

Conference on Happiness and Well-being at work  
June 21st 2013  
London

## ***Well-being and business***

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# THE BIG PICTURE

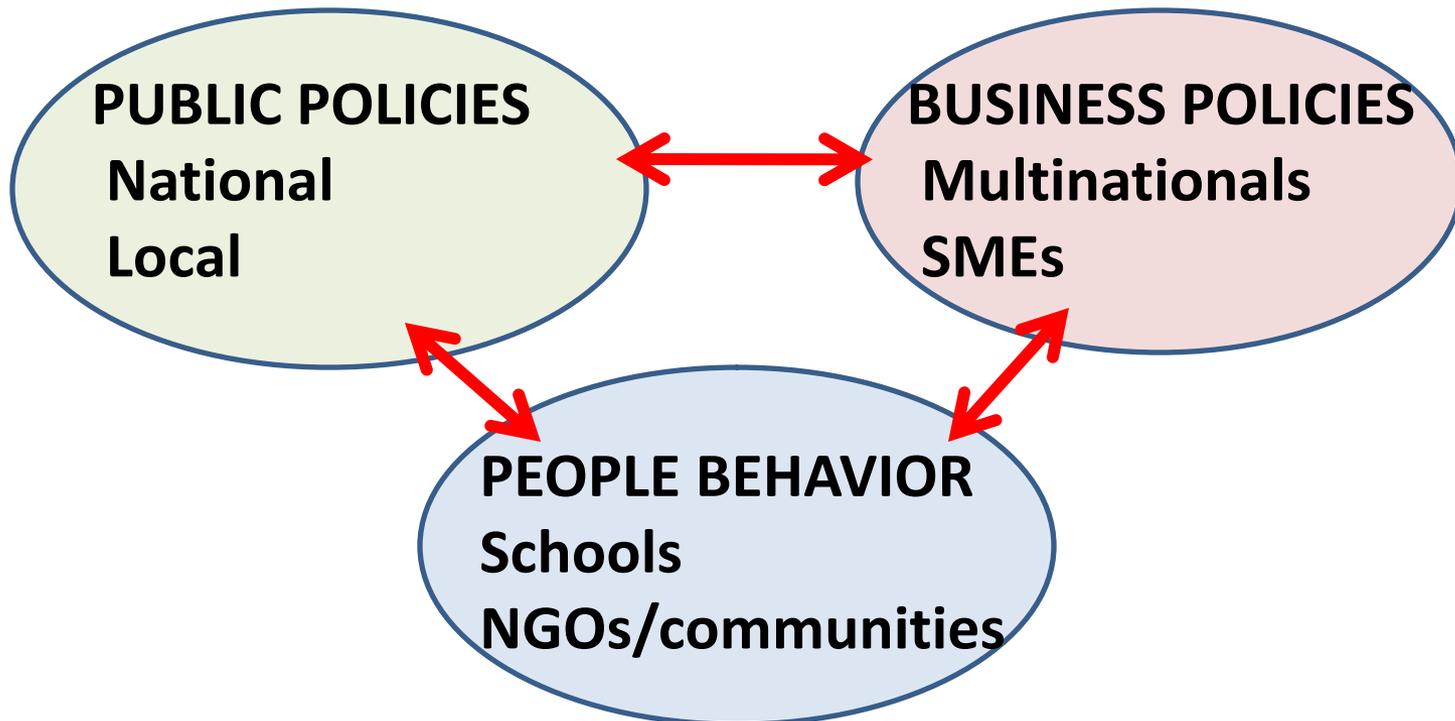
Better Quality of life for everybody



Define and measure expected output objectives



**Whose objectives?**



**BUSINESS POLICIES :**  
**FROM : SHORT TERM SHAREHOLDERS PROFIT MAXIMIZATION**  
**TO : LONG RANGE COMPANY SUSTAINABILITY**

The new objective of the firms is **sustainability**, in its different dimensions :

1. Economical (**Profit**)
  2. Ecological (**Planet**)
  3. Social (**People**)
  4. **Ethical**
- 3 P's + E STRATEGIES**  
**( = CSR- Corporate Social Responsibility- )**

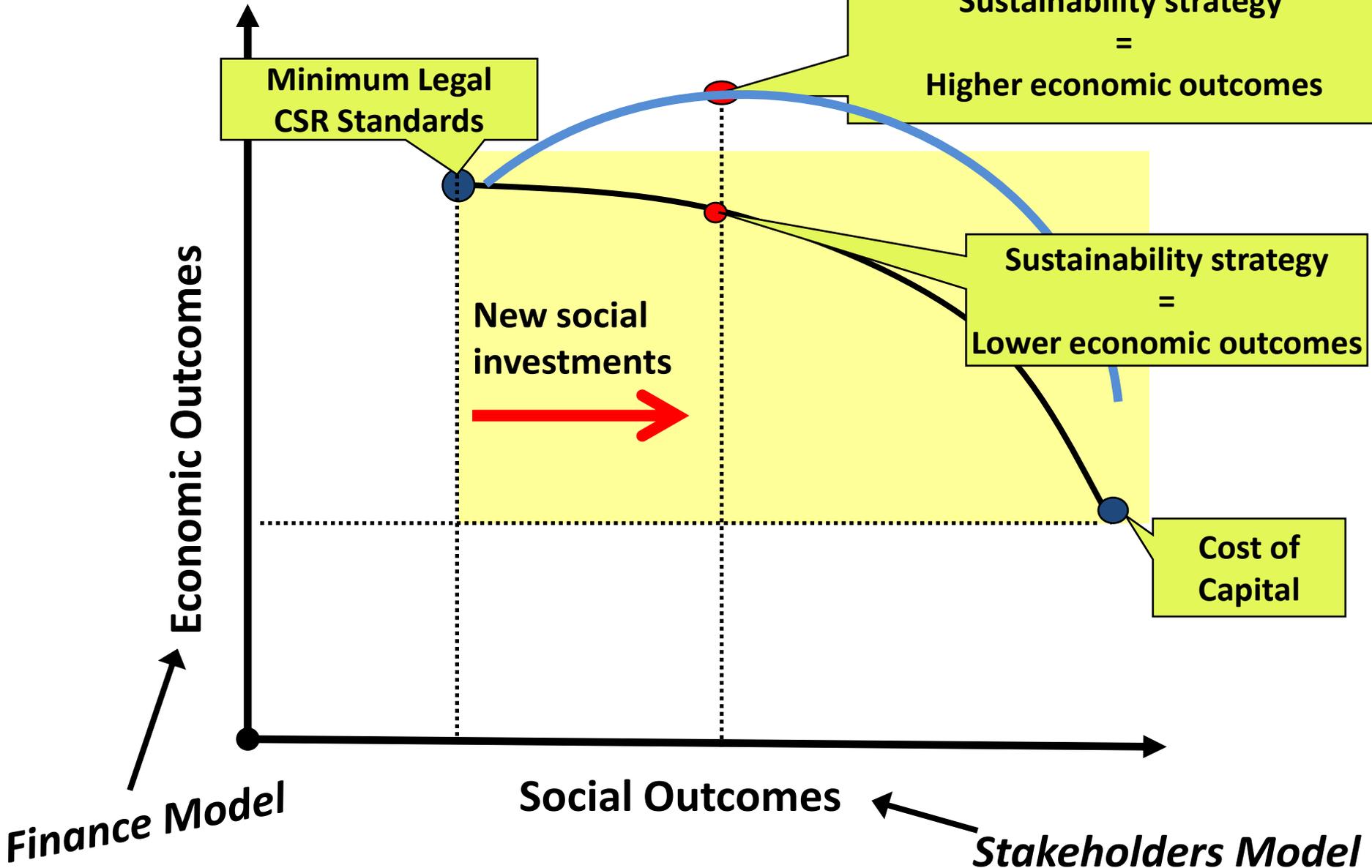
**This sustainability objective has direct strategic impacts on the companies :**

1. **On the business models** : transformation of old models and development of new models: low energy consumption, no pesticides fibers, microfinance....
2. **On the corporate strategies** : building of specific stakeholders policies sharing value with clients , suppliers, employees, local communities...
3. **On the management processes**: new organizational processes, new indicators, diffusion of new values, new behavioral orientations...

**CSR brings a wide range of risks and opportunities : **What innovation strategy ?****

 **But for a profit oriented firm, the key question is : **does CSR pay?****

SHAREHOLDER REVENUE MAXIMIZATION ?  
OR  
STAKEHOLDERS VALUE OPTIMIZATION ?

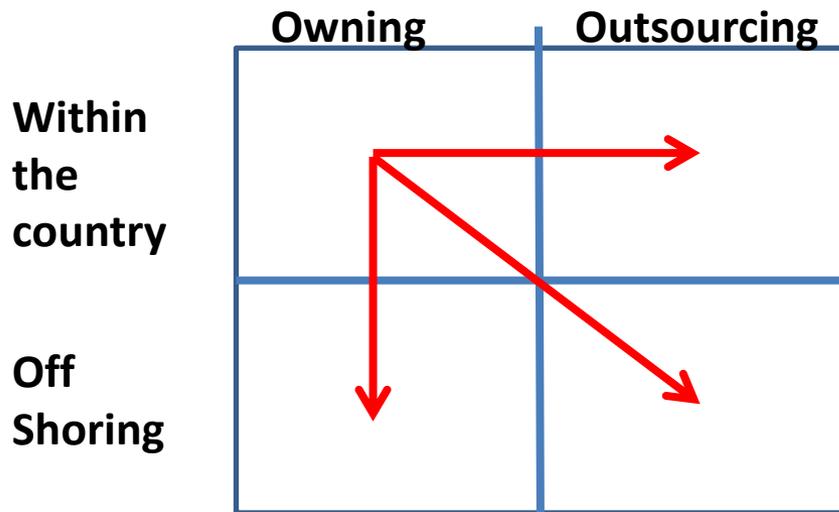


## A vertically integrated perspective:

### Multinational companies are losing control of their value chain

Multinationals strategy : **focus only where the company can create economic value** :

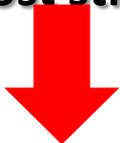
1. Develop and consolidate proper resources and competences
2. Access to other resources, looking for lower costs : **outsourcing and off shoring**



Multinationals are transforming their value chains, under the pressure of :

- Competition
- Financial markets
- SMEs are parts of these global value chains, some very opportunistic and informal (see Bangladesh textile business)
- Big ONE-STAGE specialists are developing ( see *Foxconn*: 1.27 Million employees)

Low cost strategies



Huge pressure on workers well being

What shall multinationals do?

## A horizontally integrated perspective:

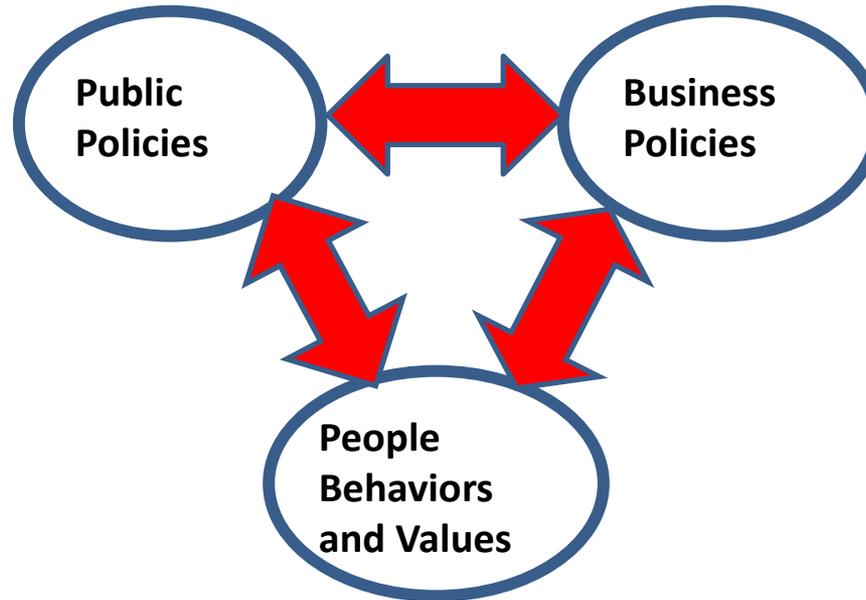
### Developing local experiences within partners clusters( FDC 2013)

#### Different levels:

Federation, State  
Cities and inter-cities

#### Different fields :

Transportation,  
Health, Habitations,  
Education (general  
and technical)  
Ecological



#### Industrial cluster :

Cars and trucks assemblers  
Mechanical parts suppliers  
Motors, tires producers  
Servicing companies  
Technological park  
Commercial Centers and  
shops

#### Non profit organizations :

Associations :Residents, Transport users, Parents...  
Centers : Health, Education, Cultural, Sports...,  
NGOs & communities

#### Main issues around well-being :

**At work** : employment, wages level, recruitment policies, physical working conditions...

**Around work** : Education, health, transportation, energy, environment...