

Business in the

Community

Ireland

Strategic Plan 2015-2017

The following strategic plan was prepared by the Executive Staff of Business in the Community Ireland, following extensive consultation with the Board, member companies and other stakeholders.

This three year Strategic Plan is based on the Logic Model for strategy planning and reporting and corresponding one year action plans for the organisation and individuals will be developed accordingly.

Vision, mission, purpose and values

Business in the Community Ireland's **vision** is to have all businesses in Ireland responsible and sustainable.

Since its inception in 2000, the **mission** of Business in the Community Ireland (BITCI) is to harness the power of Irish business to maximise its positive impact on all its stakeholders and society.

Our Values Statement

We, with passion and visionary leadership, inspire and support individuals, business and organisations to fulfill their potential. We act with integrity, professionalism and collegiality. Enjoying the challenge!

What will success look like on the 1st January 2018

- One organisation, one brand, one direction.
- Professional, engaged and happy staff
- Sustainable business model
- 100 Large or MNC Companies in membership
- Fully integrated member package/offering in line with the business model
- Vibrant and successful SME offering – 100 SMEs in Network
- Business Working Responsibly Mark recognised as the Standard for Responsible Business
- A central voice in the National Action Plan
- Improved brand awareness with target audiences and a robust digital strategy
- Recognised as 'Trusted Authority' on Corporate Responsibility
- Operationally sound and targeted reserve achieved.

Strategic Objectives

Objective 1 – Revised Business Model

Objective 2 – Articulated value proposition

Objective 3 – Deliver organisational change

Objective 4 – Increased brand awareness

Objective 5 – Operational Excellence/Corporate Governance

How we will deliver – people and financial resources

People Resources

Business in the Community Ireland has a of team dynamic and committed people. We are committed to encouraging staff development and open opportunity for all. The new business model will offer opportunities for staff across the organisation.

Financial Resources

We operate on an annual budget of €2.5 million of which €1.5 million comes from companies and private sector donations; €1 million comes from project-based funding from government departments.

We aim to achieve breakeven each year and additionally to start a process to build up to a regular 5% contribution to reserves, from income generating activities. Additional fundraising activity will focus on providing income for all programmes in particular the employment programmes.

Objective One

Revised Business model

As a network of progressive, successful, responsible companies Business in the Community Ireland would not exist without its members. Therefore increasing the value of membership will continue to be at the heart of our operations over the course of the next three year strategy.

The services that we will deliver will help to support and enable companies to be in the vanguard, globally, of leading businesses dedicated to responsible, sustainable business practices.

Our focus on membership is based on the following

1. **Sustainable business model**
2. **Growth and Retention**
3. **Integration of our programmes**

<i>Proposed Outcomes</i>	<i>Key Activities</i>
Sustainable Business model	
Enhanced relevance and value of the membership offering for both existing and potential members	<ul style="list-style-type: none"> • Definition and roll-out of new membership packages • Completion of business model process including financial modeling and organisational change • Delivery of organisational changes as required to deliver the new membership packages
Growth and Retention	
Retention of existing members	<ul style="list-style-type: none"> • Target of 95% retention of existing members at start of year (year on year) <ul style="list-style-type: none"> ○ Focus on retention of strategically significant members • Revised Retention Strategy delivered, with core action areas of: <ul style="list-style-type: none"> ○ Active monitoring of engagement ○ Proactive approach to risk management ○ Service review and development to ensure relevance & value ○ Capacity to offer payment options if necessary ○ Robust communications strategy on value to members ○ Active market research with members • Relevant service delivery expressed via customer satisfaction levels of 90%
Growth and Retention	

<p>New members to join the network</p>	<ul style="list-style-type: none"> • Progress the Campaign to 100 by 2017 based on new service model and strong articulation of the value of both CR and the network
--	---

<i>Proposed Outcomes</i>	<i>Key Activities</i>
<ul style="list-style-type: none"> • Growth and Retention 	
<p>Relevant for all business in Ireland through roll-out of SME service offering focused on being:</p> <ul style="list-style-type: none"> • Recognised leader and point of reference for SME sustainability practice • Building SME capacity to deliver measurable business benefits from articulation and adoption of sustainability practices • Adopting a supply chain approach to create maximum impact for all business and foster 'best in class' Irish sustainable supply chain models 	<ul style="list-style-type: none"> • Provide free business advice via website, case studies, publications, tools and various communications (www.rbsmes.ie) • Build a visible SME community through social media/on-line, and participation at business events and training workshops • Work in partnership with key players such as SFA, Chambers Ireland, Enterprise Ireland • Deliver Best in Class sustainability reporting for SMEs to support their tendering and stakeholder engagement • Scope the potential of developing an SME standard based on work with BITC NI CORE and ISO 26000 • Identify and build cluster of large business championing engagement with SMEs as part of their sustainable procurement strategies
<p>Integration of our programmes</p>	
<p>Delivery of 'best in class' business engagement programmes in the areas of employment and education</p>	<ul style="list-style-type: none"> • Clear definition and branding of Business Action programmes within membership services packages • Robust internal service management to ensure a streamlined customer service experience • Increase in the number of companies participating in the business action areas • Provide a wider business offering by growing existing programmes beyond present offering • Identify business champions in leading companies in the area of employing people with high barriers and education and create a leadership group around these areas

Objective Two

Articulation of value proposition

We need to help our members and potential members clearly articulate the value of CSR to the bottom line but also the value of being a member of our network. This is essential not only for selling the service to new members but crucially reselling the service to our existing clients.

<i>Proposed Outcomes</i>	<i>Key Activities</i>
A cohesive value proposition for all of our market segments	<ul style="list-style-type: none">• Development and implementation of articulated value proposition around our membership levels
A robust publication outlining the value of CSR to the bottom line	<ul style="list-style-type: none">• A Business Case for CR publication• Distribute the report to key decision makers and existing and potential members
Reinforce value proposition to staff	<ul style="list-style-type: none">• Ensure that all staff are clear on the value proposition around our services

Objective Three

Deliver organisational change

<i>Proposed Outcomes</i>	<i>Key Activities</i>
Organisational structure as outlined in new Business Model	<ul style="list-style-type: none">• Continue Staff Communication and consultation strategy
Smooth transition to new model	<ul style="list-style-type: none">• Identification of role changes and implementation of changes through structured change management.
Trained, knowledgeable, happy staff	<ul style="list-style-type: none">• Training and retraining of staff to enable them to carry out new roles in business model/strategy

Objective Four

Increased Brand awareness

To ensure that Marketing and Communications are aligned with strategic objectives

Good communications underpins all our work at Business in the Community Ireland. Externally we wish to convince and encourage companies to see BITCI as their partner in driving competitive advantage through corporate responsibility and sustainable business practices throughout their organisations.

The aim is to create brand awareness amongst our target audiences of the top companies in Ireland as well as SMEs interested in our service offering.

<i>Proposed Outcomes</i>	<i>Key Activities</i>
Sole focus on being the Trusted Adviser on CSR	<ul style="list-style-type: none">• Shift focus from 'voice' to being recognised as Trusted Adviser
	<ul style="list-style-type: none">• Integrated and measurable digital strategy
Further enhance brand with our target audiences	<ul style="list-style-type: none">• Outreach to Marketing managers of member companies
	<ul style="list-style-type: none">• Communicate enhanced service offering
	<ul style="list-style-type: none">• Showcase and highlight cutting edge CSR from leading members of the network via online exclusive opportunities and offline promotion

Objective Five

Operational Excellence

To ensure Business in the Community is seen as a place of excellence by its stakeholders.

Business in the Community Ireland aims to inspire, encourage and advise companies on meeting their corporate responsibilities, it too must be a leader in corporate responsibility and sustainable development practices.

Through the development and articulation of our shared values, BITCI aims to be a leading edge organisation, committed to excellence and so leading by example.

We will achieve operational excellence through three key principles:

<i>Proposed Outcomes</i>	<i>Key Activities</i>
Sustainable Business Model	<ul style="list-style-type: none">• Develop a suitable business model• Restructure in line with business model
Improved financial, management reports & operational efficiencies	<ul style="list-style-type: none">• Implement new Information systems and infrastructure to support operational efficiencies and new business model

Corporate Governance

BITCI is governed by a Board of Directors whose role is to ensure that the charity's mission and purpose as outlined in its strategy document and in its establishing memorandum is reflected in its mission and values.

The Board of BITCI advises on the strategic direction of the organisation. The Board is currently chaired by Kieran McGowan. The list of board members and short biographies are available on our website www.bitc.ie.

The role of the board is to:

- Agree priorities for the organisation
- Support and direct the Chief Executive
- Support the Senior Executive Team
- Approve plans and monitor results
- Approve and monitor the organisation's programmes and services
- Champion key themes and social issues
- Promote responsible and sustainable business practices
- Oversee financial integrity of the organisation and ensure effective risk management
- Carry out Board business efficiently
- Renew and review Board business and governance in line with best practice.

Reporting

Business in the Community Ireland is committed to communicating how its resources have been expended on charitable and sustainable activities. It will seek over the next three years to emulate best in class at all levels within its means. It will continue to report on an annual basis, measuring and targeting challenging goals. It will maintain the highest standards in openness and transparency.