Building strategic partnership to create social change

Corporate Citizenship
January 31, 2012
Corporate Citizenship holds webinars and produces thought leadership publications on current and emerging issues and trends

- **Gender**
  - Thought leadership research (February)
  - Knowledge series- Breakfast briefing (March)
  - Webinar (TBD)

- **Economic Impact**
  - Webinar (March)

- **Biodiversity**
  - Knowledge series (March)

- **DJSI**
  - Webinar (April)

- **Inclusive Business**
  - Thought leadership research (Q2)

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Agenda

- Introduction
- Why partnerships matter
- Exploring different types of partnerships
- Key partnership attributes
- Making partnerships effective
- Questions and answers
- Upcoming events
Presenters

Jen Balazs – Senior Consultant, Corporate Citizenship
Jen has 15 years experience working in with in corporate and non-profit sectors. Jen manages the community investment related client projects for Corporate Citizenship’s US office. She has worked with many corporations and corporate foundations including include Becton Dickinson, Chevron, Citi, Unilever and PepsiCo Foundation. Prior to Corporate Citizenship, she worked in Chevron’s corporate community involvement department and for US and international non-profit organizations.

Jessica Sultzer – Consultant, Corporate Citizenship
Jessica is a consultant at Corporate Citizenship and has had experience working across sectors, both internationally and domestically. Prior to joining corporate citizenship, Jessica worked in-house at the National Football League (NFL) managing all of their CSR activities, including supporting NFL partners on their cause marketing and CSR activities. Some of these partners included Bank of America, GMC PepsiCo and Procter and Gamble.
Corporate Citizenship works across the spectrum of corporate responsibility and sustainability activities

- Corporate Citizenship is a corporate responsibility management consulting company with offices in the US and UK
- Since 1997, we have advised leading, global corporations on how to enhance and align their citizenship and traditional business activities to create strategic business value
- We have a team of 30 and experience in 40 countries
- We are one of the most awarded and trusted reporting consultants worldwide, working on 135 reports for more than a decade with FTSE 100 and S&P 500 companies
- We are global market leaders for assurance
- We have developed strategy for 11 FTSE 100 and 5 DJSI Super Sector leaders
- We helped businesses invest $2.2 billion in local communities in 2009

“They have a real understanding of the issues in diverse countries around the world”
- Unilever
Why partnerships matter
The global economic crisis has changed the way that we do business with a focus on longer term sustainable thinking.

N = 156

Note: Please see Notes page for explanation of “Other” responses.

www.conference-board.org
As our understanding of our interconnectivity grows, so does the awareness that we can’t tackle the challenges facing business and society alone.
Working in silos is no longer an option

Working in partnership – to learn, develop and share best practice has never been more important
Exploring different types of partnerships
What is a partnership?

Players come together to use their **resource**, **expertise** and **creativity** to meet a common vision and to facilitate long-term sustainable change. This is achieved through **common goals** and **objectives** and a **desire to ensure a positive**, and where possible, **measureable impact** in society.

**Public sector:** Governments set the rules and have the power to raise taxation

**Private sector:** Commercial organizations are driven by value creation for their owners

**Non-profit sector:** Non-profit organizations come together voluntarily, motivated by a mission or common purpose
Types of partnerships

Partnerships come together for a wide variety of purposes, and sometimes with multiple aims. Impossible to typecast all, some broad strands are evident.
Strategic community investment – HSBC

- The HSBC Climate Partnership
  - HSBC
  - The Climate Group
  - Earthwatch Institute
  - Smithsonian Tropical Research Institute
  - World Wildlife Fund
- Five-year, $100 million project
- Target issue: Climate change
  - Reducing impacts
  - Encouraging low-carbon policies
  - Engaging HSBC employees
Strategic business – BD

- Healthcare in Ghana
  - BD
  - Direct Relief International
- Target issue: strengthening healthcare
- BD employees contributed time and expertise
- Sent three groups of 30 associates to Ghana from 2007-2009
Cause marketing – ConAgra Foods

- Child Hunger Ends Here
  - ConAgra Foods
  - Feeding America
- Target issue: child hunger
- Schools collect UPCs from specific ConAgra Foods products
- For every UPC, ConAgra Foods donates the equivalent of one meal to Feeding America
Inclusive business – Unilever

- The Farmer Field School Project
  - Lipton (Unilever)
  - Kenya Tea Development Agency
  - Wageningen University
  - Tea Research Foundation of Kenya
  - UK Government’s Department for International Development

- Target issues
  - Sustainable tea cultivation
  - Farmer education/training
  - Improving farmer income
Inclusive business – Abbott

- Nourimanba supplement development
  - Partners in Health
  - Abbott Laboratories
- Target issue: severe malnutrition in Haiti
- Creates jobs
- Uses locally-source raw products
- Focuses on long-term project sustainability

To see CBS News story go to: http://www.abbott.com/news-media/features/abbott-haiti-2012january.htm
Key partnership attributes
Why form a partnership?

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<th>Why form a partnership?</th>
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<td><strong>Reach and scale</strong></td>
<td>Through a partnership, a brand can increase reach and scale of its products and programs and access new areas and regions.</td>
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<td><strong>Resources</strong></td>
<td>A collaborating partner can provide additional resources such as funding and support in implementation.</td>
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<td><strong>Credibility</strong></td>
<td>A partner, for example a trusted name in the public health sector, can provide further credibility to the program and the product.</td>
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<td><strong>Expertise areas and skills</strong></td>
<td>A partner may have specific expertise and skills in the public health sector, providing valuable input on design and delivery of the programs.</td>
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<td><strong>Access to different relationships</strong></td>
<td>Partnerships can give access specific relationships (such as government agencies), opening up opportunities to help influence public policy or gain early warning of impending changes.</td>
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## Principles for effective partnerships

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<th>Description</th>
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<td><strong>Aligned objectives</strong></td>
<td>Partners should be united in their common purpose and goal AND respect each other’s own individual goals; the objectives of the partnership need to accommodate both</td>
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<td><strong>Mutual benefit</strong></td>
<td>All partners contributing to the partnership should benefit from it. This should be recognized and their achievement reflected in the objectives.</td>
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<td><strong>Transparency</strong></td>
<td>The relationship has to be based on trust, built up over time, by being open and honest in good times and bad, and by investing time and effort ahead of any problems.</td>
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<td><strong>Defined responsibilities</strong></td>
<td>The relationship has to have defined areas of responsibilities, lines of accountability, agreement about communication and reporting, and systems in place to measure and evaluate progress and results</td>
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Partnership lifecycle

1. Out and About Flirting
   - Scoping the potential
   - Mapping partners

2. The First Few Dates
   - Relationship building
   - Work plan
   - Project management

3. Going Steady…
   - Implementation
   - Reporting
   - Monitoring & evaluation

4. Long-term Commitment?
   - Measure impact
   - Reporting on success
   - Termination or happy ever after?
Making partnerships effective
Businesses and non-profits speak different languages

**BUSINESSES**
- Creating value and profit
- Increased sales
- Brand reputation
- Business language
- Market share

**NON-PROFITS**
- Maximizing social impact
- Quality of delivery
- Accountability to donors
- Protecting its trusted brand
- Campaigning integrity
Appreciating non-profit strengths

- Creates legitimacy
- Awareness of social forces
- Distinct networks
- Specialized technical expertise
Think like a Boy Scout, be prepared

Surrendering autonomy – loss of direct control

New threats to reputation

Image source: david castillo dominici, freedigitalphotos.net
Think like a Boy Scout, be prepared

Unintended consequences

Clash of interest

Image source: piyahun, arvind balaraman, freedigitalphotos.net
Think like a Boy Scout, be prepared

Unforeseen implementation challenges

Image source: dan, freedigitalphotos.net
Question & Answer
For further information

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