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CHANGE AS A CATALYST LEADING TO THE ERA OF CORPORATE SOCIAL INNOVATION: REFLECTIONS ON THE CANADIAN SOCIETY'S EFFORTS TO PROMOTE CSI

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ABSTRACT

The only constant fact of life is change; whether leaders accept it or not, organizations practice it or not it is there. It will be always a transition that any institution passes through during its process of development. The paradigm shift of management and the rise of new concepts and directions in its processes and practices acted as a catalyst of change during our century. This transition from one state to the other or what we call "Change" due to internal as well as external factors and complexities of our Management environment acted by its turn as a catalyst boosting new concepts in our life as managers; entrepreneurs; and administrators. Value is created along with introducing new inventions and developing the old ones to help society, what we call "Corporate Social Innovation". Change happens here to innovate in the product delivered to promote social value and to shift the mindset of corporation itself creating a balance between its interests and the society. Therefore, the essence of change in this sense is "doing Good by doing well" as most literature agreed. The paper in hand will tackle change and leadership challenges to formulate a strategy for Corporate Social Innovation in the light of the new social contract between business practices and society, and it will also highlight patterns of innovation intelligence as related to change reflecting on both Canadian tire company and Proctor and Gamble in Toronto's tools in advocating CSI into their strategies.

Keywords: *Change, Corporate Social Innovation (CSI), Social Capital, Innovation Intelligence, Complexities, Risk management, Disruptive change.*

1. INTRODUCTION

In a world where change is the only constant fact of life, success depends on the depth of our awareness of the risks and rewards on the horizon. So, the challenge becomes not just acting on what we know but what to do with what we know and this is the essence of the notion of Corporate Social Innovation (CSI) that the paper will display. The relationship between what's new in the market as innovative patterns and what companies need to do to challenge the complexity of change is an interconnection which implies a great risk. It implies not just looking in the rear view mirror, but taking a forward looking perspective of understanding change and complexities.

Therefore, the essence of change acting as a catalyst leading to the era of CSI is by using new directions & patterns away from the ones that created the problem in the first place. On the other hand, it creates a bond between the corporation and the society by embedding the essence of social responsibility in both solutions & strategies.

2- CHANGING THE MIND OF THE CORPORATION AS A LEADERSHIP CHALLENGE

In any organization, the first founders articulate their vision then the company develops steering mechanisms to bring the vision to a realistic ground. In this stage changes in the environment happen whether internally or externally leading to the development of strategic dialogues and new measures of progress. Change comes as a challenge and as a result of a complexity in such a phase and leadership prevails to model the way. It inspires a shared vision, challenges the process of executing the plans, reviews complexities, enables to act in an engaged environment, and gives voices for the values and finding the commitment. Moreover, leadership works on prospecting the future; seizes the initiative and generates the external and internal communication promoting the common ground between leaders and employees to execute the mission.

In such an environment, leadership changes to influence the change process. The shift will be towards more support to the employees, to the reciprocity of opinions, and to more organization of the work to build on competence and ownership. In addition, more structuring of the job will be needed to foster accountability & self confidence.

The questions that will surface on the top of the organization will be what went wrong to get into the crisis, or the complexity that led to change the course of action, or what happened to the mutual responsibility between employees and employers regarding duties and performance and how can this affect the social commitment of the corporation.

As leadership is everyone's business in a highly engaged organization, leaders have the focus in a change environment on melting resistance between different levels of management and employees, and to work on clustering the formal, psychological and social compacts⁽¹⁾. According to Augustine, reshaping an industry entails "drawing a road map even if there are no roads", (i.e.) focusing more on customers; thinking outside the box and creating the culture of change inside the company⁽²⁾.

On the other hand, sometimes there are critical mistakes hindering change in an organization and may lead to distortions of decision making and a gap between leaders and employees. This also results in turn to lack of goal clarification in the corporate culture and failure to set plans for projects' execution. Mastering the management of change has to arise from balancing the forces of change themselves.

3- THE ESSENCE OF LEADERSHIP IN BOOSTING CHANGE

The most common practice in this pattern is to break change elements into pieces, then manage each one alone. In doing so, a manager has to exercise authority; mobilizes people to get the results of change and takes charge of the team mentoring the change patterns. Leaders or manager must be prepared for the dynamics of change, so instead to be surprised by a sudden driving force of change they must be ready to lead the change via organizational transformation, and this is mainly achieved through a well defined plan of transition in leadership styles to acknowledge the notion that people are only important and that they are everything in the driving force of managing organization. So, if change is a catalyst the people "employees' are the executors of this catalyst and the boosting weapon. The training process for change will not be just a department on the job, but it will be an ongoing obsession. The terminologies at work in the process of change will move from competition to cooperation & communication, from law and control to connection and relationships and from feeding of a secure job with potentials to a great place to work in where one enjoys new vision & new social contract⁽³⁾.

Therefore, if the guru of the century is change, so as a leader you must be able to face ambiguities and challenges in doing so, the vision at work must be aligned with the process of strategy, of operation and of the people so, as a leader you must foster new ideas, cope with change, shape the moods, develop new options & enhance long term viability of the organization. Companies in high industries learn to cycle rapidly through the stages of change and they manage to create a pipeline of initiatives as follows⁽⁴⁾:

- Launching the change: where the company identifies the opportunity, mobilizes the resources, and brainstorms the idea needed from talented employees.
- Ramping up the change: The new business idea is brought to scale where people assemble the right resources at the right time with the right quality & delivering on time.
- Exploiting the new opportunity of change
- Reconfiguring: Where a company redraws talents; resources and make sure everything is in the right place.
- Disengagement of the change: Where the company passes the phase of change and reallocates resources to the next generation of competences.

4- CORPORATE SOCIAL INNOVATION: CSI

In order for a company to achieve Corporate Social Innovation, it has to fuel the breakthrough changes in how business operate; so that they can achieve social & environmental value creation along the financial profit. There are 4 principles of Corporate Social Innovation as follows⁽⁵⁾:

- It is integrated in the core strategy of the business.
- The innovations are generated through cross organizations' partnerships.
- The innovations create new markets & new opportunities that don't exist before.

The notion is not optional, but a must for most companies, now some companies can work with this social purpose in any traditional business, for example:

A Canadian example of Canadian legislation to help with these purposes, is Nova Scotia passing new legislation for the community company operating with a mission of a non-profit but being able to raise

capital by issuing shares to the people by increasing their commitment and encouraging them to help society in various programs is exempted from taxes.

In the terms of complex innovations, the Corporate Social Innovation is based on a social network that is responsible and crucial in generating ideas & in coordinating expert knowledge as also in allocating people in the suitable work setting of innovation. Moreover, the development of complex innovation requires a heterogeneous mix of assets whether physical, competence & capital.

So, Corporate Social Innovation would require openness & willingness to take risks and trust which is only built up over years of informal interactions between people in the firm. The essence of this notion is the absorptive capacity referring for the firm capacity to perceive opportunities to develop profitable products or processes. The social capital here is the set of resources tangible or virtual, that related to the set of people with whom individuals organization communicates as stakeholders, and by which the attainment of goals is facilitated⁽⁶⁾.

The important notion here is that complex innovations cannot be understood by a single person. It is the combination of knowledge from several people that make the system work in order to accomplish complex tasks and coordinate several experts from several firms, and corporate social capital leading to the achievement of Corporate Social Innovation is transferred between organizations by breakthrough that address societal needs and change conventional ways of doing business. It's very interesting to notice that change which is a catalyst leading to CSI is in itself an ingredient component of the concept.

There are key's for corporate social innovation to reach the potential of the change needed in the society based on change itself as a catalyst⁽⁷⁾. These keys are the crucial base for companies that deliver both social values, and business benefit. They start with (a) purpose: which carries the embodiment of the social mission into the corporate culture. This is where change from one situation to the other in the organization starts to act as a catalyst to overcome complexities. Then comes (b) the defined need of the organization: where you break new grounds to get into the deep water of achieving the task and pick ingredients and talents of implementation from visionary leader to set an innovation plan. Any manager will have to have correct measurements of the data driven to understand how social innovation will impact a problem and how the resulting change will create business value. The last step will be (c) The Achievement of Co-Creation: where you create as an organization partnerships to achieve the ground for innovation. In some of the literature, this co-creation is called co-existence. It's a way for the company to get a better grasp of its market and future opportunities. This would include the non-profit players into its chain of value creation and strengthening the company's eco-system and promoting the well being of the environment⁽⁸⁾.

5- THE NEW DYNAMICS OF COMPETITION

In a world of Global management corporate social responsibility & innovation are a tortured concept. The new innovation in management paradigm is that CSI is becoming a part of core innovation plan of any company that wants to succeed. So, it's not only an afterthought or an effort to align social value with profitability, it's a base upon which the pillars of company should be brought on. So, as a company you create the social value then you innovate. By this you turn it into a good service or business and that's how you would guarantee that your business would survive the competition. This trend is growing into many MNC's where they develop the innovation plan through financial expertise to find solutions for deeply rooted social problems & environmental issues⁽⁹⁾. So, the more development on social environment and returns on investment and the more business return the more corporate social innovation happens. These terms entails integration between CSR and innovation in order to create a company with a younger, more socially conscious workforce and better public perception. Generally there is the example of Google organization where 1% of Google equity and profits go for social value and urgent projects for renewal energy. Another example is DHL in partnership with the UN to build a global network of Disaster Response Teams to reduce congestions at airport. The program is called "GARD": "Get Airports Ready for Disaster" which is a crucial program in understanding the capacity of an airport and makes recommendation on how to handle relief operations when disaster occurs. A third example was from the Grameen and Danone Group which went on 50/50 joint venture to create yoghurt fortified to vitamins and micro-nutrients to help the underfed children in Bangladesh as the yoghurt was produced with solar and bio Gas Energy and is served in environmentally friendly package to help sustain environment. This is what we call social business which leads to Corporate Social Innovation⁽¹⁰⁾.

The quality of originality is the catalyst leading to new ways of seeing novelty. So, the change here is from the old to the new in a creative original way. It's a thinking process associated with imagination, insight; invention; inspiration and illumination⁽¹¹⁾.

6- INNOVATION INTELLIGENCE AND CHANGE

As innovation is a key source of competitive advantage, so a corporation must avoid the innovation gap. This happens when you keep on boosting sustainable innovation without working on boosting innovative thinking and hit on maximizing the capacity of employees and teams. The gap here is the amount of complexity or change that the corporation is facing between the stated importance of innovation and the actual result in an organization. So, the challenge will be that lack of common understanding of innovation process, lack of innovation leader and lack of culture to reinforce innovation. The corporate social innovation relates to society and depends on applying the creativity in achieving business values and working on innovative thinking in solving problems by discovering & combining and arranging insights, ideas and methods in new ways that help society. The corporate social innovative intelligence here interferes to know when it's the time for conformity or maintaining status quo and when it's the time for independent thought which is innovation and change. Innovative intelligence comes at the top of the pyramid of analytical intelligence as well as emotional intelligence. Both bases of the pyramid work on building a self-sustaining culture of boosting innovation inside the organization, and both analytical and emotional intelligence act as those weapons towards internal motivation on the top of the pyramid, comes the innovative intelligence acting as the booster of external motivation and develops leaders capacity in the line of change to access innovation intelligence of their teams⁽¹²⁾.

The role of leaders is crucial here at time of change in organization. This change is a catalyst for CSI and understating the issue in an essential pre-requisite for generating innovative ideas, and it requires reflection and insight.

The steps CSI taken by leaders in employing innovation intelligence can be as follows:

- Using a step by step innovative thinking process.
- Balancing individuals and group work in a team.
- Diversion and conversion of ideas in an innovative framework.
- Ensuring an effective handoff between innovative solution and change implementation.
- Accounting for risks and avoid them on long-term plan.
- Implementing innovating thinking not only by focusing on the best solution that fits and minimize risks, but by digging newer possibilities of change and opening venues for future flexibility⁽¹³⁾.

In order to foster the implementation of change as catalyst for corporate social innovation, a leader has to accelerate cultural transformation to change and foster energetic organization practice. Leaders have to follow the new paradigm of innovation in emerging from a partnership between private & public interest that produces profitable and sustainable change for both sides. Involving the social sector in change in doing well by doing well implies moving from Corporate Social Responsibility to Corporate Social Innovation. The business companies view communities as opportunities to develop ideas and demonstrate business technologies. In order to make this movement of change a company must look at the discrepancy between reality of the social market as it is actually is, and the opportunity of reality that is assumed to be. So, in this sense the change from just carrying a corporate social responsibility plan is towards achieving a corporate social innovation.⁽¹⁴⁾

In order to implement this change, leaders to have the capacity and will to hold in their heads opposing ideas and solving the tension between these ideas and still maintaining the ability to function. According to Drucker, Environment of the organization has to align with its mission and the core competencies its members offer. It has also to integrate into the social level of the community relying on the notion of social service innovation, a leader has to combine an integrative style of thinking along the practice of implementing CSI by considering multi-directional relationships among variables in the society that influence the community and trying to find the perfect fit to generate innovative outcomes.

The leaders have to manage the dilemmas of complexities during the time of change. One of the major difficulties will be to define the culture setting for corporate social innovation where the values are created around the mission and the leader tries to balance the change needed vs the stability of the organization.⁽¹⁵⁾

Therefore creating a new market space for social intelligence requires a different competitive mind-set and systematic way of looking for opportunities. As a leader, he must look across the boundaries and

break free from the competitive package creating a service to the community along with the profit of the company. If we look to the example of Polo Ralph Lauren creating a new entirely market in clothing “fashion with no fashion”, where it dominated the gap between high end haute couture and the low end market. This gap was the new market space, which means that you create a new market as profitable growth and sustain the product as a new service to the youth and without creating and recreating markets, so this would allow smaller companies to profit.

7- STRATEGY INNOVATION IN THE CANADIAN CONTEXT

The booster behind any change is the strategy set to implement this change. Therefore, executives can position the company to be best placed to use its capabilities to defend itself against the complexities of change and set a path to deal with change in a strategic way by adopting generic strategies to manage corporate social innovation. So, if change as a mechanism is the catalyst, turning innovation into a strategy of its own is the tool. The stable environment in any organization hinders innovation and allows people to fall into routine and habits of mind refusing change; therefore building innovation proficiency as an ongoing systematic process is necessary. As we need companies that are making a difference in the world through business, so we don't need only corporate social responsibility but organizations have to jump higher to the creation of new products & services through Corporate Social Innovation⁽¹⁶⁾.

As major companies know that the answer to world biggest social challenges will not be found by governments, charities or NGO's alone, but through big companies creating big business models of new products & services innovation delivering lasting viable community services and solutions to the big problem faced.

The different pattern of systematic thinking and the creation of new value is business through corporate social innovation are very much witnessed in the Canadian context of business. Innovation in this context is the motor of the modern economy trying to turn ideas and knowledge into products and services. According to Canadian statistics, the success of much high growth, small & medium sized enterprises depends on innovation to achieve a stronger growth and in comparison with others who do not innovate. According to the government of Manitoba, enterprises that gain market share and increasing profitability are the ones that are innovative⁽¹⁷⁾. Therefore stressing the need for managers to be consistently searching not just for opportunities but for early signals that may consider as threat to the organization and innovate better on the course of action facing competition.

Most Canadian organizations possesses a creative enhancement that boosts the spirit of innovation within employees, the umbrella under which this context is employed is strategic leadership in generating; selecting and implementing the idea. Canadian entrepreneurs are most likely to reconstruct the problem, challenge the assumption to emerge with a much less expected solution.

Canadian Tire Company is one of those examples where the culture of the organization is the software of the mind where all the shared beliefs and norms are shaping the behavior towards Corporate Social Innovation.

7.1 Canadian Tire Company⁽¹⁸⁾:

The company was founded in 1922 when two Toronto brothers John W. and Alfred J. Billes joined with a combined savings of 1.800 \$ to buy the Hamilton Tire and Garage LTD at the corner of Hamilton streets in Toronto. They changed the name in 1923 from Hamilton to Canadian Tire and Moved to Yonge Street.

Corporate social effort and commitments towards the society started at the turn of the century boosted by the change of paradigm thinking of management where all corporations moved to the Era of Social Contract in 1999, they started the foundation for families to give a helping hand to their societal needs. More than 28 \$ million were donated to help their communities to satisfy basic needs from: food, shelter and clothing.

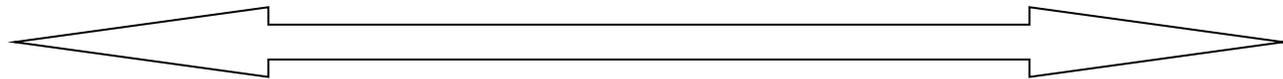
In 2005, they launched the program of “Jump Start”; to help kids in financial needs to participate in organized sport and recreation by providing funds to help with the costs associated with playing sports as transportation. Sports business management was one of Canadian Tire Venues to help in new ideas of social responsibilities. They even acquired big retail sports company in Toronto to help deliver the cause of “Sports for help” or “Sports for Health”.

Canadian Tire identifies themselves as part of the community from coast to coast.

7.2 Corporate Social Innovation strategies employed:

- Obstructionist strategy: Is when a company's main objective is to generate a profit. The company avoids social responsibility and reflects only economic priorities. Usually the company denies any claims when it is condemned for any wrongdoing, this is almost non-existent in the Canadian society.
- Defensive Strategy: is when a company looks to protect itself by doing all the necessary legal requirements to satisfy expectations. The company is said to meet only economic and legal responsibilities and it denies any claims if condemned of intentional wrongdoing.
- Accommodative strategy: is when an organization accepts social responsibility and meets its economic, legal, and ethical responsibilities. The company does the minimum that is ethically required. Corporate behavior is similar to society's current norms, values, and expectations.
- Proactive Strategy: is when an organization meets all the criteria of social responsibility, i.e. economical, legal, ethical, and discretionary responsibilities. The company takes pre-emptive action to ensure that its activities don't have a harmful impact on society.

Obstructionist Defensive Accommodative Proactive



- Canadian Tire's Strategy: the strategy that Canadian tire is currently adopting is a proactive strategy. The company meets all economic, legal, ethical and discretionary responsibilities (19). Canadian Tire's main goal is to "profitably grow the business without increasing the net carbon footprint of the economy" (Canadian Tire, n.d.) This way, the company meets its economic responsibilities while monitoring their social responsibilities as well. The company pays a fair share of taxes and it does not bypass laws and regulations. For that reason, the company is legally responsible to enhance the environment and give back to the community as this would increase their revenues: "Doing good for the environment is good for business- that's the bottom line" (Canadian Tire n.d.).
- The "Canadian Tire Jumpstart" strategy campaign: the whole purpose of "jumpstart" is to provide Canadian children, aged four to eighteen, access to community-based organized sport and recreation by paying all costs of equipment, registration, and transportation. The strategy continued as the employees initiated the annual "Pedal for Kids"- where people cycle 500 km in five days in order to raise money that will provide hundreds of children in need the opportunity to participate in sports and recreation. These are examples that prove the fact that Canadian Tire is indeed socially responsible and well-being of the community is one of its main concerns.

7.3 Stakeholder issues related to Canadian Tire: Analysis of the situation context.

- 1- Customers: mutual trust is build between the customer and the company which promotes corporate social responsibility. Customers prefer the product or service provided by that company as they are assured that their money is invested in a good cause.
- 2- Competitors: when a competitor of a company successfully meets its social responsibilities while fulfilling their economic responsibility, a dilemma occurs to the company. The company's image suffers and it must follow in the competitor's footsteps if it wants to succeed and be profitable.
- 3- Government: usually governments initiate projects that aim to improve the living of the poor and provide them with better living opportunities. When a company cares about the community and starts campaigns that aid the poor, this lifts the workload off the government and makes their work easier. In return, governments could help the company promote corporate social responsibility by alleviating the taxes they pay.
- 4- Owners and Shareholders: when a company is socially responsible and it cares about the well-being of the community, customers tend to use the company's product or service more. This causes revenues and profits to increase and strong returns are granted to the owners and shareholders.
- 5- Environmentalist groups: people who are concerned with the well-being of the environment would be pleased with the efforts of a company like Canadian Tire. One of the company's goals is the

elimination of “unnecessary packaging while sending zero waste to landfills” (Canadian Tire n.d.). This would make the environmentalists happy and would result in them using the company’s product or service more often.

8- Proctor and Gamble’s vision CSI:

Another example is an American multinational consumer Goods company headquartered in downtown Cincinnati Ohio, USA. Founded by William Proctor & James Gamble. In 2014, they recorded 83.1 \$ billion on sales. A.G. Lafley, the company chairman and president & CEO, who originally retired in 2010, rejoined the company in 2013, , said the future P&G would be “a much simpler, much less complex company of leading brands that’s easier to manage and operate”. As a result of their motto, the company was structured into 4 sectors since July 1st 2014 as beauty care, baby feminine & family care, fabric & home care and health & grooming. These 4 sectors are in five selling and market organizations: “Asia, Europe, India & Middle East & Africa (IMEA), Latin America and N. America.

Looking a glimpse to the past, in 2000 Procter & Gamble was at a crucial point in long history, CEO; Dirk Jaser left after 18 months in the job and announced that P&G would not meet its projected ¼ earnings. The shares were falling from 116\$ in January 2000 to be 7000\$ by March. The new CEO Lafley provided a dose of reality that new ideas shall matter as he said in one of his interviews “we were overinvested in the past, we were overbuilt in capacity & hired too many people”, so he started a strategic shift and took away the jobs that were under performance the result was a new approach to innovation. Instead of relying on only R&D “Research and Development”; they started to rely on C&D “Connect & Develop”. P&G built an I.T. platform to connect with 15 suppliers around 50.000 people employed in R&D. the projects increased by 30% and the network of technology entrepreneur was the eye and ear of connecting and developing ideas introduced more than 250 products into the market place and generated billion of dollars in sales. Today in 2015, P&G is working on a solid ground of social innovation based on clear goals, broad definition of the business and aligning the cause with societal profit.

8.1 P&G Corporate Social Responsibility and Innovation plan:

P&G shifted from a global to a regional structure around the world. The change required a different set of people in leadership positions. The new mandate of shifting from CSR to CSI required a different set of skills and knowledge. The three core practices of execution in reaching this were people; strategy and operation⁽²⁰⁾.

The people of the organization, both engaged employees and management teams worked on getting the right job fit with the right people, everyone insisted on setting clear goals and priorities and structuring the tasks around these goals and priorities.

The strategy of innovation depended on setting a culture inside P&G that involves challenge and risk taking; supporting the space and the brainstorming of ideas and enhancing trust and openness between the organization and the society....

Then the execution level comes, where you test the plan with its debating issues in real world setting trying to evaluate what the organization is offering society...

For P&G each new innovation is a new tornado, it is not considered only a core value embedded in the company but it’s taken as a strategic business plan & creativity concept that are met in P&G to create new value added to the society. So, the paradigm is moving from regular CSR to a new form of value creation, where value is not created by the firm and exchanged with customers, but where value is co-created by the consumer and the company. In this sense, P&G stands unique where 50% of its innovation plans comes from outside the company. There is a great combination of the right people; place; attitudes and behavior inside and outside the workplace, where innovation is created from a dedicated team away from the core but not separated. P&G teams depend on more idea generation to realize more improvement in cost, quality & speed. Corporate Social Innovation in such a company would entail that reinventing the wheel is not always the motto; but re-employing the wheel to move faster & forward and regenerating old ideas to bring new ones is the engine. The catalyst of change in the thought and action is moving from closed innovation to open innovation where all useful knowledge is widely dispersed across society in organization of all sizes. The win-win situation for P&G is the embracement of new ideas, process, products and business models that are geared towards solving both environmental & social issues.

8.2 Reflections on P&G practices to promote CSI:

-Pantene Beautiful Lengths⁽²¹⁾

The partnership between Pantene and the Canadian Cancer Society- (one of the largest non-profit organizations in Canada which is committed to save lives from every cancer and improving the quality of life of people facing this disease) - put P&G on top of the companies that perform a great commitment to the society. The role of the Pantene campaign is to help women grow long beautiful hair and to provide the funds to turn this hair into free real wigs for women suffering from “loss of hair due to cancer chemotherapy treatment. Pantene campaign received more than 40,000 ponytails for real hair wigs that the Canadian cancer society distributed to cancer patients across the country.

The idea here was not only changing the pattern of how a product affects life which is “product Innovation”, but building on the social image of this product which is “product-corporate social innovation”. As a result of this trend of directing the efforts to act, P&G was listed in the 100 best corporate citizen companies over the past 12 years as published by business ethics and CSR magazines. Slogans like “ideology beyond profits” are renowned both in core value and purpose. The hair campaign hope was launched in 2007 with the moto of “when you look good, you feel good”, it stayed in vogue till 2013, when a disaster flood hit Alberta, one of Ontario provinces in Canada and P&G started the campaign of “Donations for relief” with a great volunteering patterns of both citizens and employees of P&G. the Pantene campaign stayed parallel in effort but the focus was on the 22 communities in southern Alberta that were declared emergency states.

- The Duracell- Tide brands of P&G and employees help in the floods:

The team of P&G was on the ground providing help and shelters to people affected. They donated tens of thousands of batteries and provided free access to changing stations and the employees distributed personal kits of cleaning products to people affected. According to P&G management, the moto was to create a more caring Canada as a commitment from the company to provide a better everyday life for people and the planet through their innovation and action, as the P&G report on sustainability in 2013 had the moto of improving life by innovation.⁽²²⁾

- Comfort of Home campaign:

Programs launched by P&G Canada as “Disaster relief”, “habitat for humanity international”, “SOS children’s village” and the “downy touch of comfort” fall under the area of “comforts of home” promoted in the annual sustainability report focusing on providing everyday essentials to help create the experience of homes for families who can’t afford them or what have been displaced and lost access to basic need.

In addition to individual Brand-Cause Marketing philanthropy, P&G has a corporate strategy of CSI under their charity umbrella. The idea here is to innovate in the way of contribution, so they partnered with “United way” and “Habitat for Humanity” and also with both organizations of “children’s miracle network” and “Canadian women foundation”. The programs involved with these organizations are to give corporate monetary donations and divert the products’ benefit to society via campaigns of volunteers and employees engagement via commercial activation. Therefore, instead of having an innovation in the product-line, P&G has an innovation plan in delivering the service.

Other health and hygiene programs related to P&G efforts in CSI is the “Wella making waves”, where P&G partnered with UNICEF to offer young people in emerging countries a more beautiful outlook through life skills training and hairdressing education. The project was launched as a P&G international campaign. Another partnership with UNICEF was through the Pampers project aligned with children vaccination against “Tetanus” for both women & kids, especially the migrant’s one.

CSI efforts by P&G were dedicated to make a difference in the lives of people. People would never stop smiling inspite that life was difficult because they know that there was always a hand of help.

9- CONCLUSION

Innovation made a journey from being narrowly linked with technological and mechanical progress to being more broadly defined. The most important notion is to connect CSI to business to highlight many of the greatest opportunities for companies to benefit society. The broader scope of action will be the moral obligation; sustainability of societal projects and the shift from focusing on profit making to what scholars calls a good citizen company⁽²³⁾.

So, change acts as a catalyst to overcome problems & complexities. It’s introduced in the process & technologies to come up with workable new solutions that lift the society to a better place. The

corporation is responsible enough to gather resources and talent creating a platform of interlocking ideas that lead to innovations. Therefore, innovation is not only a new product or service, it's a path which a company chooses in order to compete successfully in the future. Along with challenges of leadership to achieve this path and the different strategies employed. The corporation has to put sights on business priorities, diversify its talents and define metric of success.

The reflections shown previously on the Canadian society would entail that CSI is the name of the game and that the audacity to change and differentiate would carry the corporation to look to innovation from the perspective of what it can achieve or contribute into the societal cycle of the corporation and not only from what it is as a concept.

CSI in this sense is not only a program it is a fundamental principle initiated by an ideology; embedded in the strategy and coordinated through aspects of the organization. The wave of change from corporate social responsibility to CSI happened to create a competitive environment of inventions & creativity. The culture of change enhanced by positive leadership is the catalyst towards more CSI where a corporation moves from simply giving charity to society, to innovate in the way we approach the community.

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