farmers also get help conducting self-assessments and group evaluations of their farms.

The Results

The rewards for the more than 2,500 farmers in Guatemala, Honduras, Colombia and Brazil who have participated in the Tim Hortons Coffee Partnership to date are those of the independent entrepreneur: Increased self-confidence, strong technical skills and financially viable businesses. After participating in the program, Partnership farmers typically produce better quality coffee in higher yields – and those results translate into higher income. "In the years since I started visiting Coffee Partnership farmers, I have seen visible improvements in their quality of life," said Favari. "The best part, though, is knowing that, long after your formal partnership ends, these businesspeople will continue to be successful."

IN PRACTICE

Motivating Patients with Reward Points

How pharmacies help patients get healthy, refill their prescriptions and buy more in-store with the help of customer insight company LoyaltyOne

The Need

In 2011, pharmacy retailers in Canada were looking for new revenue streams to offset losses in prescription dispensing fees. With Canadians showing an increasing emphasis on healthy living, there was a clear opportunity for pharmacies to improve customer loyalty and drive in-store sales while improving people's health outcomes.

The Solution

Working with Canadian pharmacy chains Safeway and Lawtons Drugs, rewards marketing company LoyaltyOne developed a pilot program called WellQ. "WellQ is a loyalty program that uses personalized content, regular outreach and financial incentives to encourage healthy behaviours," said Peter Meyers, Associate Vice President, Product Development and Innovation for LoyaltyOne.

How it Works

During the one-year pilot, participating pharmacies invited patients with chronic conditions such as high blood pressure, high cholesterol and diabetes to register for the WellQ program. Program participants received in-store newsletters, customized

monthly emails, and customized websites with recipes, quizzes and resources specific to their medical conditions. Resources included the Hypoglycemia quiz for diabetic patients and online tools such as Metabolic Calculators and Nutrition Label Readers.

The key to the program, though, lay in motivation: "Many programs exist to educate people and support them in making healthy choices" said Meyers. "But those programs often assume the patient is self-motivated to change his or her behaviour on their own." The WellQ program awarded members AIR MILES® for each of their healthy behaviours: registering for the program, refilling prescriptions on time, testing their blood pressure, completing online polls or quizzes, and making healthy purchases."

The greatest challenge, Meyers admits, was managing all the customized content: "We literally produced thousands of emails during the course of the pilot. The burden of packaging and editing content such that it met each customer's health profile was huge – and that was only in the case of three health conditions. Going forward, we plan to provide the service for a much broader range of medical conditions and general health topics, such as family health, lifestyle choices, purchasing healthy food, financial health, etc."

To provide more resources on a broader range of topics, the company plans to build a dynamic content management platform. By automating the process, they will ensure each patient receives customized information without LoyaltyOne having to manually produce each message.

The Results

The Canadian pilot of WellQ reached nearly 10,000 people with information about healthy living and disease management. The program increased prescription renewals four per cent for participating pharmacies – a measure of customer loyalty that translates into significant revenue for the stores. And participating stores also experienced an eight per cent increase in the purchase of items other than prescription medication.

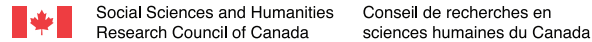
To learn how the American pilot of WellQ used text messages to help patients take their medications on time, read the extended case study online. View the Social Change resources at nbs.net

about the research

This report was inspired by the [NBS Leadership Council](#), which gathers annually to identify the top sustainability challenges for business. The report is an extension of a larger [systematic review](#) authored by professors Ute Stephan and Malcolm Patterson and doctoral researcher Ciara Kelly of the University of Sheffield (UK). With guidance from academic and industry experts, they reviewed 123 relevant sources spanning 20 years. The researchers conducted detailed analysis and synthesis of the sources to determine what companies can do to drive social change. The team found behaviour change requires three conditions and provide 19 mechanisms companies can use to meet those conditions. All content and references are derived from sources in the original systematic review, unless noted otherwise.

NBS gratefully acknowledges the input of the following people into the original research and this executive report: Debbie Baxter (LoyaltyOne), Karen Clarke-Whistler (TD Bank), John Coyne (Unilever Canada), Tim Faveri (Tim Hortons), Brenda Goehring (BC Hydro), Peter MacConnachie (Suncor Energy), Johanna Mair, PhD (Hertie School of Governance) and Peter Meyers (LoyaltyOne).

This research was funded in part by the Social Sciences and Humanities Research Council of Canada.



NBS Leadership Council

NBS's Leadership Council is a group of Canadian sustainability leaders from diverse sectors. At an annual meeting, these leaders identify their top priorities in business sustainability – the issues on which their organizations need authoritative answers and reliable insights. Their sustainability priorities prompt NBS research projects.



about the network for business sustainability

A Canadian non-profit, the Network for Business Sustainability (NBS) produces authoritative resources on important sustainability issues, with the goal of changing managing practice. We unite thousands of researchers and professionals worldwide who believe passionately in research-based practice and practice-based research.

NBS is funded by the Social Sciences and Humanities Research Council of Canada (SSHRC), the [Richard Ivey School of Business](#) (Western University) and the [École des sciences de la gestion](#) (Université du Québec à Montréal). We also receive funding from private sector partners in our [Leadership, Industry Association](#), and [SME](#) (small and medium enterprise) Councils.

NBS Knowledge Centre

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- [Building Effective Environmental Policy](#)
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- [Managing Sustainable Global Supply Chains](#)
- [Measuring and Valuing Environmental Impacts](#)

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Network for Business Sustainability
c/o Richard Ivey School of Business
Western University
1151 Richmond Street
London, Ontario, Canada N6A 3K7
519-661-2111, x88980



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Penser l'entreprise en visionnaire

Réseau entreprise et développement durable
École des sciences de la gestion
Université du Québec à Montréal
1290, rue Saint-Denis
Montréal, Québec, Canada H2X 3J7
514-987-3000, x7898

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