

External Environment

Leveraging Local, Commercial and International Engagement

Dutch SME(s) CSR Examples

[Tony's Choclonely](#) – Confectionary (CSR), [The Lekker Company](#) – Skincare (CSR) and, [The Johan Cruyff Institute](#) – Sport Management & Education (CSR)

Leveraging Stakeholder Engagement and Relationship Building

(Resource Sharing, Collaboration and Knowledge Exchange between Consumers, Business Partners, Suppliers etc. CSR SMEs are changing the commercial landscape through ethics, social and environmental practices (e.g., Fairtrade, charitable support, volunteering,))



As of January 2021, [The Lekker Company](#) launched [The Lekker Foundation](#). Through this, The Lekker Company will donate 1% of its revenue to a charity or non-profit organisation that benefits the planet and helps animals or people in a sustainable way. The company will support a new organisation every 6 months and take recommendations and learn about different initiatives through the lekker community. So far, The Lekker Foundation has supported: "[Less Plastic](#)", an ocean-loving family-run, non-profit organization based in the UK that raises awareness of ocean plastic and how to reduce it; and [Reef Restoration Foundation](#), a non-profit social enterprise that is establishing a series of ocean-based coral nurseries using a proven method, which is a part of the solution for a healthy Great Barrier Reef.

Company Participation in Social Cohesion in their Communities

(Building Reputation, Engagement, Corporate Governance & Communication, Sponsorship Management and Marketing. Corporate image, Competitions/Awards)



[The Cruyff Athlete Fund](#) from the [Johan Cruyff Institute](#) enables professional athletes from a minority background to study any postgraduate or master's programme at the institute, with study grants of up to 100%. The goal is to educate leaders in the sports industry who will best defend the interests of the sport, regardless of their race, religion, gender, national origin, sexual orientation, age or income level.

The [Cruyff Foundation](#) helps children improve their quality of life through sports and movement. The institute supports the Johan Cruyff Foundation through volunteering, support services, and funding of special projects. Charity support – Tony's





Our mission: together we make 100% slave free the norm in chocolate.

- Tony's Chocolonely

Image retrieved from @helloimnik on Unsplash



CSR Marketing, Promotion, Branding, Sponsorship Marketing and Telling Your CSR Story

[Tony's Chocolonely](#) entire brand is built around its core CSR mission of a 100% slave-free chocolate industry.

Tony's uses the emblem of a broken chain to illustrate this mission. This broken chain is present on each of their chocolate bar wrappers and printed and directed onto the bar, accompanied by the statement "samen maken we chocolade 100% slaafvrij", "together we made chocolate 100% slave free", in English. Tony's mission is also explained inside each wrapper, and the [chocolate blocks are uneven](#), this is Tony's way of reminding customers that the profits of the chocolate industry are unfairly divided.

Tony's [website](#) tells the story of its brand and the impact that it makes. It includes sections about the mission, impact and background of the brand. In addition to this, each year Tony's releases an ['Annual Fair Report'](#). In the report, Tony's details at length the issues that they are fighting, their KPIs and their impact for the year, to share the lessons they have learned and remain open to discussion. The Fair Report aims to make the company's practices transparent and also to inspire action for other companies to follow their path and apply their model of aiming for 100% slave-free chocolate.

Tony's engages in requests for [sponsorship](#) that can bring them closer to their mission of 100% slave-free chocolate. They sponsor events/actions/people that relate to West Africa (Ghana/Ivory Coast), for the benefit of farmers in Ghana/Ivory Coast or to help the fight against modern slavery.

Tony's do not actively sponsor children/teenagers, because they recognize that despite the good it does, their chocolate is not a healthy food.

Module 8-9

External Environment

Adaptation to Circular Innovation and Digital Technologies

Dutch SME(s) CSR Examples

[NINE & Co.](#) – Children's Apparel ([CSR](#)), [Copper 8](#) – Management Consultancy ([CSR](#)), [The Lekker Company](#) – Skincare ([CSR](#)) and, [Circle Economy](#) – Think Tank ([Knowledge Hub](#))

Concept of Circular Economy, Circular Economy Principles and Strategies that Foster Innovation and Creativity.

(Where CSR Solutions meet societal, environmental challenges/problems)



[NINE & Co.](#) are taking steps towards a circular fashion industry and [defined concrete circular ambitions in 2020](#). Circular thinking for NINE & Co. is focused on the design of products, the user phase and the impact associated with the transport and distribution of products. Better size charts and washing instructions are examples of small changes with a big impact – making customers aware of the impact of their choices. They also focus on sustainable packaging and sustainable transport.

In 2019, they ensured that all carton board we used in our packaging was FSC certified and from sustainably managed sources. In 2020 they shifted to almost 30% recycled carton board. In 2021, they started using polybags that are made of 1--% recycled plastic.

CSR Positive Change Makers 'doing good' or 'giving back'

Raising awareness to circular economy innovation through production, conscious consumption, development, recycling, investment/giving back



[NINE & Co.](#) make their customers [aware of the impact](#) of their choices, providing transparency on the impact of their products, hoping to inspire conscious consumption.

[Copper8's](#) entire business is focused on accelerating the transition to the circular economy through active promotion and consultancy.

[The Lekker Company's](#) brand and product are built around being natural and vegan, [minimising harm to people and the planet](#). They promote a move towards natural and sustainable skin care in the industry. Lekker list their ingredients in understandable terms, so customers know exactly what they are using on their skin. In order to give back, they launched the [Lekker Foundation](#) which donates 1% of the company's revenue (semi-annually) to a charity or non-profit that benefits the planet, and helps animals or people in a sustainable way.





We know that the quality of life for the world's children in 2050 depends on the decisions that we make today

- NINE & Co.

CSR Digital Technologies, Online Platforms, Circular Resources and Communities



[Circle Economy](#) – The Knowledge Hub

The [Knowledge Hub](#), which is part of Circle Lab, is an open-collaborative library of circular economy case studies. The library also contains frameworks of circular business strategies and policy instruments that can support the transition to the circular economy.

Circular Innovation Designs and Models

(Identifying problems, opportunities and solutions (local) with a Social/Fair, Competitive, Green/Environment, Employee/Employment and Market Focus)



In 2019, NINE & Co. defined concrete circular ambitions for their clothing lines, based on the knowledge that the quality of life for the world's children in 2050 depends on the decisions that we make today. NINE & Co. look at the entire lifespan of their products to discover where and how they can apply circular principles. The circularity strategy at NINE & Co. is focused on three phases 1) the design of products, 2) the use phase and 3) the distribution of products.

- 1) In the design phase NINE & Co. focuses on using sustainable and circular materials, continuously growing the share of these materials and using more low-impact production processes. NINE & Co. plan to do research on how they can further enhance the circularity of their designs, aiming for extending the lifetime of products and keeping fibres in the use-loop.
- 2) In the use phase NINE & Co. involve consumers and encourage them to make more sustainable choices to reduce their impacts. This includes simple but effective measures such as improved size charts and washing instructions.
- 3) In the distribution phase, the packaging is one of NINE & Co.'s main focus points. In 2019 they started using 100% FSC-certified carton board in their packaging. In 2020 they started using almost 30% recycled cartons. And in 2021 they started using 100% recycled polybags. NINE & Co. recognise that the transportation of their products is a key area for future improvement in their value chain.



National Circular Innovation Supports



To support circular innovations, we will also need deeper collaboration across the whole financial ecosystem: from financial institutions and investors, to economic boards and governmental agencies, and accelerators. We need a vibrant ecosystem that empowers entrepreneurs to scale their impact.

- Metabolic

In 2016, the Netherlands launched a government-wide programme aimed at achieving a fully circular, waste-free economy by 2050.

Unfortunately, progress to meet this goal has been slow. However, a [report](#) by [Metabolic](#), a consultancy based around the concepts of sustainability and circularity in Amsterdam, has identified 87 initiatives, including 28 public funds, 32 innovation programmes and 6 fund managers in the Netherlands, supporting and stimulating the circular economy in the country.

The Dutch circular economy financing landscape comprises both public and private institutions. Some of the most active public investors include the [Dutch Research Council \(NWO\)](#), [Rijksdienst voor Ondernemend Nederland \(RVO\)](#), and the newly formed [InvestNL](#). Private actors range from large banks such as [Rabobank](#), [ABN AMRO](#) and [ING](#), and fund managers such as [Polestar Capital](#) and [StartGreen Capital](#), to non-profit private foundations like [iFund Foundation](#) and [Stichting DOEN](#).

Current investments are complemented by support initiatives serving to provide technical assistance, networking opportunities, and non-financial resources. Examples include the construction sector platform [Cirkelstad](#) and the knowledge institute for durable packaging [Kennis Instituut Duurzaam Verpakken](#). Within the public realm, entities such as the [Rijksdienst voor Ondernemend Nederland](#) and regional development agencies (RDAs) exist to provide financial and technical assistance to entrepreneurs. In addition, as the circular economy has gained momentum, innovation programmes such as [Scale-Up Nation](#) and [Yes! Delft](#) alongside knowledge initiatives such as [Sustainable Finance Lab](#) and [CIRCO](#) are tailoring specific initiatives and research programs towards the topic.

See [Metabolic's report](#) for a full list of Circular Innovation supports in the Netherlands.