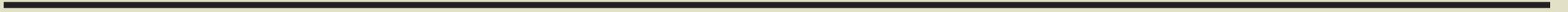


The shared value of water.



Water, the lifeforce

60% of our body weight is water. That's a visceral - in the true sense of the word - connection we have with nature and with each other.

Water is life. But sourcing, purifying, delivering and administering water costs money. Water has a financial value. That value needs to be defined.

Water is not a given. Victorians need to maintain the medium term memory of what it means to have dams at less than 20%. Water evokes emotion and respect.

As we grasp the challenges of climate change, water is not only a shifting supply to agriculture and urban activity, but an asset for energy generation and storage.

Water, and our understanding of its value, is intrinsically linked to how we view our future.



Surging opportunities



A precious commodity

Water has economic and social value. We may see water as a right, but it isn't usually free. Consumer education leads to a more sophisticated and pragmatic understanding of the finite nature of water and the costs of collecting, purifying and distributing water to our industries and families. At home, water recycling – rain water, grey water, black water – is far from pervasive. At geographic and industrial scale, storm water's potential remains largely untapped. As the science and engineering improves, motivating people and business to adopt technology, evolve their environmental values and change their consumption behaviour will see Australian water utilities and governments develop new markets, create jobs and establish sustainable systems.



A source of power

To witness the surging sea, torrential rain or river rapids is to know the power of water. Water was once a primary source of energy, with mills a common sight along city water ways. Why then, have we been so slow to adopt its energy generation potential? Climate change and renewable energy policy is escalating research and application of water-based electricity generation, energy storage and energy recovery. From local neighbourhood drainage and arterial waterways to massive dam and tidal installations, water's powerful promise is starting to be realised.



Identity, values and behaviour change

The word 'water': does it evoke nature, danger or a monthly bill? What relationship do Australians have and want with water and the companies that deliver it to our doors? Beyond legislation and regulation, Australian governments have a key role in ensuring, from a young age to later life, that we understand the value of water. Water companies will increasingly be called upon to make that value real in products, services and changes in behaviour. At home and at work, people who see the emotional and functional benefits can begin to see water differently. Real change can only be achieved when consumers and communities are deeply engaged in decision-making.



Water and social impact

This document sets out the approaches and competencies our social impact practice uses to create social and economic value.

Using a mix of contemporary methods, we help large organisations:

- Engage consumers and communities in changes and decision-making
- Design and facilitate social innovation programs leading to product, service and experience design
- Frame, measure and define the impact they are having right now
- Design and facilitate consumer and social impact research
- Develop enterprise level shared value strategy
- Research, model and write social value propositions and purpose statements
- Manage the risk of taking a social position
- Design and execute integrated brand and marketing campaigns across digital and traditional platforms/channels

We understand the context, challenges and opportunities for governments and water utilities, having worked for:

- Federal and state planning, environment and local government departments
- Capital city and local government (council and administration across all departments)
- Water utilities
- Disruptors in sustainable finance and technology



New ways to solve problems

Using social research and human centred design to understand and define needs, we develop business strategies, initiatives, services and campaigns that create measurable social impact and financial returns.

With deep knowledge of the sectors we work and invest in, we find new solutions to entrenched and emerging social problems that intersect with market and economic opportunities.

We partner with diverse organisations – separately and in dynamic partnerships – to understand and reach people, innovate products or services, improve access and efficiency, and scale impact.

Every assignment is unique. On every project we bring a mix of approaches, models and expertise aligned to context and outcomes sought.

Outlined in this pack are our core social impact services:

1. Shared value strategy
2. Social impact initiatives
3. Social change campaigns
4. Purpose branding
5. Social research
6. Co-design
7. Social impact measurement and reporting
8. Facilitation, training and coaching



A pathway to change

Change is hard. There is no doubt about it.

Turning a good idea into a scalable solution requires a deep understanding of the social issue and its determinants, adaptation of contemporary models and practice, effective collaboration and inspired leadership.

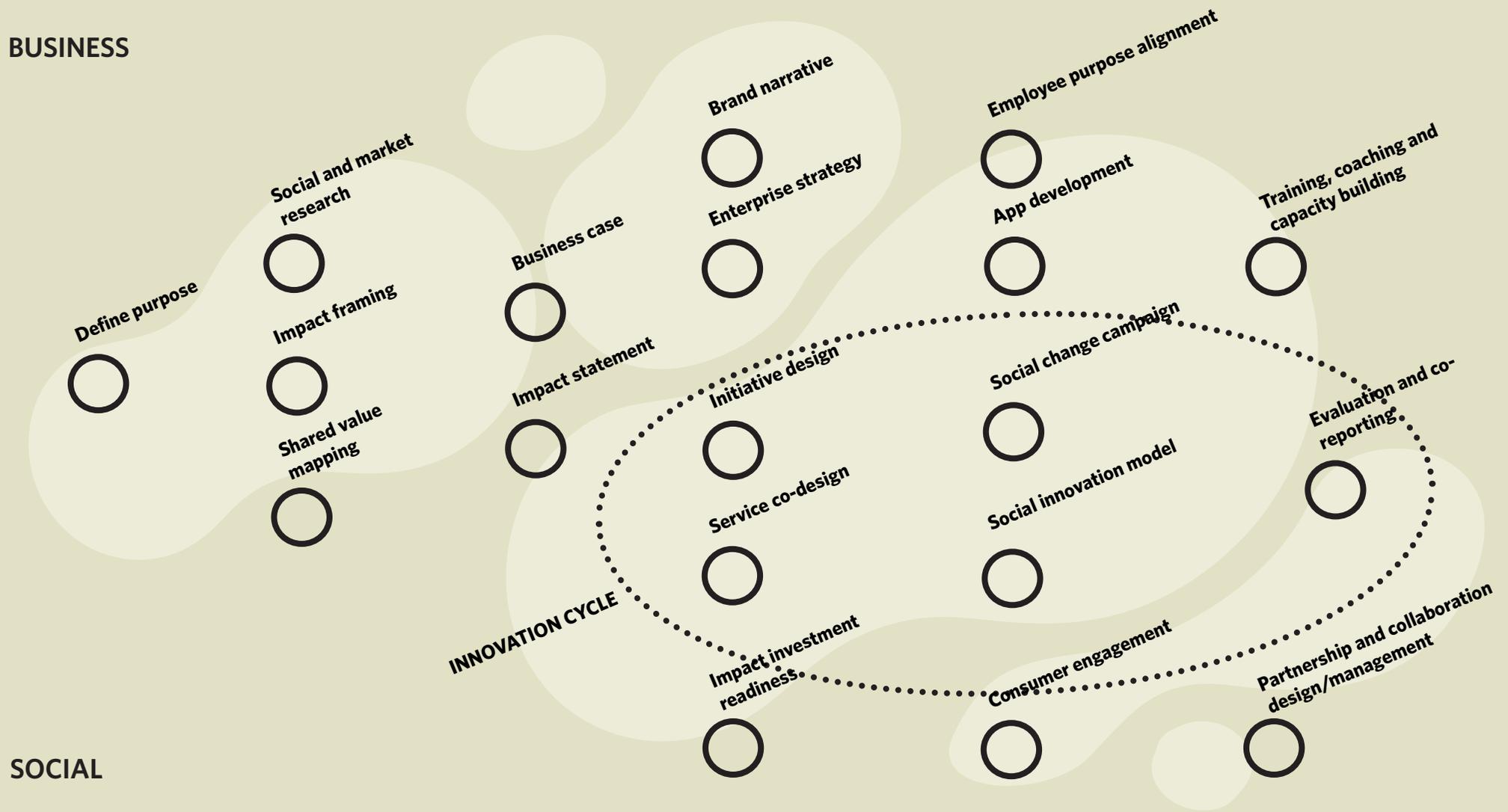
There are often many relationships, systems, objectives, people and assets to guide and manage: each important to achieving goals in forecast timeframes.

With experience, a steady hand and a network of expert collaborators, we map and work across your impact ecosystem, and along your journey.

We work closely with our clients and partners to define a pathway to change that gathers momentum along the way.



BUSINESS



SOCIAL



Shared value strategy

We guide enterprises and teams to uncover opportunities and design strategies that address social problems and deliver sustainable business returns.

One of Australia's first companies to assess and test the concept of shared value, Ellis Jones has been a prominent contributor to the development of the shared value concept in Australia and, via the Shared Value Initiative and our knowledge network, globally.

For our clients, we collaboratively design long term shared value strategies that establish competitive advantage, transform relationships and systems and measurably addresses social needs.

We view shared value as having equal promise for corporations, government and social sector/non profit organisations. Our experience is applied at sectoral and standalone business levels.

Our work in shared value creation comprises:

- Organisational impact framing and investigation
- Shared value journey mapping
- Social purpose definition
- Measurement systems design and development
- Business case development
- Enterprise, business stream and initiative strategy
- Executive and management training and coaching
- Partnership development and management
- Change communications

We've worked with:

Bupa
AIA Australia
Citywide
Probiotec

“Shared value is a business strategy focused on creating measurable economic benefit by identifying and addressing social problems that intersect with their business.”



Social impact initiatives

We lead and co-create social impact programs, projects, applications and prototypes that address social need and deliver economic returns.

Social impact initiatives take many forms, but the common thread is a clearly defined pathway to social and business impact.

With our clients, we co-design unique initiatives, workshop its focus and form, develop a strategy, creative concept and narrative, conduct market and concept testing, support its launch and management, and measure and report on success.

Almost never a linear progress, we embrace agile development and ongoing iteration.

Our social impact initiatives include:

- Social enterprises
- Behaviour change activities and programs
- Brand activations
- Community events
- Cross sector partnerships
- Web, mobile and other digital applications or platforms
- Innovation labs

We've worked with:

Probiotec
ANZ
Newly
Just Better Care
Council of The Ageing (COTA)



Social change campaigns

We build movements that inspire people to think, act and share, for good.

Movements are sparked by ideas and propelled by organised action. Using social research, behavioural insights modelling and co-design techniques, we develop unifying concepts and social change campaigns that mobilise people behind causes and initiatives.

We use contemporary communications approaches, tools and platforms to achieve reach, enable understanding and drive engagement and action.

On every campaign we seek to extend metrics beyond standard campaign outcomes to social impact measures.

Our social change campaigns include:

- Health promotion
- Consumer marketing
- Behaviour change campaigns
- Impact initiative launches
- Brand identity activation

We've worked with:

Probiotec
Just Better Care
Victorian Government
State Library Victoria
Lake Mac Libraries
Scanlon Foundation and NAB



Purpose branding

We create brands that grow trust, guide and scale social impact and mobilise people around a cause.

A purpose brand creates a meaningful experience for customers and articulates and activates the social and environmental benefits of a product or service. It changes the conversation with customers and invites deeper engagement.

We begin our branding methodology process by defining the unique potential and drive of an organisation to have a positive impact within the markets and regions it operates.

With lucid articulation and smart activation, an organisation can effectively scale its impact as employees, stakeholders and broader society contribute to its success.

Our purpose branding activity comprises facilitation, strategy and design of:

- Consumer brands
- Employer brands
- Organisation brands
- Product/service brands
- Project/initiative brands
- Campaign identities

We've worked with:

The Royal Women's Hospital
Lake Mac Libraries
AIA Australia
myDNA
Muslims for Progressive Values
SCR Group
Probiotec



Co-design

We guide and empower people to design products, services and places that intimately address their needs.

Co-design is the process of designing solutions with people who will use or deliver them. It reveals insights other research methods cannot; ensures organisations maintain relevance, sustainability and impact by meeting evolving needs; ensures the use of the solution once it is launched; and, builds advocacy among participants and their networks.

We work closely with a diverse range of communities - among them multicultural and faith based community groups, families, people with disabilities and older people - to map the lived experience and inform social innovation.

As diverse as the communities we reach, our clients come from disability, health, aged care, property, government and the education sectors.

From major cultural institutions and corporations to social enterprises and start-ups.

Responsive to the context and audience or user, we form a multidisciplinary team comprising social researchers, business analysts and modellers, expert facilitators, designers and impact strategists.

Our co-design work informs the design and development of:

- New products, services and places
- Built environments
- Projects and initiatives
- Campaigns
- Business and initiative strategy
- Customer and (digital) user experience
- Gateways and systems

We've worked with:

Scope
Council of The Ageing (COTA)
Emmy Monash
Southern Metropolitan
Cemeteries Trust



Social research

We design and conduct research to understand social issues, trends, behaviour and attitudes.

We conduct research that answers questions, challenges entrenched views and illuminates a pathway to confident decisions. More than a research agency, we help clients identify insights and put them to work in a strategy, campaign or initiative.

We use both qualitative and quantitative techniques to uncover insights. Through this, we explore and map relationship dynamics, viewing the environment holistically to better understand what the influences are. We create systems that make sense of the world, decoding clues that may already be there.

Our expert facilitators generate energy and momentum, provoke discussion and draw out pivotal insights.

Our social research includes:

- Social and behavioural insights
- Consumer journey mapping
- Ethnographic studies
- Impact statements
- Perception

We employ mixed methods, including:

- Quantitative surveys
- In-depth stakeholder interviews
- Workshops and focus groups
- Literature reviews
- Context mapping

We've worked with:

Brotherhood of St Laurence
City of Latrobe
Just Better Care
City West Water



Social impact measurement and reporting

We measure and report on what is most important, for people, planet, profit and progress.

Combining our experience and expertise in research and social impact, we assist organisations to frame and measure the outcomes and impact of their activities. We evaluate the success of programs or strategies and build frames that guide future investment.

As society's definition of progress and prosperity evolves, so to do the metrics we use to measure it. We use and adapt common indicator sets such as the UN sustainable development goals, government social and economic indicators, and sector and issue specific gauges.

In reporting and communicating success, we focus on compelling stories, digital engagement and contemporary design.

Our social impact measurement and reporting includes:

- Framing of organisation purpose and social impact
- Co-design and development of evaluation frameworks
- Evaluation of programs, initiatives and strategy
- Social impact and progress reporting

The agency has a framework for measuring its impact which we use to inform and assess our work.

We've worked with:

**Southern Metropolitan
Cemeteries Trust (SMCT)
Future Energy Skills**



Facilitation, training and coaching

We help to introduce new ideas, standardise knowledge and establish critical, contemporary practice.

Along the journey we act as a trusted advisor to our clients, assisting where and when required to optimise outcomes and minimise risk.

Our experienced facilitators adapt training packages to organisational and market context. Participants acquire up-to-date knowledge on contemporary models and application, including social innovation, shared value, design thinking and behavioural insights.

In addition to group training, our senior consultants coach company and not-for-profit directors and executives, and lead strategy, corporate social responsibility, human resources and sustainability practitioners.

Courses are designed to balance foundational premises, prominent models and useful case studies, finishing with lab sessions using relevant hypothetical problems.

Facilitators introduce contemporary tools, and provoke debate and discussion about their application in specific settings.

Our competency building services include:

- Executive briefings
- Executive and senior management coaching
- Practitioner master classes
- Introductory workshops
- Knowledge exchan to address a defined need
- Facilitated workshops at events and conferences

We've worked with teams at:

PwC
IAG
Suncorp
AIA Australia
Citywide
Melbourne Business School
Melbourne University
City of Wyndham
City of Boroondara
City of Lake Macquarie



Our social impact framework

We are serious about evolving and measuring the social impact of our agency and of our clients.

We think deeply about who we work with and where we invest agency time and resources. This means we believe in the work of our clients and their potential to improve the lives of people within the communities, places and markets they operate.

Our social impact framework guides the projects we undertake and outcomes we seek. We record, measure, question and iterate.

