



Rabobank: on the way to truly 'Growing a better world together'

Rabobank

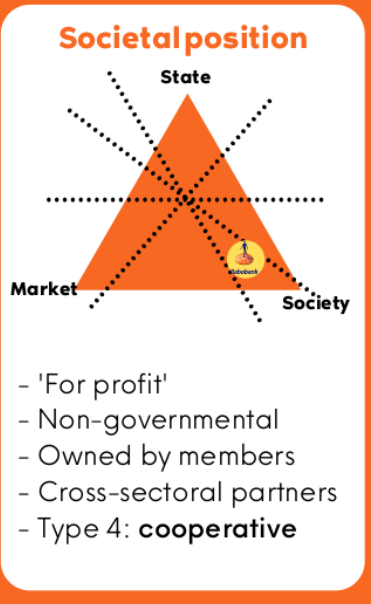
1: Overview company

Company overview

- 1895
- Rooted in agriculture
- 38 countries
- >43,000

Governance structure

- 106 local members
- 1 license
- 1 balance sheet



Current CSR strategy [1]

- Food**
 - Halve food waste and CO2 emissions by 2030
 - Encourage customers in food chain with transition to sustainability
- Climate & Energy**
 - Help customers making houses more sustainable
 - Expand sustainable energy portfolio
- Inclusive society**
 - Supporting vulnerable people/households

SDGs

Rabobank focuses on **cooperative** nature; reaching SDGs through their **networking** (SDG 17) [1]

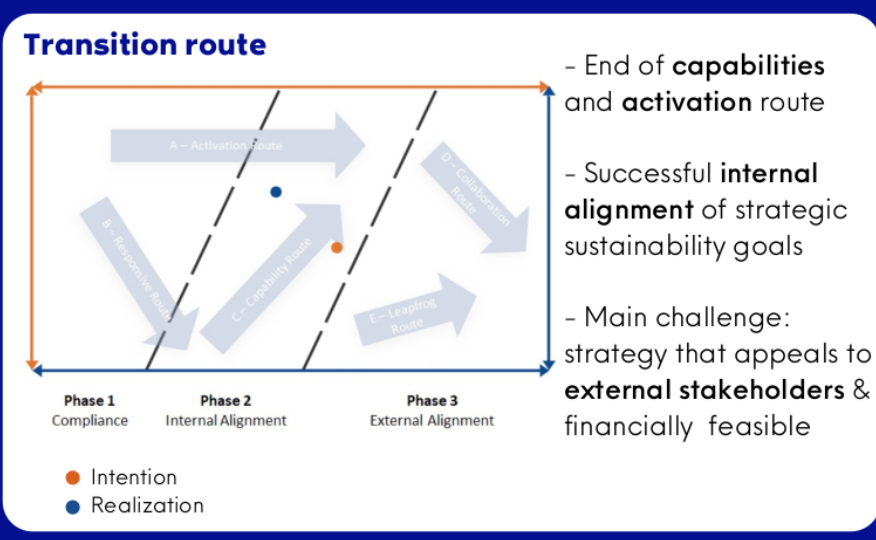
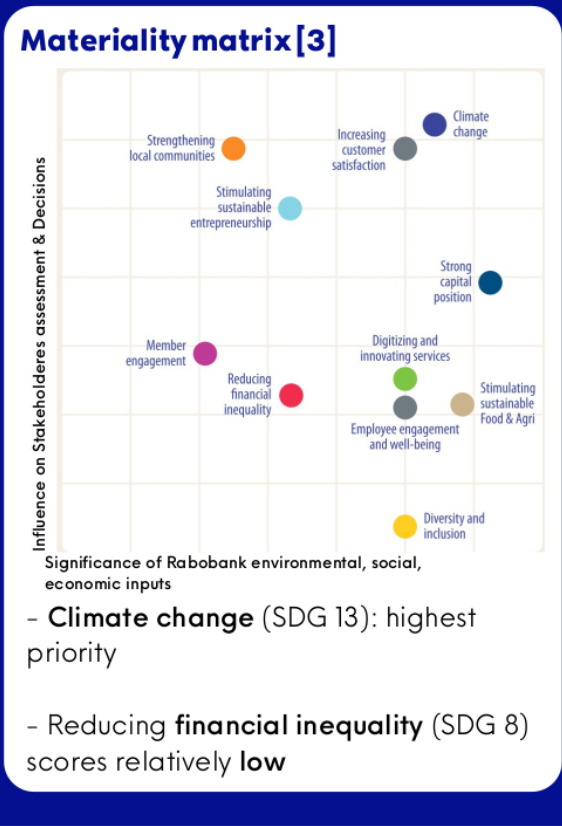
Trigger events

- Paris Climate Agreement 2015
- Climate strikes 2018-now
- 'Eerlijke geldwijzer' 2018: disclosure of questionable investments [2]
- Natura 2000/nitrogen crisis [3]

Main partnerships

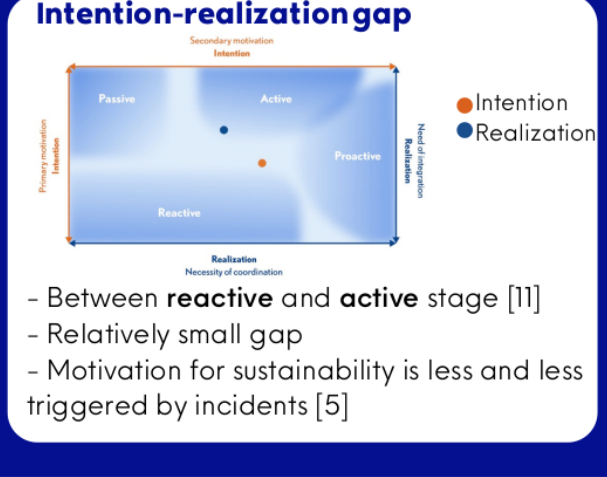
- Types: social entrepreneurship, corporate, governmental
- Collaboration Universiteit Utrecht: brede welvaartsindicator [9]

2: ICR analysis

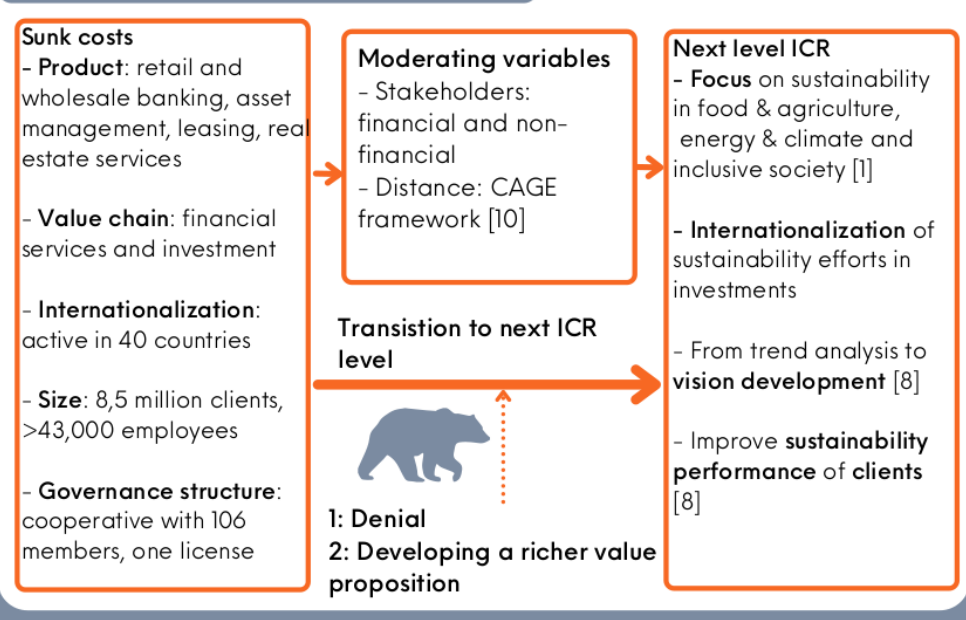


Motivation mapping

	INACTIVE	REACTIVE	ACTIVE	PROACTIVE
Generic			✓	
Systemic motivations:			✓	
ICR approaches			✓	
Supply chain	✓			
Marketing		✓		
ICR HRM		✓		
Finance			✓	
Natural sourcing		✓		
Innovation				✓



3: General analytical model



4: Bears on the road

Route A/B: Avoiding harm

Bear #1: Denial

Growing a better world together ≠

Situation

- Liègebeest verkiezing
- Eerlijke Geldwijzer
- Negative media attention [4][12]
- Disclosure of controversial investments in food/agriculture, including **factory farming**

Response

- Nonchalant response
- CEO Wiebe Draijer: 'criticism is example of Dutch cynicism'
- Little substantive response

'Bear'

- Denial; dislike of being called reactive
- Risk of **lack of awareness** and follow-up actions [5, p. 60]

Route C/D: Doing good

Bear #2: Developing a 'richer' value proposition becomes mandatory

Situation

- Loss of biodiversity
- Depleted soil
- Excessive nitrogen
- Deforestation
- 85% of Dutch farmers: client of Rabobank [6].
- Agriculture needs radical change

Response

- Rabobank admitted: partly **responsible** of **faulty system** [13].
- However, **hesitant** to help farmers in becoming more sustainable [6] [13]

'Bear'

- Current value proposition: too much focus on **maximizing** profit
- CSR strategy lacks plan for transforming agricultural sector

5: Advice

Advice bear #1

- A more **collaborative** attitude improve Rabobank's transparency.
- More **proactive** approach [5]: in the 'Liegebeest' election, Albert Heijn and Jumbo immediately took actions instead of mocking the campaign.
- Evaluation of **distance**: CAGE framework [10]
- Higher distance -> harder to control and evaluate projects

Interrelatedness of bears

- Misalignment of the mission 'Growing a better world together' and actual actions: **Insufficiently 'walking the talk'** [5, p. 217-220]

Advice bear #2

- Critical evaluation of value proposition. **Value** can be obtained by **more than money** alone [14]. **Training** and **education** needed to make its employees aware of this.
- **Tripartite partnership** with state and other public institutions (e.g. Universities): expand knowledge and collaboration
- **Strategic leadership** to improve internal alignment; departments within the company should be aligned with the mission 'Growing a better world'

References

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