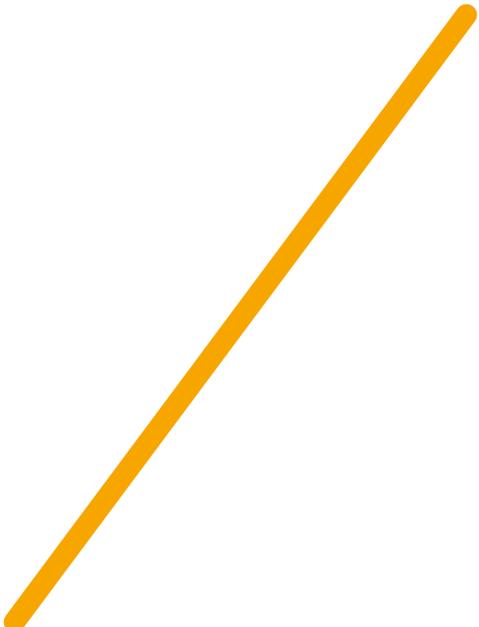
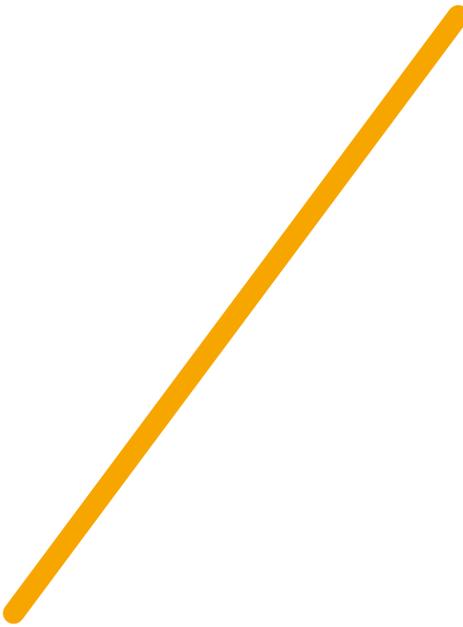


XYNTEO



LEADING OUT



Report One

A study of emerging
Indian business leaders

XYNTEO



REINVENTING. GROWTH. TOGETHER.



Growth is a powerful force. Over the past few centuries the existing growth model has catalysed enormous progress. It has been a force for good. But this growth model is no longer fit for our needs – or those of generations to come. In many ways it has become a destructive force, promoting short-term wins over long-term prosperity, desolating natural resources and widening exclusion.

As leaders, each of us has the power to create a different kind of growth – be it personal, commercial or economic. And when we combine forces across industries, sectors and borders? That's when we are at our most powerful. So let's reinvent growth, harnessing it to solve the biggest human problems. For these problems also represent our biggest commercial opportunities.

XYNTEO IS A PLATFORM FOR GALVANISING LEADERS AND CATALYSING IDEAS – AND FUSING THEM INTO NEW PROJECTS, FOR NEW GROWTH.

Xynteo alone is responsible for this document and any errors it contains

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LEADING OUT A STUDY OF EMERGING INDIAN BUSINESS LEADERS

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01

OVERVIEW

India needs a new kind of growth.
Will its emerging leaders take up the challenge?



01 OVERVIEW

India needs a new kind of growth. Will its emerging leaders take up the challenge?

India is the world's largest market. It has the world's largest population of people under the age of 30. It holds an abundance of talent, knowledge, technology and capital. But too often we fail to invest these resources in such a way as to yield the highest human return. The scale and pace of India's current growth model is placing enormous demands on the country's resources, institutions and society, signalling an urgent imperative for scalable and holistic growth solutions that are fit for the future.

India is at a critical juncture as it approaches its 75th year of independence in 2022. Ahead lies a prosperous future or a wasted opportunity to reap the reward of a powerful demographic dividend. Doing the same old things will inevitably lead to the same old results. To succeed will require a new kind of growth. Growth that works for, not against, nature; that works for the many, rather than the few; and that works not just for the short term, but for generations to come.

Sustainable practices have already become established business norms across many sectors and geographies. And some businesses are taking these practices even further. They are seeking commercial opportunities by addressing societal and environmental challenges.

Leading Out is a global business leadership movement for this new kind of growth. Will India's emerging leaders take up the challenge?

OUR RESEARCH

To encourage this new direction, we at Xynteo conducted a quantitative study that explored the extent to which India's emerging business leaders are aware and supportive of such an approach. We also wanted to understand the leadership behaviours that India's emerging business leaders are exhibiting, and whether there is any relationship between the behaviours they have adopted and their approach to doing business.

We identified five leadership behaviours of a new kind of leader, a 'Leading Out' champion:

✓ LEADING OUT IN THE OPEN

✓ LEADING THROUGH OUTWARD COLLABORATION

✓ LEADING OUTSIDE INFLUENCE

✓ LEADING THROUGH MODELLING OUT

✓ LEADING OUT OF ONE'S COMFORT ZONE

OUR KEY FINDINGS

We learned through our study that there is indeed a significant cadre of emerging Indian business leaders who are pursuing commercial opportunity by addressing societal and environmental challenges. In many cases, leaders believe that all five leadership behaviours are now recognised best practice: they are Leading Out champions.

Here we first summarise the key findings of the study. We then take a closer look at emerging leadership behaviours, the Sustainable Development Goals (SDGs) as a framework for action, and the extent to which our Leading Out champions are seeing return on investment. Finally, we identify the major barriers to success.

We close our research by inviting you to become a Leading Out champion and offering you a manifesto for action.

OUR SAMPLE

Emerging Indian business leaders are defined as graduates with MBAs or degrees from the top engineering colleges in India, aged 33 to 47 years, with between 12 and 25 years' experience. These senior executives are regarded as reflective of those most likely to take on the most senior leadership positions in businesses in India over the next 5 to 10 years. The respondents are representative of major metropolitan areas across India and belong to various organisation types in the public, private and government sectors. They were selected from a broadly representative range of industry sectors, company sizes and business functions. Most are male (91%), reflecting the typical gender composition at senior levels in Indian business.

OUR METHODOLOGY

The Leading Out methodology, data collection and data analysis were conducted for Xynteo by Kantar-IMRB in India. Between December 1, 2016 and Jan 31, 2017, 470 emerging leaders in India answered a quantitative structured web interview.

At various points in the report, we refer to "Leading Out champions". The questionnaire aimed to assess the extent to which emerging Indian business leaders understood and had adopted five Leading Out behaviours. Respondents assessed the adoption level for each of the behaviours on a scale of 1 through 4: 1 for rejection, 2 for inaction, 3 for adoption and 4 for widespread recognition. Average scores across the five attributes were calculated for each respondent. Those giving a 4-point average score (on a scale of 1 through 4, when rounded to the nearest whole number) to this set of behaviours are regarded as Leading Out champions.

Emerging Indian business leaders show significant awareness of the Leading Out behaviours. In fact, at least two-thirds of our sample see the Leading Out behaviours in practice. One in five leaders (19%) see the full set of these behaviours as recognised best practice: they are the champions of Leading Out. Meanwhile, a comprehensive majority of emerging Indian business leaders believe that the business sector has a responsibility for societal and environmental challenges. **Nine in ten (92%) consider that this responsibility and the pursuit of commercial success must go hand in hand.** There is less accord in how our sample views the role of business in delivering on this responsibility.

Should business be guided by a traditional corporate social responsibility (CSR) or charitable approach, or is responsibility for addressing societal and environmental challenges and the pursuit of commercial success in fact one and the same thing? **For a third of emerging Indian business leaders (34%), the idea of making money by doing good is simply wrong. In stark contrast, a third (31%) say that, for their organisations, this is more than an idea.** They are already pursuing this new kind of growth – and they are seeing a visible return.

Among Leading Out champions, the socio-environmental approach to doing business is more prevalent. More than half (55%) indicated that their organisations are industry leaders when it comes to seeking commercial opportunity in addressing socio-environmental challenges. Their businesses are looking at a new kind of growth. This compares with 22% of non-champions who share this approach.

Is it the leadership behaviours of those who are Leading Out that are driving alternative business practices within their organisation? Or do pioneering businesses tend to foster and attract a different kind of leader? The research does not paint a clear picture. However, there is no doubt that a supportive environment created by senior business leaders is a key enabling factor for those leaders who are seeking commercial opportunity in addressing socio-environmental challenges. **Of those who rank their firms as industry leaders in this area, a third (32%) cite the support of central leadership as the biggest factor making this possible.**

India faces a multiplicity of socio-environmental challenges. This is reflected in the differing views of our sample as to which areas should be a priority focus for their organisations. Yet some trends do appear. **Half of emerging Indian business leaders (48%) place "Industry, Innovation and Infrastructure" among the top five priority issues for their business.** This is the most-cited priority, with "Decent Work and Economic Growth" a close second (42%). These priorities are consistent with the Government of India's goals.

One in three leaders (29%) see gender equality as a priority for their organisations. However, only one in six (17%) and one in eight (13%) perceive it as a priority for other Indian and global businesses respectively. "Gender Equality" is one of the 17 global Sustainable Development Goals (SDGs), set by the United Nations in 2015.

A significant number (67%) of emerging Indian business leaders are taking this global view of societal and environmental challenges, noting a widespread awareness of the SDGs within their organisations, such as "Industry, Innovation and Infrastructure" and "Zero Hunger". **Some are even going so far as to use the SDGs as a framework for their commercial activity. Of this group, three in five (58%) are already reporting visible signs of commercial return.**

So what is preventing more of India's emerging leaders from seeking commercial opportunity by addressing socio-environmental challenges? More than a third of our sample (36%) cite that leaders in their industries are not making it a priority – the most oft-cited barrier in our research. Why? Possibly because there is a lack of trust and cooperation within the business community (28%). Or because there is a capital shortage for investments that look to solve socio-environmental problems (31%). And **one in four (24%) highlight that corporate social responsibility (CSR) is not incentivising them to seek commercial opportunity, even while it drives compliance.**



02

LEADERSHIP

Champions of Leading Out are more likely to pursue a new kind of growth.



02 LEADERSHIP

Champions of Leading Out are more likely to pursue a new kind of growth.

At Xynteo, we strive to help companies develop the business leadership necessary to advance a new kind of growth – growth that will stand the test of time. With this new kind of growth, business leaders seek commercial opportunities by addressing societal and environmental challenges. Through our work, we have identified five leadership behaviours that we believe are the hallmarks of a new kind of leader: one who is ‘Leading Out’.

LEADING OUT: THE FIVE LEADERSHIP BEHAVIOURS

I LEAD:

OUT IN THE OPEN
I set a transparent and accountable vision which will deliver commercial benefits, and I am clear on how to achieve it.

OUTSIDE INFLUENCE
I go beyond my organisation and industry norms to bring together the most effective ideas from a variety of external sources.

OUT OF MY COMFORT ZONE
I have the courage to try something that hasn't been done before and do not let fear of failure hold me back.

THROUGH OUTWARD COLLABORATION
I recognise that most problems can't be solved alone, so I pursue win-win initiatives that benefit my organisation, our suppliers, partners and even our competitors.

THROUGH MODELLING OUT
I set a positive example that builds consensus and inspires the wider industry, regulators, governments and consumers to follow suit.

Our research determined the extent to which emerging Indian business leaders are aware of, have adopted, and are recognised for, these five Leading Out behaviours. It also tested the extent to which there is a correlation between the Indian business leaders who are furthest along the adoption curve for these behaviours and their attitude towards business pursuit of this new kind of growth.

EMERGING INDIAN BUSINESS LEADERS SHOW SIGNIFICANT AWARENESS OF THE LEADING OUT BEHAVIOURS. IN FACT, AT LEAST TWO-THIRDS OF OUR SAMPLE OBSERVE EACH OF THE BEHAVIOURS TO SOME EXTENT. BUT SOME LEADERS ARE MORE COMMITTED TO LEADING OUT THAN OTHERS.

The most recognised attribute is “leading out in the open”, with three-quarters of leaders (77%) witnessing adoption or widespread recognition of transparent and accountable leadership. “Leading through outward collaboration” comes in somewhat behind the adoption of the other behaviours, at 66%. This reveals that one-third of leaders (34%) believe that working with other organisations to solve problems they can't solve alone is either unimportant or too difficult to put into practice.

When segmented into four categories by the degree to which they report adoption of Leading Out behaviours by peers – rejection, inaction, adoption and recognition – we find that one in five (19%) emerging Indian business leaders can be regarded as Leading Out champions. These leaders view the entire package of behaviours as recognised best practice.

77%
ADOPT OR RECOGNISE LEADING OUT IN THE OPEN.

66%
ADOPT OR RECOGNISE LEADING OUT THROUGH OUTWARD COLLABORATION.

EMERGING INDIAN BUSINESS LEADERS WHO CHAMPION LEADING OUT ARE MORE THAN TWICE AS LIKELY AS NON-CHAMPIONS (55% VERSUS 22%) TO RATE THEIR OWN BUSINESSES AS INDUSTRY LEADERS IN SEEKING COMMERCIAL OPPORTUNITY BY ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES.

Our research explored the extent to which the emerging Indian business leaders who champion Leading Out behaviours think differently from non-champions when it comes to pursuing this new kind of growth. We found that there are some marked differences in the perspectives and experiences between these two groups of leaders:

- Over half of Leading Out champions (54%) say that seeking commercial opportunity by addressing socio-environmental challenges is increasingly the norm. This compares with only a quarter of non-champions (25%).
- Leading Out champions are more than twice as likely as non-champions to rate their organisations as industry leaders in seeking commercial opportunity by addressing socio-environmental challenges. The research shows that more than half of the champion group (55%) rated their company 8-10 (on a scale of 10, with 10 being industry leading at seeking commercial opportunities by addressing socio-environmental challenges). This compares with just over a fifth of non-champions (22%).
- Leading Out champions are far more likely to use the SDGs as a framework for seizing the commercial opportunities presented by addressing socio-environmental challenges. Specifically, 47% of the champion group said that, in their businesses, they are aware of the SDGs and have considered the commercial opportunities they represent. This compares with an average of 25% when considering all other emerging Indian business leaders.

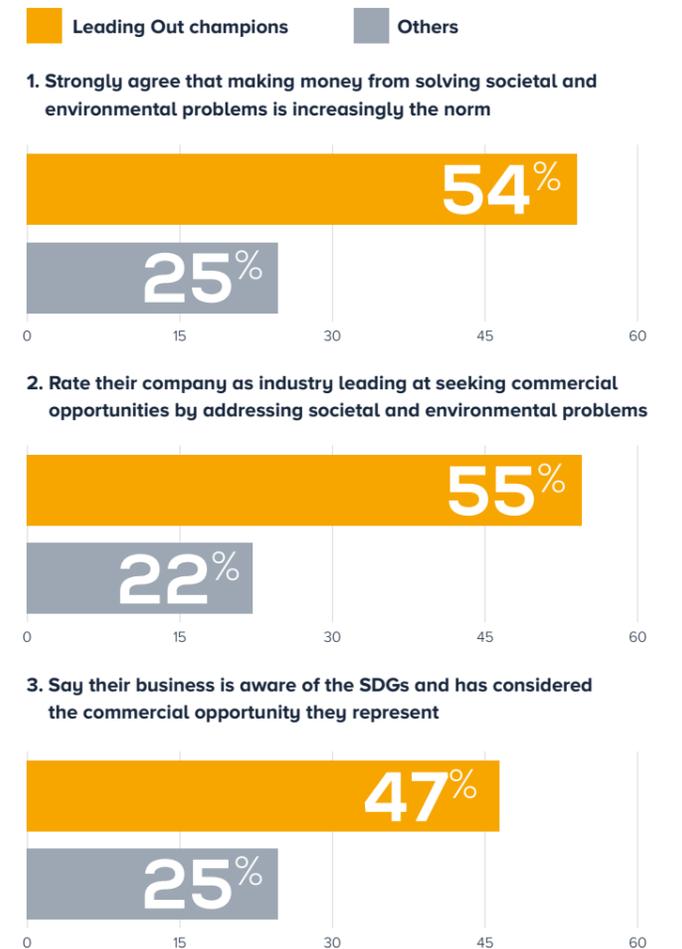
LEADING OUT: CHICKEN OR EGG?

It is not yet clear how Leading Out behaviours of individual leaders relate to the behaviour of the organisations those leaders work for. Are the leadership behaviours of Leading Out champions driving the pursuit of a new kind of growth within their business? Or do pioneering businesses tend to foster and attract these leadership behaviours?

What is clear: companies that are seeking commercial opportunity in solving societal and environmental challenges tend to have next-generation leaders who are advocates of Leading Out.

Figure 1.

How do Leading Out champions differ from other emerging Indian business leaders?



EMERGING INDIAN BUSINESS LEADERS PERCEIVE MANY FACTORS THAT ENABLE THEIR ORGANISATIONS TO PURSUE THIS NEW KIND OF GROWTH. BUT THE MOST SIGNIFICANT OF THESE IS THE SUPPORT OF CENTRAL LEADERSHIP, A FACTOR WHICH A THIRD (32%) OF THOSE WHO RANK THEIR FIRMS AS INDUSTRY LEADERS CITED.

Other factors cited by those ‘doing things right’ include the adoption of new technologies (21%) and the increasing number of industry peers also adopting new models for growth (11%) as well as employee influence (11%).

32%
OF THOSE WHO RANK THEIR FIRMS AS INDUSTRY LEADERS SAY SUPPORT OF CENTRAL LEADERSHIP IS KEY.



03

SDGs

Tackling gender equality presents an opportunity
for Indian business.

03 SDGs

Tackling gender equality presents an opportunity for Indian business.

While there is little consensus among emerging Indian business leaders concerning the role of business in addressing societal and environmental challenges, we see stronger agreement around which of these challenges are most important.

This research looked at which of these challenges is seen to present the biggest untapped opportunity for Indian business – as well as the extent to which they are viewed in the context of the Sustainable Development Goals (SDGs), a global framework for progress. We made several discoveries.

EMERGING INDIAN BUSINESS LEADERS CITE “INDUSTRY, INNOVATION AND INFRASTRUCTURE” (48%) AND “DECENT WORK AND ECONOMIC GROWTH” (42%) IN THE TOP FIVE PRIORITY SOCIO-ENVIRONMENTAL CHALLENGES TO BE ADDRESSED BY THE ORGANISATIONS THEY WORK FOR.

This result is no surprise, given that many of the Government of India’s stated development goals speak to these priorities. These goals include 30 kilometres of new roads to be built daily, broadband for over 600,000 villagers, housing for all, high-speed trains, and the creation of 100 million manufacturing jobs.

The third most-cited priority socio-environmental challenge is “Gender Equality”. One in three (29%) emerging Indian business leaders see gender equality as a priority for the organisation they work for. However, only one in six (17%) perceive it to be a priority for other Indian businesses. And an even slimmer proportion (13%) see it as a priority for global businesses. In other words, emerging Indian business leaders believe that gender equality is an area of major importance and that their organisation is leading the way in tackling the issue.

In contrast, emerging Indian business leaders do not see “Climate Action” as a priority, either for the organisation they work for or for Indian business overall. In both cases, just one in eight (13%) say it is a priority, with the issue ranking tenth of seventeen potential priorities. However, a third (30%) say that action on climate change should be a priority for global businesses.

SEE APPENDIX FOR A FULL OVERVIEW OF PERCEIVED PRIORITIES.

67%

OF EMERGING INDIAN BUSINESS LEADERS SAY THAT THE ORGANISATIONS THEY WORK FOR ARE AWARE OF THE SDGS.

29%

IDENTIFY THAT THEIR ORGANISATIONS ARE LOOKING AT THE COMMERCIAL OPPORTUNITIES SDGS PRESENT.

58%

OF THOSE USING SDGS AS A COMMERCIAL FRAMEWORK ARE REPORTING VISIBLE SIGNS OF COMMERCIAL RETURN.

TWO-THIRDS OF EMERGING INDIAN BUSINESS LEADERS (67%) SAY THAT THE ORGANISATIONS THEY WORK FOR ARE AWARE OF THE SDGS. WHAT’S MORE, NEARLY ONE IN THREE (29%) IDENTIFY THAT THEIR ORGANISATIONS ARE ALREADY LOOKING AT THE COMMERCIAL OPPORTUNITIES THE SDGS PRESENT.

Among emerging Indian business leaders who work in organisations that are using the SDGs as a commercial framework, an impressive three in five (58%) are already reporting visible signs of commercial return.

THE SDGs: A GLOBAL FRAMEWORK FOR PROGRESS

The SDG framework outlines 17 goals, which have 169 specific targets within them. The goals were approved by the members of the United Nations, including India, in September 2015. They cover a broad range of challenges that businesses, governments and non-governmental organisations (NGOs) need to address.



PUTTING SDGs AT THE HEART OF BUSINESS STRATEGY

A global study by consultants PwC, “Make it your business”¹, conducted at the time the SDGs were being agreed, claims that two-fifths of businesses (41%) said they will embed SDGs into strategy and the way they do business by 2020.

More than two-thirds (71%) of businesses said that they will integrate the SDGs by 2020. The research showed that four out of five people (78%) would change their buying habits accordingly.

Despite this sea change in public support for a sustainable business agenda, few business leaders have successfully placed the SDGs at the heart of their core business strategy.

Those who have, including Paul Polman, CEO of Unilever, have won a distinctive position for themselves and their companies as the ‘go-to’ businesses for enlightened consumers and purpose-driven young talent.



04

ROI

Emerging Indian business leaders see evidence that it is possible to make money by doing good.

04 RETURN ON INVESTMENT (ROI)

Emerging Indian business leaders see evidence that it is possible to make money by doing good.

For many emerging Indian business leaders, the global SDGs define the societal and environmental challenges to be addressed for a new kind of growth. Leading Out champions believe that their organisations are pursuing exactly those commercial opportunities that aim to address these challenges. We wondered: to what extent are emerging Indian business leaders seeing visible signs of return on investment, both commercial and in terms of positive socio-environmental impact? And are Leading Out champions seeing different results? Is it possible to make money by doing good?

NINE IN TEN EMERGING INDIAN BUSINESS LEADERS (92%) SAY THAT PURSUIT OF COMMERCIAL SUCCESS MUST GO HAND IN HAND WITH TAKING RESPONSIBILITY FOR SOCIO-ENVIRONMENTAL PROBLEMS. FOR MANY, THIS IS THE BASIS OF THEIR CSR ACTIVITY.

There is near-consensus (98%) among emerging Indian business leaders that businesses have a responsibility to ensure that emerging generations have a safe and hospitable world to live in.

While half of these business leaders (50%) believe that government and NGOs rather than business should lead the way in solving socio-environmental challenges, nine in ten (92%) say that business can't be commercially successful in the long term without addressing these global problems.

And nearly all (97%) believe that the reputation of an organisation will be enhanced by being seen to tackle these problems.

YET, A THIRD OF THESE BUSINESS LEADERS (34%) SAY THAT IT IS WRONG TO MAKE MONEY BY DOING GOOD.

Despite the finding that 34% of these leaders feel making money in this way is wrong, recognition from 87% shows that to do so is increasingly the norm. And only 3% say that businesses that try this approach will fail.

While a fifth of leaders (21%) do not see evidence that their organisations are seeking commercial opportunity in addressing socio-environmental challenges, nearly a third (28%) rank their organisations as industry leaders in doing so.

This indicates that, while many organisations are pursuing corporate social responsibility, there are some pioneering businesses that seek corporate social opportunities.

A THIRD OF EMERGING INDIAN BUSINESS LEADERS (31%) SEE A COMMERCIAL RETURN ON INVESTMENT WHERE THEIR ORGANISATION HAS SOUGHT COMMERCIAL OPPORTUNITY IN ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES. THIS INCREASES TO MORE THAN HALF (55%) WHEN OUR SAMPLE IS LIMITED TO LEADING OUT CHAMPIONS.

Over half (51%) of emerging Indian business leaders say that the pursuit of this new kind of growth has led to some positive socio-environmental impact, yet only 8% describe "outstanding" non-financial returns.

The story changes when looking solely at the perspectives of those leaders who most fully embrace the Leading Out behaviours – our Leading Out champions. We find that over half (55%) of this group (versus 31% of all sampled leaders) report visible commercial benefit where their organisations have sought commercial opportunity by addressing socio-environmental challenges. And 58% of Leading Out champions say this activity has led to visible positive socio-environmental impact (of which 23% say the social impact has been "outstanding").

92%
OF EMERGING INDIAN BUSINESS LEADERS SAY THAT PURSUIT OF COMMERCIAL SUCCESS MUST GO HAND IN HAND WITH TAKING RESPONSIBILITY FOR SOCIO-ENVIRONMENTAL PROBLEMS.

34%
OF EMERGING INDIAN BUSINESS LEADERS SAY THAT IT IS WRONG TO MAKE MONEY BY DOING GOOD.

55%

OF LEADING OUT CHAMPIONS REPORT VISIBLE COMMERCIAL BENEFITS WHERE THEIR ORGANISATION HAS SOUGHT COMMERCIAL OPPORTUNITY IN ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES

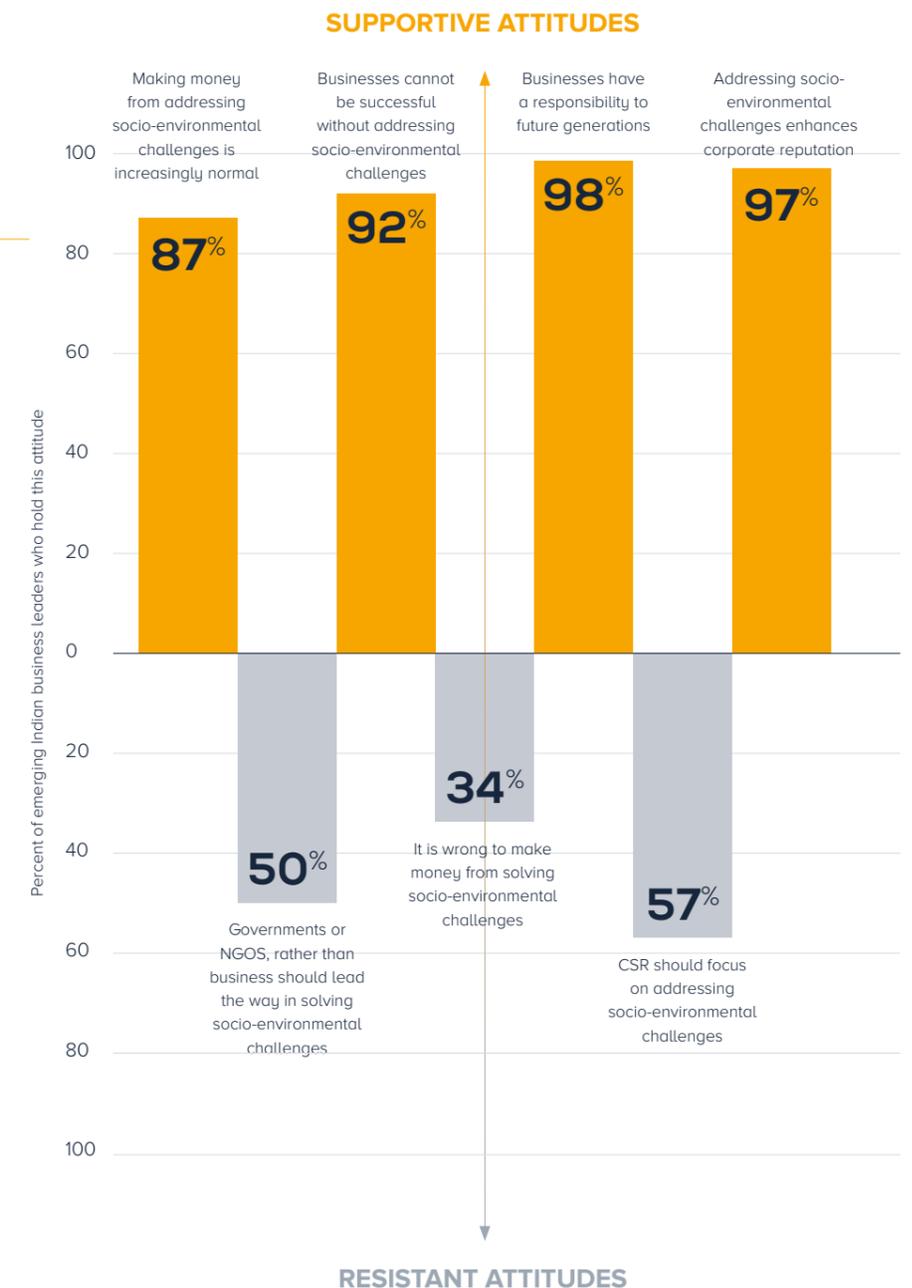
VS.

31%

OF ALL EMERGING INDIAN BUSINESS LEADERS.

SEE APPENDIX FOR A COMPARISON OF VIEWS OF EMERGING INDIAN LEADERS AND LEADING OUT CHAMPIONS.

Figure 2. Emerging Indian business leaders differ in their views on seeking commercial opportunity by addressing societal and environmental challenges.





05

BARRIERS

A lack of purposeful capital is constraining leaders from seeking commercial opportunity by addressing societal and environmental challenges.

05 BARRIERS

A lack of purposeful capital is constraining leaders from seeking commercial opportunity by addressing societal and environmental challenges.

The research asked emerging Indian business leaders to identify the primary barriers preventing them from seeking commercial opportunity by addressing societal and environmental challenges. They cited a variety of internal and external barriers standing in the way of their pursuit of this new kind of growth. Several findings came to light.

OVER A THIRD OF EMERGING INDIAN BUSINESS LEADERS (36%) NOTE THAT THEIR INDUSTRY LEADERS ARE NOT PRIORITISING THE PURSUIT OF COMMERCIAL OPPORTUNITY BY ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES. THIS IS THE MOST-CITED BARRIER IN THE RESEARCH.

In fact, 31% state that a lack of internal leadership is also a persistent barrier. We see, consistently, that leadership matters – as corroborated by our finding that, of those who rank their firms as industry leaders in pursuing this new kind of growth, a third (32%) cite the support of central leadership as the biggest factor in making this possible. And around one in five (18%) emerging Indian business leaders indicate that the organisations they work for do not invest in ‘future leaders’, which points to a related key barrier.

Many of the socio-environmental challenges identified as priorities by these business leaders – whether infrastructure, decent work or gender equality – are systemic in nature and unlikely to be solved by any single actor. It may therefore be relevant that 28% indicate that the lack of trust and cooperation within the business community is also a major barrier in pursuing this new kind of growth, and a potential reason for the stated leadership deficit.

A third (31%) of emerging Indian business leaders said that there is a capital shortage for investments in commercial opportunities that seek to solve socio-environmental challenges. This shortage is the (joint) third most significant barrier.

ONE IN FOUR (24%) EMERGING INDIAN BUSINESS LEADERS NOTE THAT, WHILE CORPORATE SOCIAL RESPONSIBILITY (CSR) IS DRIVING COMPLIANCE, IT IS NOT INCENTIVISING THEM TO PURSUE COMMERCIAL OPPORTUNITY BY ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES.

FROM RESPONSIBILITY TO OPPORTUNITY

In April 2014, the Government of India introduced a law requiring companies to spend 2% of their net profit on CSR activity. While compliance with the mandate ensures that companies take some responsibility for socio-environmental challenges, it does not go so far as to incentivise leaders to build a commercial response to these challenges into their business models.

This points to a potential new model: building on the mandatory spending platform – a platform for *corporate social responsibility* – to take a commercial position on societal and environmental challenges; or to seek *corporate social opportunity*.

36%

OF EMERGING INDIAN BUSINESS LEADERS NOTE THAT THEIR INDUSTRY LEADERS ARE NOT PRIORITISING THE PURSUIT OF COMMERCIAL OPPORTUNITY BY ADDRESSING SOCIO-ENVIRONMENTAL CHALLENGES.

31%

OF EMERGING INDIAN BUSINESS LEADERS CITE A CAPITAL SHORTAGE AS A SIGNIFICANT BARRIER.

24%

OF EMERGING INDIAN BUSINESS LEADERS NOTE THAT CSR IS NOT INCENTIVISING THEM TO PURSUE COMMERCIAL OPPORTUNITY.

Percent of emerging Indian business leaders who selected each barrier



Note: Respondents were asked to select the top three 'internal' and top three 'external' impediments to their organisation when seeking commercial opportunity by addressing societal and environmental challenges.



06

MANIFESTO

We invite you to become a Leading Out champion.



06 MANIFESTO

We invite you to become a Leading Out champion.

We see the emergence of a new generation of Indian business leaders who are Leading Out. Role models in the current generation of business leaders are actively empowering their organisational talent and encouraging other leaders to follow suit.

For businesses to advance a new kind of growth that delivers commercial and economic value by addressing societal and environmental challenges, more leaders must join the Leading Out movement. The following actions can serve as a manifesto for leaders who are looking to seize this opportunity for themselves and their businesses.



01 GO BEYOND MANDATORY CORPORATE SOCIAL RESPONSIBILITY (CSR)

Go beyond mandatory corporate social responsibility (CSR), and seek commercial opportunity. Make CSR part of your core business, tied to your business strategy.

02 LEVERAGE EARLY-MOVER ADVANTAGE

Leverage early-mover advantage rather than waiting for signals or permission from government and NGOs to act. Many businesses are already reaping benefits from tackling socio-environmental challenges, and the trend for business to lead in this arena will only pick up speed.



03 SET TRANSPARENT GOALS

Set transparent goals to develop meaningful and relevant objectives around tackling socio-environmental challenges. The Sustainable Development Goals can provide one such framework, offering a powerful opportunity to be part of a global movement. Measure progress towards achieving these objectives, as well as towards the commercial goal of your business.

04 LEAD BY EXAMPLE

Lead by example to inspire other individuals and organisations to follow suit.



05 BE FEARLESS AND THINK OUTSIDE THE BOX

Be fearless and think outside the box, with the courage to rid yourself of the shackles of past objectives and norms. Set a culture which banishes fear of failure.

06 FORGE NEW COLLABORATIONS

Forge new collaborations by bringing together the most effective ideas and people from a variety of sources. Share learning and progress in an effort to build consensus both inside and outside your business, so as to drive progress on the toughest socio-environmental challenges while delivering commercial value.



07 STRENGTHEN AND NURTURE THE NEXT GENERATION OF LEADERSHIP

Strengthen and nurture the next generation of leadership. Leadership talent for the future looks very different to what it may have done in the past. Drive strategies in your business to identify, attract and nurture Leading Out talent.

APPENDIX

Additional data on respondent views on Sustainable Development Goals (SDGs) and return on investment (ROI).

OVERVIEW OF PERCEIVED SDG PRIORITIES (REFER TO PAGE 16 FOR ANALYSIS)

Figure A1:

Priority for your own business

Our sample was asked to select the top three Sustainable Development Goals that most easily align with commercial opportunity for their organisation.

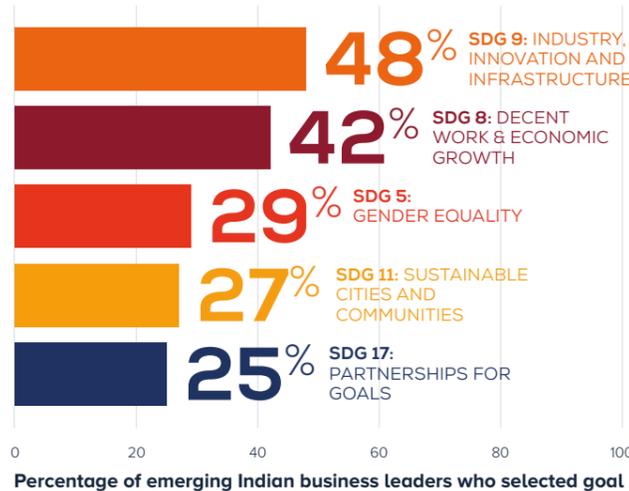


Figure A3:

Priority for global business

Our sample was asked to select the top three Sustainable Development Goals that business globally should focus on as a priority.

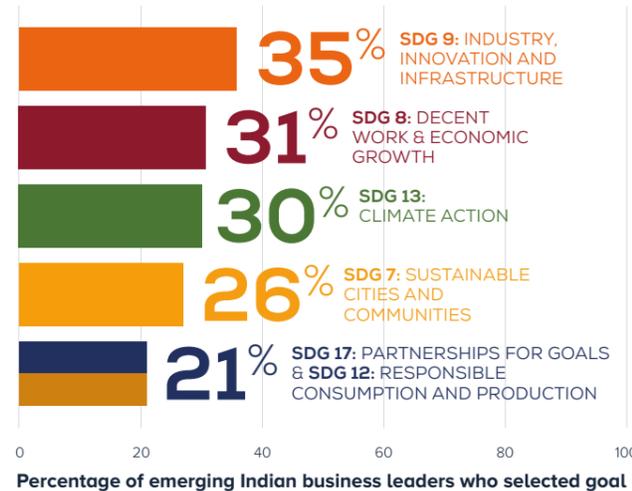
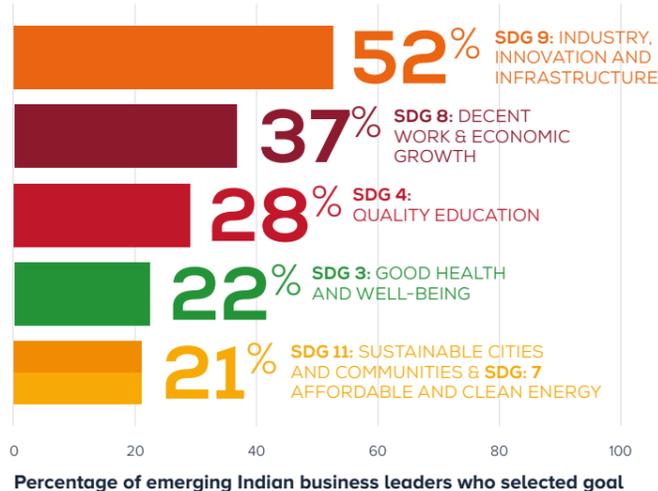


Figure A2:

Priority for Indian business

Our sample was asked to select the top three Sustainable Development Goals that business in India should focus on as a priority.

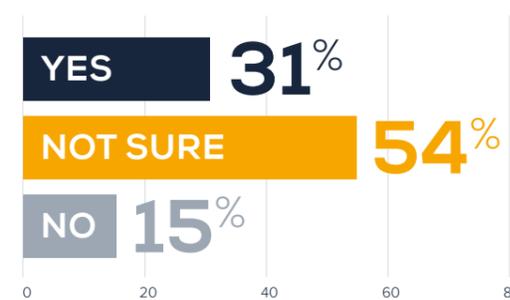


COMPARISON OF VIEWS ON ROI: EMERGING INDIAN BUSINESS LEADERS VERSUS LEADING OUT CHAMPIONS (REFER TO PAGE 20 FOR ANALYSIS)

Figure B1:

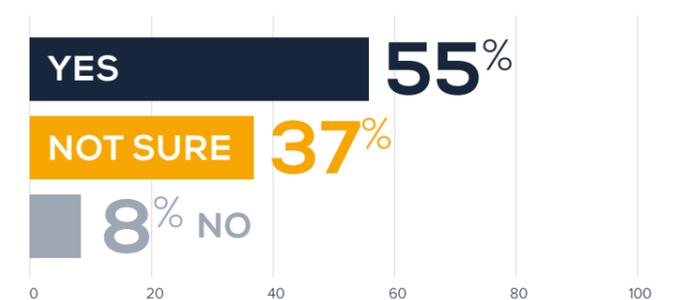
Our sample was asked if pursuit of commercial opportunity by addressing societal and environmental challenges offered a commercial return.

Emerging Indian business leaders



Percentage of emerging Indian business leaders who gave this response

Leading Out champion

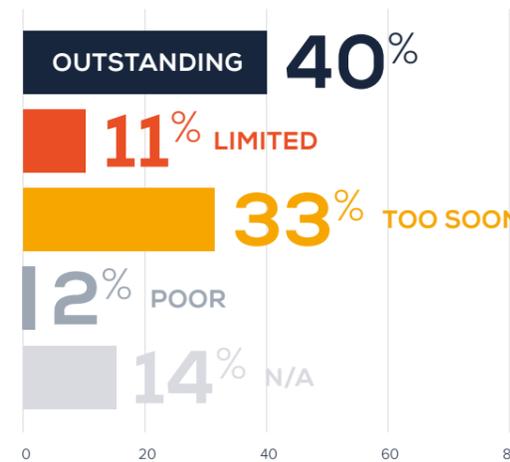


Percentage of Leading Out champions who gave this response

Figure B2:

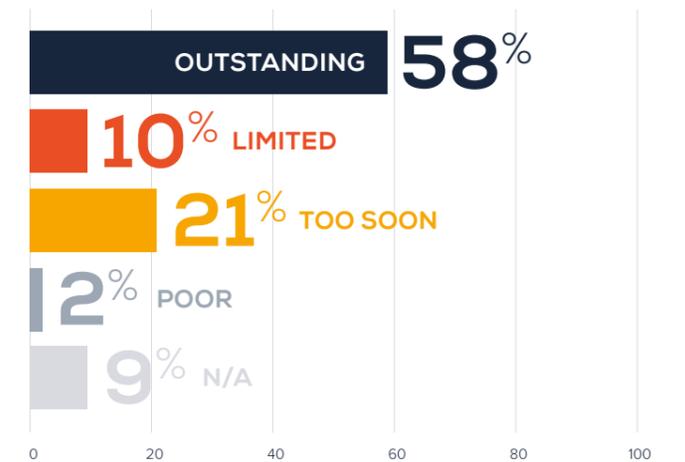
Our sample was asked if pursuit of commercial opportunity by addressing societal and environmental challenges offered a positive societal and environmental impact.

Emerging Indian business leaders



Percentage of emerging Indian business leaders who gave this response

Leading Out champion



Percentage of Leading Out champions who gave this response

Leading Out champions are those emerging Indian business leaders who see the full set of Leading Out behaviours as recognised best practice. They account for 19% of our total sample.

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