

Course : Develop a CSR strategy that creates value

Practical course - 2d - 14h00 - Ref. D1L

Price : 1680 CHF E.T.

NEW

Environmental, social, and governance (ESG) issues are no longer solely a matter of compliance or communication. They now influence strategic decisions, business models, investments, risk management, innovation, and the creation of sustainable value. For executives, the challenge is to set priorities, navigate the necessary transformations, and embed CSR at the heart of corporate governance. This training program provides executives and members of the Executive Committee with an analytical and decision-making framework tailored to executive-level challenges. Based on a decision-oriented materiality analysis, participants identify issues requiring strategic trade-offs, assess their impacts on the business model, and develop transformation scenarios that balance economic performance, risk management, and value creation.

Teaching objectives

At the end of the training, the participant will be able to:

- ✓ Assess CSR issues that could affect the business model, risks, and investment decisions
- ✓ Analyze the mechanisms of value creation or destruction associated with material issues
- ✓ Compare transformation scenarios and prioritize a portfolio of transformative CSR initiatives
- ✓ Define the decisions, responsibilities, and metrics related to executive governance
- ✓ Draft a well-reasoned and presentable strategic CSR guidance document for the Executive Committee/Management Board

Intended audience

Executives and Members of the Executive Committee/Management Committee

Prerequisites

None

PARTICIPANTS

Executives and Members of the Executive Committee/Management Committee

PREREQUISITES

None

TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more.

Participants also complete a placement test before and after the course to measure the skills they've developed.

TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

Practical details

Teaching methods

Self-assessment of decision-making practices, business case studies, individual reflections tailored to participants' situations, small-group work, peer-to-peer exchanges of experiences and best practices, strategic arbitration exercises, simulations of executive committee and board of directors meetings, and the gradual development of a strategic guidance document tailored to the participant's company.

Course schedule

1 Identify strategic CSR issues for the company

Compétences visées

- Distinguishing Between Operational CSR Initiatives, CSR Strategy, and Business Model Transformation
- Align environmental, social, and governance issues with strategic objectives and risks
- Using dual materiality as a decision-making framework: corporate impacts and potential financial effects on the company
- Identify key stakeholder expectations without conducting an exhaustive mapping exercise
- Identify matters that require a decision by the COMEX/CODIR and those that can be delegated to operational functions

Activités pédagogiques

- Identify the five CSR issues that require executive-level decision-making and explain how they relate to strategy, risks, or investments
- Analyze a materiality case and distinguish between issues to be addressed by the Executive Committee/Management Committee and those falling under operational management
- For a priority issue, identify the expected decision, the missing information, and the stakeholders to be consulted

Outils et méthodes

- Simplified, Decision-Oriented Dual Materiality Matrix
- ESG Risks and Opportunities Matrix
- Decision-Making Level Assessment Grid

TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@orsys.fr to review your request and its feasibility.

2 Assess value creation and the impact on the business model

Compétences visées

- Analyze the effects on revenue, costs, assets, financing, business continuity, and reputation
- Assessing social factors: engagement, skills, attractiveness, workplace health, and the quality of dialogue
- Examine the impacts on the value proposition, customers, suppliers, resources, and partners
- Distinguishing Between Optimization, Adaptation, and Structural Transformation of the Business Model
- Explain the assumptions, time frames, dependencies, and uncertainties associated with the expected value

Activités pédagogiques

- Identify the mechanisms through which a CSR issue can create, preserve, or destroy value within a company
- Test the business model against two transition scenarios and identify the adjustments or changes to be presented to the Executive Committee/Management Committee
- Evaluate a CSR investment by clarifying its expected value, risks, time horizon, and the assumptions that need to be validated.

Outils et méthodes

- Sustainable Business Model Canvas
- Value Chain Analysis
- Map of Value Creation Mechanisms

3 Developing Scenarios and Making CSR Investment Decisions

Compétences visées

- Formulate a CSR goal that reflects a strategic choice rather than a general statement
- Developing contrasting scenarios: controlled compliance, enhanced adaptation, or transformation
- Compare scenarios based on value, impact, risk, urgency, resources, and reversibility
- Balancing short-term actions, strategic investments, and options to preserve
- Define the decisions, waivers, sequences, and conditions for scaling up

Activités pédagogiques

- Develop two contrasting CSR scenarios and compare their effects on value, risks, resources, and the business model
- Simulate a COMEX/CODIR tasked with allocating a limited budget among several competing CSR investments
- Define the goals, priorities, trade-offs, and decisions that shape the chosen path

Outils et méthodes

- Multicriteria Investment Decision-Making Matrix
- Impact/Feasibility Matrix

4 Establish executive governance and ensure commitments are met

Compétences visées

- Clarify the responsibilities of the board of directors, the executive committee, the executive sponsor, and the business units
- Incorporate CSR criteria into investments, risk management, strategic reviews, and compensation where appropriate
- Select a limited number of value, risk, and impact indicators that are useful to senior management
- Define alert thresholds, trajectory reviews, and escalation rules
- Align commitments, evidence, and communication to prevent the risk of greenwashing
- Organizing the guidance memo to be presented to the Executive Committee or the Board of Directors

Activités pédagogiques

- Define which decisions are reserved for the Executive Committee/Management Committee, delegated responsibilities, and escalation rules for its CSR strategy
- Select six performance indicators and specify, for each one, the informed decision, the alert threshold, and the review frequency
- Present a policy brief to a mock committee and then refine it based on the objections raised and the instructor's feedback

Outils et méthodes

- Decision-Making Governance Matrix
- CSR Executive Dashboard
- Greenwashing Prevention Checklist

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Dates and locations

REMOTE CLASS

2027 : 22 Mar., 17 June, 27 Sep., 2 Dec.