The Blueprint for Change Programme
April 2013

The Blueprint for Change Programme is how Novo Nordisk measures, assesses and improves value creation through our Triple Bottom Line principle. At the Blueprint for Change Review Forum, we took the first step to define what sustainable value is to Novo Nordisk and clarify our position on creating shared value.

The vision of sustainable value in Novo Nordisk

shared value as a step on the way

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PATRICIA GUIMARÃES
Portugal
Patricia has type 1 diabetes
In Novo Nordisk we put stakeholder needs at the centre of our business. This is how we aim to build a sustainable business. Through our Triple Bottom Line principle (p.8) we have institutionalised this practice. The Blueprint for Change Programme is how we measure our progress and our case studies demonstrate that Novo Nordisk is creating shared value - which is the idea that what is good for our customers is also good for our business. But we strive to do more. We want to make value creation enduring and sustainable. Our guiding star is sustainable value.

In February 2013 we invited a panel (see box p.5) to discuss perspectives of sustainable value at the Blueprint for Change Review Forum. The exercise of this day was to discuss sustainable value and the position of shared value in regards to this as well as the future of the Blueprint for Change Programme. The first part of this publication (p.3-5) presents the outcomes of the Blueprint for Change Review Forum.

Dealing with value creation through the Triple Bottom Line principle, the Blueprint for Change Programme has been the starting point for the discussion of the relation between sustainable value and shared value. The second part of this publication (p.6-15) will present the Blueprint for Change Programme, how it measures and demonstrate value creation, and how our results can inspire others to action. The last chapter will look into how the outcomes of the Blueprint for Change Review Forum will help guide the direction of the Blueprint for Change Programme.
The Blueprint for Change Review Forum

In February 2013 Novo Nordisk invited a panel of business and academic leaders together in Copenhagen to discuss sustainable value and the future direction of the Blueprint for Change Programme.

what is sustainable value?

Creating shared value is an idea that many companies have embraced as a strategy for successful expansion. As the philosophy goes, societal needs define markets and companies that do business in a way that benefits society can create a profitable cycle for both. Before Harvard Professors Michael Porter and Mark Kramer coined the term, Novo Nordisk hardened shared value creation into both its culture through the Novo Nordisk Way and its business practices through the Triple Bottom Line principle.

At the Blueprint for Change Review Forum we discussed how to optimise value creation to make it sustainable. The participants reached consensus that shared value can be a lever to bring sustainability into business thinking, but like other concepts it has its limitations. A limitation could be that shared value might be too instrumental and thereby undervalue emotional behaviour in any transaction. During the day participants sought to determine how the elements of shared value creation complement and strengthen the sustainability agenda.

If anything, shared value can do the ‘Trojan horse’ trick, but it will not lead to a more extended understanding of sustainable value because shared value is - by intention - narrow-minded.

-Participant, Blueprint for Change Review Forum.

The Blueprint for Change Review Forum enabled us to subsequently define what sustainable value is to Novo Nordisk (see box below) and the day was an important step for us to continuously strive to lead in sustainability.

arriving at a definition

Participants agreed that a meaningful definition of sustainable value should be derived from several core elements (see box below). Importantly, sustainable value incorporates the concepts of shared value but forces corporate leaders to think about it as a long-term proposition.

Perspectives of sustainable value:
- Secures loyalty to future generations
- Resilience
- Co-creation
- Ethical value creation
- Contributes to a healthier community

“Today’s sustainability leaders move beyond instrumentalism and look for integrative value proposition in all areas, not only where shared value can be created.”

Sustainable value, pointed out another participant, implies the capacity for replication - an important element in securing executive support. “I like the word scalable,” the participant said of Novo Nordisk’s definition. “To call something ‘sustainable value,’ there needs to be potential for scaling and for the project to become self-sustaining.”

The discussion made it clear that creating shared value is one step towards conducting sustainable business. It can encourage boards and business leaders to consider sustainable value. However, it is also clear that to reach a sustainable future, we must apply actions that go beyond the concept of shared value creation.

how Novo Nordisk defines sustainable value

Sustainable value creation is a core business strategy focused on addressing fundamental societal issues that provide community benefit, are scalable and generate return on investments — over and beyond what is captured in a profit-and-loss statement. Creating shared value focuses on measurable competitive advantages from building a social value proposition into strategic actions and may be a way to create sustainable value.

3. Read more about the Novo Nordisk Way on novonordisk.com
perspectives on sustainable value

At the Blueprint for Change Review Forum several topics besides sustainable value and creation of shared value generated discussions.

the need for buy in

The topic of buy-in generated vigorous discussion at the Blueprint for Change Review Forum. Participants agreed that Porter’s shared value is an easy way to get support from leaders who may otherwise be reluctant to support sustainability initiatives, because shared value offers a business case. Once you have executive support for shared value, you are on the right track towards sustainable value. “The frontier can be pushed to ultimately encompass social dimensions that cannot be addressed by shared value today,” said one participant.

However, putting a commitment to sustainable value into operation requires implementation from the top down. “You need five ingredients for effective social innovation,” said one panellist. First, he said, is the need to articulate a purpose: “Why is your business involved in solving social problems?” The other requirements are a defined need, a way to measure value creation, a structure for innovation, and co-creation — the idea that trustful partnerships between organisations with complementary competencies create synergy for achieving an outcome that benefits all stakeholders.

“Top-management support is essential and makes sense. But the more people who support the agenda, the more impact will be created.”

–Participant, Blueprint for Change Review Forum.

Multistakeholder initiatives and cross-sector partnerships will be essential for any company in the future to succeed.”

–Participant, Blueprint for Change Review Forum.

Co-creation is at the heart of Novo Nordisk’s efforts to build a successful business platform in Bangladesh and Indonesia. These two Blueprint for Change case studies teach us that successful partnerships are based on similar values and vision, mutual trust and respect among partners. But participants differed on the degree to which co-creation forms a foundation for sustainable value. “Co-creation may be a useful tool that helps Novo Nordisk create sustainable value,” said one, “but can we not envisage situations where companies create sustainable value without it being co-created with partners?”

a platform for building respect

Building trust with stakeholders is essential if Novo Nordisk is to realise its ambition of becoming the world’s most respected healthcare company. One vehicle for achieving this in a sustainable value creation context is to know your core competencies and act on corresponding needs. Novo Nordisk has the passion, skills, and commitment to prevent, treat, and ultimately cure diabetes, as expressed in the Novo Nordisk Way, and can inspire stakeholders with expertise in other diabetes-related areas, such as nutrition and fitness, to be proactive.

Attendees encouraged Novo Nordisk to be bold in engaging stakeholders. “The danger lies in defining your agenda too narrowly. Kodak abandoned its involvement in digital photography because it never viewed software as a core competency,” warned one. “Diabetes prevention is a very different business than developing pharmaceuticals, but prevention may be the business that disrupts Novo Nordisk’s existing model.”

Investor behaviour is another - often overlooked - aspect of building trust. “Why are you interested in the short-term investors? They do nothing for your shareprice other than create volatility. Long-term investors are strategic partners and are genuinely interested in the long-term performance of the business,” said one participant. By attracting the right investors, he noted, it becomes easier for Novo Nordisk to do business in a sustainable way. “There is no chance of escaping eachothers irresponsibility,” followed another.
sustainable business
In the end, the review group acknowledged that by actively working to make sustainable value part of the fabric of the company, Novo Nordisk is cutting a path with two clear benefits - one for the business community as a whole and one for the company. Novo Nordisk’s work in this area sets an important example for corporate leadership in general, while enabling it to earn the respect of key stakeholders.

“The most interesting conclusion was that creating sustainable value does not start with a discussion of how to make money, but about having positive social impact. The next step is how to do this profitably,” said one participant.

“That is notably different from many companies that do it in reverse order: think first about how to make money, then think about how to have a positive social impact.”

“Novo Nordisk is much further in Triple Bottom Line achievements than ‘shared value’ permits to capture,” said another. “The company is way ahead of the rather limited notion of shared value. I think you should be proud of these achievements.”

Blueprint for Change Review Forum
On February 22, 2013, Novo Nordisk brought a panel of business and academic leaders together in Copenhagen. Our goals were to define sustainable value through a discussion about how it resembles or differs from shared value, and to consider how sustainable value creation can be a vehicle for developing trust. To ensure a robust and balanced discussion, we invited people who are vocally contributing to the sustainability agenda from investors to academia and thought leaders together with people from Novo Nordisk. Whenever we mention ‘participants’ in this publication we refer to both people from Novo Nordisk as well as external participants.

We also sought input on how the Blueprint for Change Programme can be a catalyst for sustainable value creation - not just because creating sustainable value makes good business sense, but because ethically, politically, and socially, it’s the right thing to do.

In striving to create sustainable value, it is important to remember that improvement is a continual process. In sharing our case studies at Blueprint for Change Review Forum, our intent was not to present final answers but to invite stakeholder perspectives on how the Triple Bottom Line principle may apply as a lens for balanced, effective, and better decision making.


*participants from Novo Nordisk
The Blueprint for Change Programme

The Blueprint for Change Programme aims to enhance our understanding of how Novo Nordisk as a business create value. Through case studies analysing the Triple Bottom Line principle applied in practice, we illustrate sustainable business approaches and examine ways to optimise our approach. We do this by identifying the drivers of shared value and their significance to involve stakeholders.

The purpose

The Blueprint for Change Programme helps us to understand how our company creates shared value. Through case studies of real-world application of the Triple Bottom Line principle, we identify drivers of shared value creation and showcase sustainable business approaches. The knowledge gained from these analyses provides Novo Nordisk with opportunities to cultivate relationships with stakeholders, inspire them to action and capitalise through mutually respectful partnerships.

By definition, a blueprint is a guide or a plan that gives instructions on how to take an idea and transform it into something concrete. The Blueprint for Change Programme takes the knowledge gained through case-study analysis and integrates it with actions. Our aim is to motivate leaders to implement innovative, sustainable solutions to complex societal issues.

Integrating sustainability thinking into business practice requires improving our understanding of what drives shared value creation. By identifying these drivers, we are in a position to optimise how we work, share this knowledge and inspire internal and external stakeholders (Figure 1).

Through a series of case studies, we use empirical data to make the business case for the Triple Bottom Line principle. Since the launch of the Blueprint for Change Programme, we have published case studies on:

• the climate change challenge
• changing diabetes in China
• creating shared value in the United States
• changing diabetes in Bangladesh through sustainable partnerships
• where economics and health meet: changing diabetes in Indonesia

We aspire to set new standards for measuring and optimising the impact of sustainability-driven business decisions.

Objectives of the Blueprint for Change Programme

- To understand shared value creation and its drivers
- To optimise the shared value created
- To inspire and enable companies to make sustainability-driven business decisions
- To share the information with our stakeholders
the challenge

Increasingly, society expects companies to engage in global and local sustainability issues. This challenges us to go beyond monetary value creation and to think about other activities that generate value for a specific market. We approach this challenge with our Triple Bottom Line business principle, which addresses important customer needs and guides the company in ways that make our business sustainable.

In recent decades, the traditional boundaries between the business and social sectors have blurred. Many businesses have integrated environmental and social aims, demonstrating genuine leadership and initiative in resolving some of the world’s most pressing challenges, including climate change, poverty, health, and nutrition. The common thread among organisations in this emerging sector is a recognition of the role sustainability plays in value generation.

Sustainability is more than an element of corporate social responsibility; it is fundamental for companies genuinely interested in looking beyond short-term financial performance to thrive over the long haul. Sustainability empowers companies to attract the best employees, build a strong customer base, and maintain a licence to operate.

earn trust to become respected

Novo Nordisk aspires to be the world’s most respected healthcare company. Respect comes the old-fashioned way: by being open and honest, ambitious and accountable, and by treating everyone with respect in return, as pointed out in the Novo Nordisk Way. In this manner, we hope to earn trust — which is key for any business that wants to implement a sustainability agenda. More importantly, trust creates opportunities to engage with partners in turning commitment into action.

Today, trust in the pharmaceutical industry is low. The reasons are well documented: the incremental nature of scientific advancement; lack of transparency in business models; cost-constrained healthcare systems; and demanding regulatory requirements, to name a few. We seek to foster trust and strive to hold ourselves accountable to all of our stakeholders. We do this through engagement, communication, responsiveness and making a proactive effort to become the world’s most respected healthcare company.

The Triple Bottom Line business principle guides us in cultivating trustful relationships through the consistent practice of responsible behaviour.

What frames Blueprint for Change activities?

Novo Nordisk understands that changing diabetes requires the involvement of multiple stakeholders. Our core competence is providing access to health. Groups with complementary strengths can address other diabetes-related issues, such as nutrition. We believe that when stakeholders work together in partnership, we can inspire action and accomplish more than any one player can achieve alone.

This kind of business model pays dividends that only show in the long-term perspective: improvements in public awareness of diabetes and population health; stakeholder trust and employee satisfaction. The next three pages describe how the Blueprint for Change Programme captures the value of these and other outcomes that derive from our practice of the Triple Bottom Line principle.
The Triple Bottom Line

We believe that a healthy economy, environment, and society are fundamental to long-term business success. The Triple Bottom Line is not just a business principle at Novo Nordisk; it is a top strategic priority.

Since our company was founded in 1923, a strong social conscience and a concern for patients has guided our work. That is why we manage our business in accordance with the Triple Bottom Line principle and pursue initiatives that maximise value for business and society.

Through the Triple Bottom Line principle, we manage and account for three dimensions of performance: financial, social and environmental (Figure 2). We strive to make decisions that consider the interests of our stakeholders. Our ultimate goal is long-term business success that also contributes to improved public health, economic prosperity and societal development consistent with sustainable environmental practices.

The challenge of building sustainable business models lies in effectively quantifying and articulating the value they create. Value is in the eye of the beholder. It can be fickle. As such, an ongoing commitment to sustainability compels careful analysis of outcomes. Without clear appraisal and communication of both the strategies that direct sustainability investments and the value derived from them, businesses may struggle to win full support for them from key stakeholders, be they business partners, investors, thought leaders, policymakers, academia, employees, or the communities in which they operate.

Transparency in the way Novo Nordisk creates value is key to gaining stakeholder trust. Since 2004, we have made an effort to be transparent by reporting on all dimensions of the Triple Bottom Line in our integrated annual report. However, financial and nonfinancial reporting metrics do not capture all of the value created through our practice of the Triple Bottom Line principle. The Blueprint for Change Programme creates a model for bridging this knowledge gap.

The Blueprint for Change Programme

The Triple Bottom Line principle is our guide to a sustainable future. Much of the value it creates for Novo Nordisk and for society is quantified and reported to stakeholders. We believe, however, that our business practices create many more types of value that are less easily measured. The Blueprint for Change Programme identifies these value drivers and looks for opportunities to capture their effect.

We communicate value creation through our integrated annual reports, which account for our performance on financial, environmental, and social dimensions. These results are material and reflect aggregate, global-level data for which we have a direct influence, such as revenue, operating costs, number of employees, job creation, physicians trained, energy consumed, and metric tons of carbon dioxide emitted.

The Triple Bottom Line principle also delivers results that are less quantifiable but equally palpable, such as our successes with branding and in attracting talent. These successes provide important benefits internally. But we believe the Triple Bottom Line principle provides many more benefits to Novo Nordisk and to society that, to date, are only intuitive; the challenge is to identify them and place a value on them.

The absence of outcomes that are hard to ‘put a number to’ gives the perception that they might not be economically viable, or that they are either incremental or only peripheral for creating a sustainable future. In truth, these metrics may provide critical contributions to business and society. Gaining a better understanding of their value can build a business case that catalyses support for the Triple Bottom Line.

We are working to bridge this knowledge gap. We generate value appraisals that go beyond our direct sphere of influence (Figure 3), thereby improving our understanding of the worth of sustainability investments. When these activities create value for our company and for society, it is what we call shared value. Measuring and sharing this knowledge with internal and external stakeholders helps to make the business case for sustainable business.

Figure 3

Measuring value in more dimensions

The integrated annual report presents performance measures upon which we have direct influence. The business cases for the Triple Bottom Line principle dig into the layers beneath the sphere of Novo Nordisk’s direct influence (indirect influence and more dimensions) to appraise value created to us as well as to society. In the Blueprint for Change case studies we cover both direct and indirect value drivers, selecting the measures relevant to the case study.
case selection

We want to create the business case for the Triple Bottom Line as a step on the way to a sustainable future. Blueprint for Change case studies, tell stories intended to inspire others to make sustainability-driven business decisions.

The cases should describe how value is created for society and for Novo Nordisk. They should demonstrate how application of the Triple Bottom Line maximises financial, environmental and societal upsides and minimises their downsides. One such example is how we have decoupled our environmental footprint from our growth in sales. This creates value for society by decreasing CO$_2$ emissions and for Novo Nordisk through cost reductions.

The stories we tell should emphasise a future that is achievable and desirable. We believe that positive stories can inspire others to maximise value creation.

As a practical matter in a world with limited resources, it is important to prioritise the societal needs we want to address. Not only should we focus on the most relevant issues, it is important to think about where and how we address them as well. Issues, countries, and processes are prioritised according to a 7-step model (Figure 4).

The first four steps of the model ask a series of questions to ascertain whether a need has Triple Bottom Line value potential; whether it aligns with — or can even drive — corporate strategy; whether it can garner stakeholder support and what kind of funding would be required for the effort to make a difference.

The final three steps of the model support these conditions. Blueprint for Change case studies should:

- Go beyond - or seek to go beyond - traditional challenges of incremental improvement, compliance and accountability
- Drive - or have the potential to drive - genuine market transformation through innovative partnerships, products and practices
- Delivers impact throughout the value chain

The resulting case studies give us a window for studying how to optimise value creation. At the Blueprint for Change Review Forum, our panellists helped us to evaluate the effectiveness of these studies as a starting point for expanding the programme.
our method for creating value

What is value? Not all actors of society place equal value on a sustainability investment, nor do all such investments have a consistent, ongoing benefit to the company. Embracing the notion of building sustainable business models is not enough; it takes careful consideration and discipline to generate the greatest good with limited resources. Here, we describe how Novo Nordisk delivers leadership by describing our journey to sustainability.

Most companies follow a series of steps when addressing sustainability challenges and opportunities — first making incremental improvements, then pursuing product and service innovation and ultimately working to develop new business models that drive market transformation. At each step, the positive impact and value for business and society increases. Figure 5 illustrates how our investments build upon one another to create high potential for sustainable value creation.

The value created by a transformative event is profound and not always quantifiable by short-term measurements. Thus, the transformation can be difficult to reduce to simple numbers. At the same time, well-selected data and measures of value can be extremely powerful when it comes to articulating the scale of an opportunity and the benefits to be derived from an investment.

**mine data for insights**

We start with an inductive research perspective, looking for patterns in our empirical data. We collect these data through qualitative and quantitative means. In analysing the data, we discover successes and observe failures, acquire knowledge about our operating environment and its challenges and determine whether our observations are generalisable.

In making a business case, a primary challenge is to identify data that reflect the greatest value created by a sustainability investment. Einstein noted that “Not everything that can be counted counts, and not everything that counts can be counted”. The same is true when assessing the value of the Triple Bottom Line. For each Blueprint for Change case study, it is important to identify the most influential and material data that communicate the value potential of an investment. Potential drivers of value are listed in Figure 6 (p.12).

**conduct an appraisal**

Appraising an investment's value to society is often different from appraising the value to a business. The social benefits of a healthcare initiative, for instance, may include the effects of an intervention on life expectancy and quality of life. It may also include the economic benefits society gains from a healthier and more productive workforce that makes fewer demands on healthcare systems.

To fully understand the greatest opportunities to make a difference, we identify problems, define stakeholders, and develop a key question. We then generate maps that give us insight into the depth and complexity in the web of issues that are interwined and require the intervention of multiple stakeholders.

**make a move**

Once we understand the value a sustainability investment can create for society and business, we conduct a retrospective analysis to determine how our Triple Bottom Line business principle influences the way we do business. We analyse the Novo Nordisk initiatives in place to address issues that maximise upsides and minimise downsides in both the short- and long terms (Figure 7 p.13). With data on value creation, we formulate a value proposition and give indications on the business case for the Triple Bottom Line.

This process enables us to identify needs and gaps - and thereby recognise opportunities for stakeholders to take action. When all partners converge around the issues, each brings strengths that result in shared value creation (Figure 8 p.13).
When we create value to society we also create value to Novo Nordisk. This value tree illustrates measures of shared value creation. QALY: Quality Adjusted Life Years. DALY: Disability Adjusted Life Years. Scope 3 Carbon: CO\textsubscript{2} emitted by suppliers.
To create shared value, we believe it is important that our partners are – or are on their way – to become sustainable businesses by addressing societal issues. Focus, resources and champion are key success factors to address the issues.
sharing and inspiring for action

Leadership on sustainability hinges on the ability to inspire stakeholders to act. The articulation of the business case for sustainable value created by Novo Nordisk’s investments through the Triple Bottom Line principle should always be balanced with external input. Only then can our articulation of a clear shared value platform inspire and enable continuous improvement of value creation.

Barriers to sustainability are complex, and solutions require a united effort from a focused group of stakeholders. We want to engage with key stakeholders to maximise creation of shared value. From a societal standpoint, we want to work with partners who address issues from different perspectives. From a business standpoint, we want to inform and inspire our company’s leaders, investors and employees.

In all of our Blueprint for Change case studies we identify key areas and questions where we welcome feedback. Prior to every publication, we prepare a targeted communication strategy segmenting key audiences to ensure appropriate messaging and engagement. This may contain a combination of the following:

The case is developed by the Corporate Sustainability team in close collaboration with the local Novo Nordisk organisation. We identify an internal Blueprint for Change champion, ideally a line-of-business person or an executive. The champion acts as the ambassador for the case study at a majority of face-to-face meetings and is quoted in supporting materials.

The publication is always communicated internally before it is launched externally. Where applicable, we have a “town hall” presentation to employees or interactive briefings in small groups. As a minimum, we provide notification via e-mail alongside interactive online elements that invite employees to engage with the Blueprint for Change case study, its key insights, messages, ramifications and opportunities.

Externally, we distill key messages and findings for each Blueprint for Change case study and make them available to the media. The key messages are conveyed on our website (www.novonordisk.com/sustainability/How-we-manage/blueprints.asp).

One-on-one meetings and/or breakfast briefings, ‘fireside chats’ and Q&A sessions are scheduled on each business case with key stakeholders — thought leaders, academia, policymakers, investors, and the financial community. On occasion, we convene a special presentation or briefing that brings various parties together to share concerns and explore different points of view.

For all communication activities, we take care to ensure that the Blueprint for Change case study actively captures feedback and is clear on when and how feedback can be conveyed to us (online or elsewhere).

The Blueprint for Change case studies will always be the start of the programme’s engagement process. They are never the end.

how we inspire through the Blueprint for Change Programme
These stories illustrate how we share and inspire through the Blueprint for Change Programme.

converging partners
Converging partners address a problem from different perspectives, bringing together complementary expertise to create solutions. Wei He, a member of the Chinese parliament and owner of several eye-care clinics in China learnt that Novo Nordisk has expertise in teaching doctors and patients in late complications of diabetes. Most of his patients came to him because of late-stage eye complications caused by diabetes.

Professor Wei He was saddened that people repeatedly came to see him for reasons that could be prevented. And he was frustrated that he didn’t have the competency to teach doctors and patients about optimal diabetes care. This led to collaboration between the World Diabetes Foundation (WDF), Novo Nordisk and the eye-care clinics.

The collaboration was made possible after Jesper Højland, senior vice president of International Operations at Novo Nordisk, presented elements from the Blueprint for Change case study “Changing diabetes in China” at an investor conference in Switzerland. This example of converging partners formed the basis to optimise shared value creation.

collaboration with academia
Reading a press release from the China Blueprint for Change case study, Professor Michael Porter of the Harvard Business School, learnt that the work of Novo Nordisk was in line with his academic work on shared value. Michael Porter approached Novo Nordisk CEO Lars Rebien Sørensen and subsequently wrote a teaching case that will hopefully inspire the academic world as well as students in their professional life.

facilitating discussions of sustainability
The Blueprint for Change case study “Creating Shared Value in the United States”, was included as an interactive detailing piece in the video conferencing tool novo nGageTM, which was used in meetings with healthcare professionals (HCPs). The novo nGageTM platform allowed the sales representatives more time with the HCPs and the case study helped facilitate discussions around shared value creation — to which many HCPs had a positive reaction.
inspiration for the future

Following the Blueprint for Change Review Forum it was clear that the Blueprint for Change Programme will continue to focus on shared value creation, but it will also strive to go beyond. In the latest case studies a forward looking part has been implemented, that focus on how we can do more than shared value and reach for the guiding star that is sustainable value.

"Sustainable value creation needs to be profitable. Otherwise, it is just philanthropy and is no different than what virtually all companies do."
– Participant, Blueprint for Change Review Forum.

The outcomes of the Blueprint for Change Review Forum were also a help to guide the future direction of the Blueprint for Change Programme.

driving strategy

The participants explored how the Blueprint for Change Programme could be used to define strategy in a new market. In documenting how Novo Nordisk embraces the concepts of shared value, the Blueprint for Change case studies teach how we strive to understand societal needs, optimise value and inspire others to take action. But can the case studies do more than serve as a communication platform?

"The Blueprint for Change case studies are tools for communicating. Novo Nordisk [should] see the case studies more as templates or toolkits for driving business strategy and developing new markets."
– Participant, Blueprint for Change Review Forum

The case studies do inspire the strategic planning process when Novo Nordisk looks at the link between societal value generation and business value. Participants pushed Novo Nordisk to consider how to integrate the lessons of the case studies even deeper, down to the level of tactical decision making. “I would try to extract a methodology for business model innovation, especially when it comes to new markets,” said one. This, he offered, could help Novo Nordisk prioritise markets based on societal needs and commercial opportunities, and to partner with relevant stakeholders.

Another participant pointed that “on prioritisation: It’s about applying the filter of Novo Nordisk’s capabilities to an assessment of the social need(s) that define your purpose as a company. This can be expressed at the population or country level, or any other unit that makes sense.”

stakeholder engagements

Another focus was on stakeholder engagements where one pointed to Novo Nordisk’s work to identify local champions who inspire others to take action. There is great value, he said, in sharing their outcomes with investors and management, especially in instances where the worth of shared value creation can be difficult to quantify: “Examples and stories with factual data help tremendously to illustrate otherwise abstract principles.”

Telling the story of the business that evolves from the Triple Bottom Line principle has the potential for employees to take the sustainability agenda in their own hands. A participant explained that “in an ideal world stakeholders are already at the heart of the case studies because they have been responsible for the underlying projects and the case study is then just a vehicle for communicating the project outcomes”.

"Don’t forget the importance of actual physical dialogue. Reporting and communicating is important but building and sustaining relationships with stakeholders is the hallmark of responsible leadership."
– Participant, Blueprint for Change Review Forum.

involving partners

Being more open about internal challenges and limitations were emphasised as a way to foster a clearer understanding of where the company wants to go. “Admitting limitations may strengthen credibility, especially with anyone sceptical about the sustainable value creation concept,” said one participant. This was elaborated by another to “stress how collaborations in the case studies and other lesser-known company initiatives have turned, are turning, or have a chance to turn into profitable business opportunities for Novo Nordisk”.

One participant suggested that future case studies could include a dedicated section on sustainable value creation opportunities “that Novo Nordisk identifies and which other industries can pursue in a co-creation context,” such as diagnostics. Using the Blueprint for Change Programme as a platform for other actors to address issues that matches their core competencies, presents Novo Nordisk with a potentially important leadership opportunity.

"A lot can be done by applying some out-of-the-box thinking. Novo Nordisk may lead the way toward becoming a truly integrated and ‘socialised’ business, being in sync with all stakeholders — future generations included."
– Participant, Blueprint for Change Review Forum.
Sustainability

At Novo Nordisk, we are changing diabetes by working sustainably towards a healthier future for everyone. We apply the Triple Bottom Line business principle when we make decisions and account for our social and environmental performance as well as our financial performance. By obliging us to consider the impact of our actions on people, communities and the environment, the Triple Bottom Line approach ensures that we pursue business solutions that maximise value to all our stakeholders and engage with society at large as we continue our work to prevent, treat and defeat diabetes.

The Blueprint for Change Programme

About Novo Nordisk

Novo Nordisk is a global healthcare company with 90 years of innovation and leadership in diabetes care. The company also has leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy. Headquartered in Denmark, Novo Nordisk employs approximately 35,000 employees in 75 countries, and markets its products in more than 180 countries. Novo Nordisk’s B shares are listed on NASDAQ OMX Copenhagen (Novo-B). Its ADRs are listed on the New York Stock Exchange (NVO). For more information, visit novonordisk.com.