

The slide features a blue background with a large, stylized graphic of overlapping circles in shades of blue and green. The text is centered and reads: 

*Corporate Session:*  
**GETTING THE WHOLE COMPANY  
BEHIND YOUR CORPORATE  
COMMUNITY INVOLVEMENT**

**Bea Boccalandro, President, VeraWorks, Inc.**  
**bea@veraworks.com 717-762-9865 www.veraworks.com**

*Southern California Grantmakers  
2010 Annual Conference and Members' Meeting*

## Learning Objectives

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1. Better understand the limitations of our current corporate community involvement
2. Discover the possibilities of integrating corporate community involvement into the business
3. Learn best practices from companies around the globe
4. Plan how to better integrate corporate community involvement into the company in order to make a quantum leap in effectiveness

## Agenda

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- Introduction
- The current state and future direction of corporate community involvement
- Lunch
- How to leverage company strengths for whole-company community involvement
- How to bring internal stakeholders on board
- Bringing it all together

## Exercise

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In your small groups, each take a moment to introduce yourself:

1. Name, company/organization, role
2. One thing you enjoy about your role in community involvement

Take 5 minutes.

## Defining corporate community involvement

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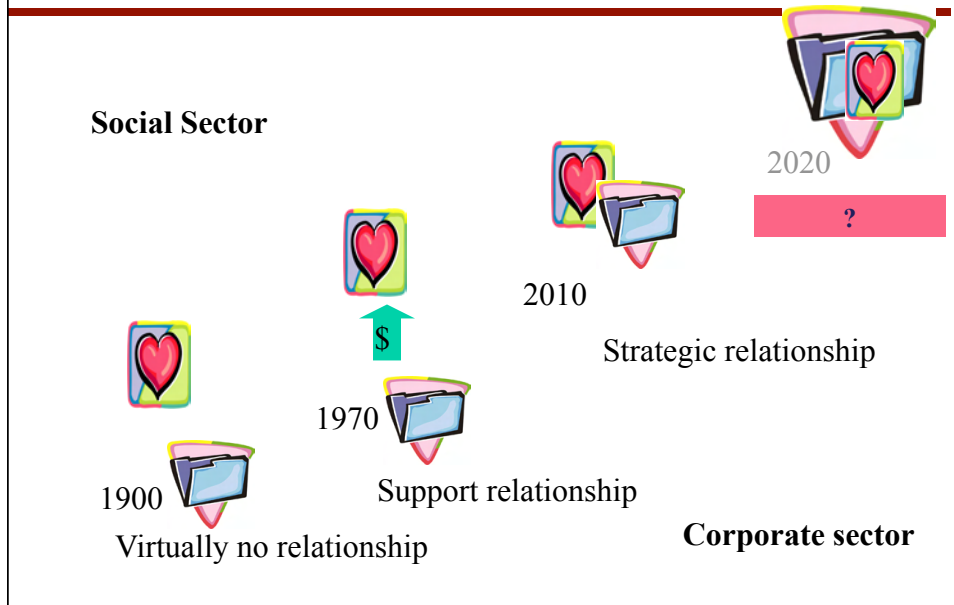
A company effort that has as a key objective to support societal causes

## Agenda

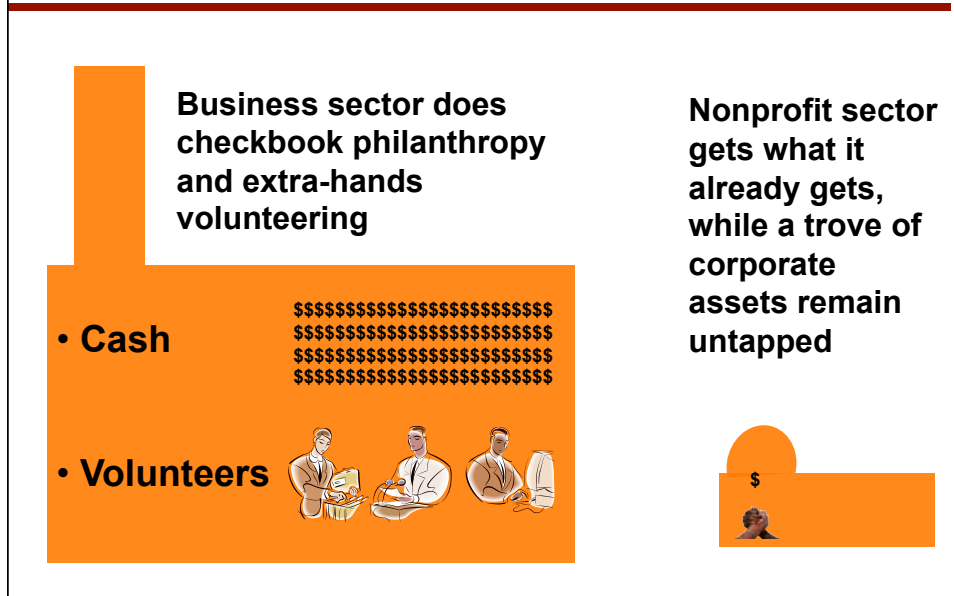
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## Corporate-social sector convergence



## State of corporate community involvement



## What's wrong with community involvement built on cash & extra-hands volunteering?

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Highly inefficient way to support the community:

- **Little value added:** Nothing is materially added by business that civic society does not already provide. Less than of 1% of US nonprofit revenue comes from corporate philanthropy and employee volunteering likely makes up a similarly miniscule portion of all volunteering .
- **Costly.** Trickle out of support incurs high administrative costs (e.g. matching gift and dollars for doer programs).
- **Destined to stay small.** Counting on the business sector to redirect cash and employee time to commercially unproductive endeavors relegates it to a small side show.

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**What if your company has lots of trucks and drivers with GPS?  
How can this be leveraged to strengthen the community involvement?**

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**What if your company produces  
laundry detergent?  
How can this be leveraged to strengthen  
the community involvement?**

Tide puts a twist on disaster relief

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## Exercise

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The following company in our group \_\_\_\_\_ has the following asset \_\_\_\_\_, which could be leveraged to strengthen the community involvement program by \_\_\_\_\_

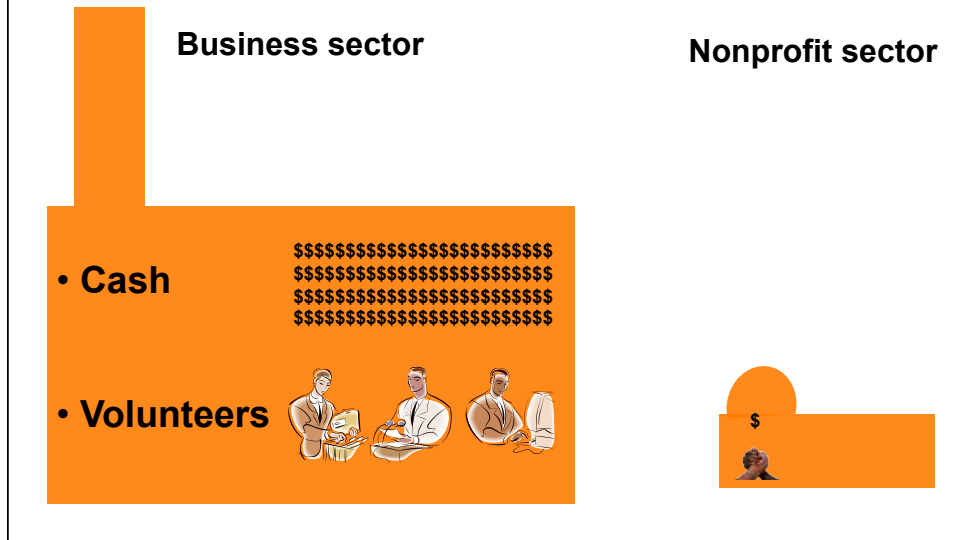
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We would not design it this way...

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... but it evolved this way for good reason

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- Our inspiration for corporate citizenship came from civil society
- This model has been extremely helpful to date
- We have replicated civil society philanthropy and volunteering in the business world
- But now this model is limiting the impact of our community involvement

## It's time for planned abandonment

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- Planned abandonment is a concept created by Peter Drucker, one of the greatest business gurus and the founder of modern management theory
- It means rejecting the continued use of tactics, strategies, or techniques that brought you success in the past (but likely can't get you much further) and, instead, starting afresh as if you had no past efforts

**Start here**

We should design from scratch  
community involvement that...

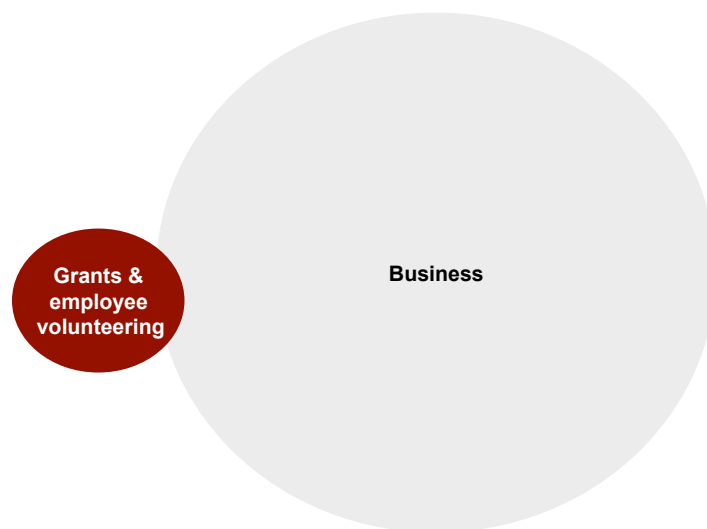
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Leverages the awesome power of the business to improve  
societal causes

Is unconstrained by old terms, concepts and programs

Not this

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But this

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Getting to whole-company community involvement

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<b>Old community involvement paradigm</b>	<b>New community involvement paradigm</b>
<b>Philanthropic/transactional</b>	<b>Integrative</b>
- Checkbook philanthropy	- Community investment
- Extra-hands volunteer events	- High impact employee community involvement
- Contribution-focused	- Solution-focused

## Types of corporate-community involvement

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**Low impact**

**High impact**

**Philanthropic**  
*One-way cash donation*

**Transactional**  
*Quid pro quo benefits*

**Integrative**  
*Joint success or failure*

Old paradigm

Old paradigm

Adapted from the work of James Austin, Harvard Business School

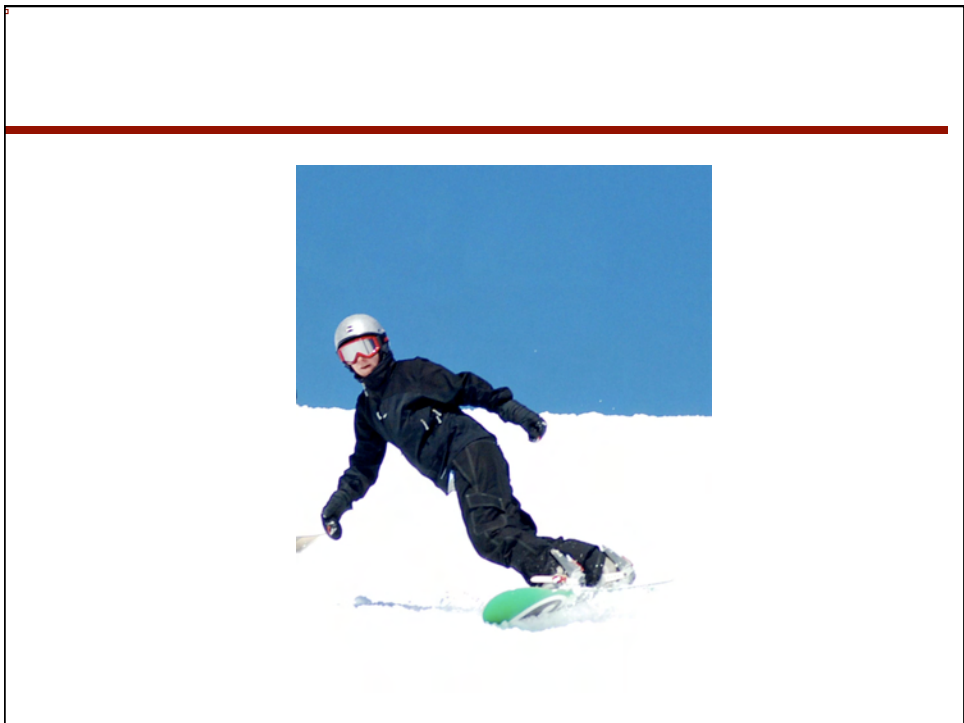
## Implications of integrative partnerships for the company

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**What was in one department**

**Now must include**

- Community Relations dept
- Corporate Affairs
- Government Relations
- Public Affairs
- Branding and Marketing
- Environment and Health and Safety
- Human Resources
- Product Development
- Investor Relations
- Legal
- Diversity
- Other...



## Patagonia blends community involvement with sales

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Every sales representative at Patagonia has to “Provide a complete shopping experience for our customers, involving product knowledge and...

**environmental  
involvement**

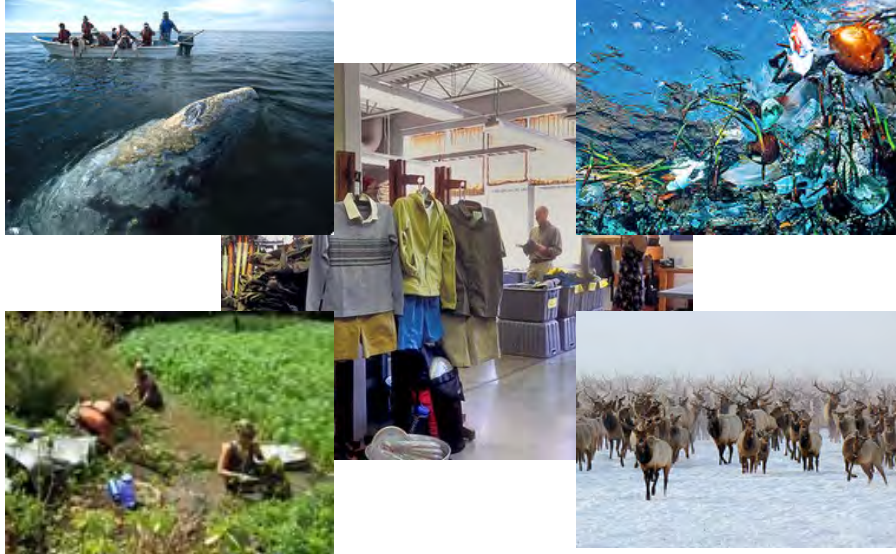
## Selling clothes at a Patagonia retail store requires that you...

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- Assist in identifying appropriate tithing recipients
- Align the stores with small grassroots groups that are focusing on direct action
- Educate yourself on corporate environmental campaigns so that you can educate the customer on these issues
- Get actively involved within the community on appropriate issues
- Actively solicit input and action from customers on letter writing campaigns, petitions, voting, etc.

## Blending sales and community involvement at Patagonia

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## Aetna blends community involvement with recruitment

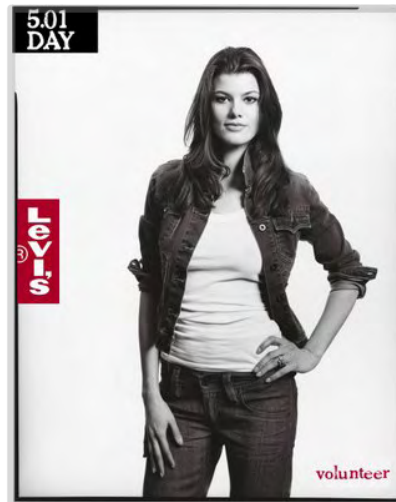
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- When health insurance company Aetna visits college campuses to find new hires, employee volunteers accompany recruiters and hold blood drives
- Students gain insight into working at Aetna by witnessing the beyond-the-job commitment to a strong health care system embodied by regular, everyday employees

## Levi's blends community involvement with product branding

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## Bayer CropScience blends community involvement with safety

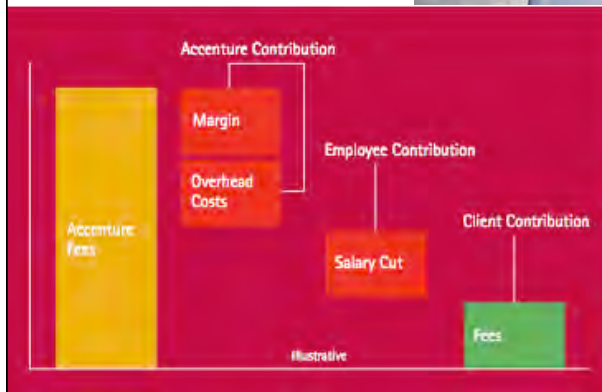
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A Bayer Crop Science plant in West Virginia has a multifaceted partnership with United Food Operation (UFO):

- Bayer Crop Science donates building space and equipment, and volunteers to UFO food warehouse
- Every time an employee fills out an "InSITE card," a record of observed safe or unsafe workplace practices, Bayer CropScience donates \$0.50 to the UFO. Submitted InSITE cards have increased six-fold and contributed to a stellar plant safety record.

## Accenture modifies a commercial offering

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## Credit Suisse redirects grants to support whole-company involvement

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- Credit Suisse New York only gives grants to organizations that can benefit from the time and skills of its employees
- This is a way to have grants leverage a higher impact contributions

## Summary practices to leverage company strengths in community involvement

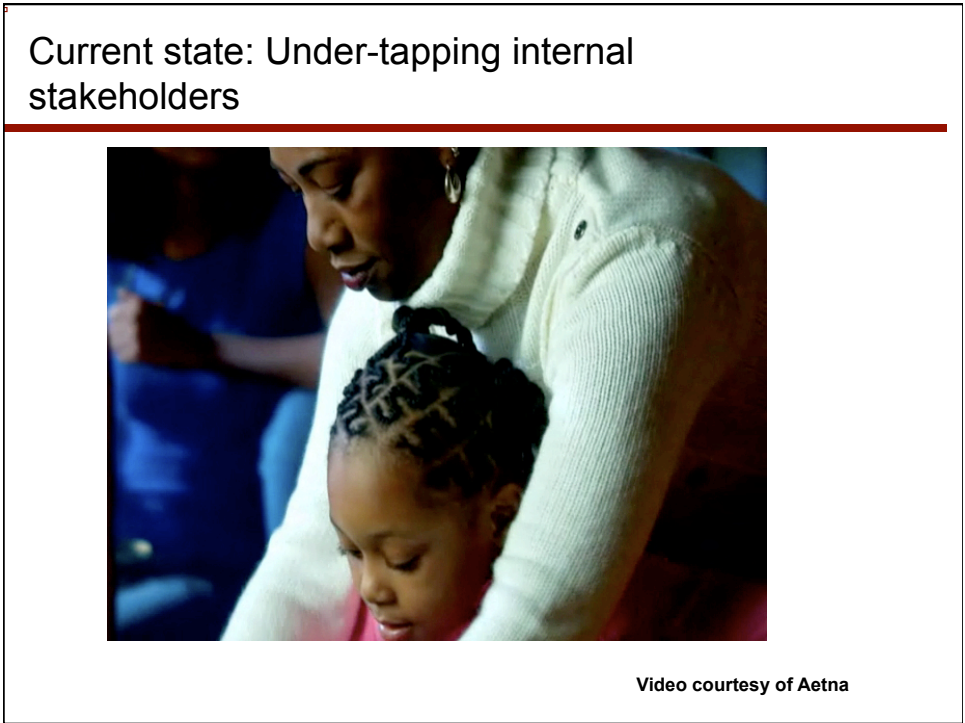
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- Redirect grants to support broader company involvement (Credit Suisse)
- Blend community with a corporate function (Aetna, Patagonia, Levi's, Bayer Crop Science)
- Modify a commercial offering (Accenture)
- Have employees serve as grant managers

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## How do you involve internal stakeholders?

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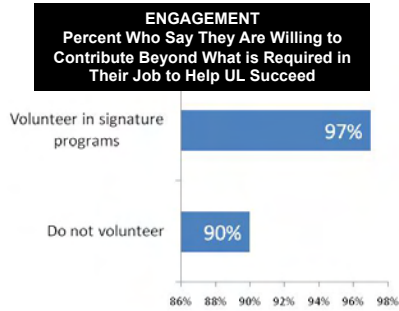
- Reduce their pain
- Help them accomplish something they want to / need to accomplish
- Increase their well-being or enjoyment

## Additional tips for involving senior manager and departments

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- Show the business impact

## Volunteering in Signature Programs is Associated with Greater Employee Engagement and a Positive Return on Investment (ROI)



UL surveyed 1,400 US employees about their participation in volunteer activities and attitudes toward UL

- Employees who participated in a Signature program (Safety Ambassador, FIRST Robotics or Habitat for Humanity) were more likely to be engaged, vs. non-participants

Survey data were analyzed in combination with empirical data from the Boston College Center for Corporate Citizenship

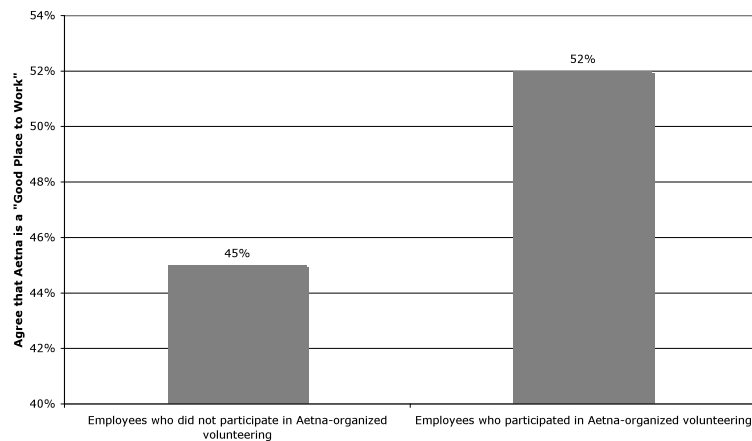
BC data show 15% - 40% higher revenue produced by engaged employees vs. non-engaged employees

Program costs, revenue-per-employee figures, a survey-based, self-stated estimate of the extent to which participation causes higher engagement, were accounted for in calculating an ROI

The initial findings suggest an ROI of 56% for UL Signature programs in 2009

## One question in an employee morale survey generates impact data

Employee Volunteers Are 1.3 More Times More Likely\* to Rate Aetna a "Good Place to Work"

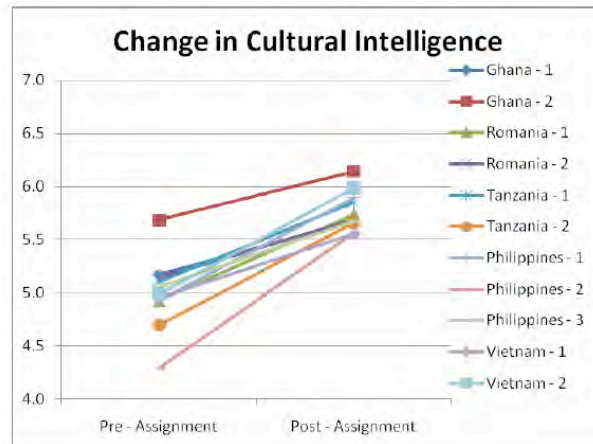


\*Based on Odds Ratio Calculation  $(0.52/0.48)/(0.45/0.55)$ .

Source: All Employee Survey, 2003.

## Sample results from IBM Corporate Service Corps

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Source: Marquis, Christopher and Rosabeth Moss Kanter  
"IBM: The Corporate Service Corps," Harvard Business School, 2009

## Additional tips for involving middle managers

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- Support their teambuilding efforts
- And otherwise help them with their responsibility of managing people


Middle managers don't (yet) see the  
contribution of community involvement

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The promise of employee volunteering to business might lie in its ability to provide something increasingly valuable in the discipline of management as the 21<sup>st</sup> century progresses:

meaningful connections

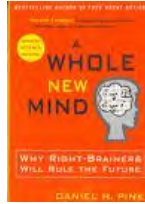
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**“Meaningful connections?”  
Are we talking about  
business???**

## Management literature on meaningful connections

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- “Meaning” and “empathy” needed for business success as we move from the information age to the conceptual age



- Widespread “empathy” needed for companies to prosper

## Time to add a component to traditional business management theory?

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- strategy and planning management
- information technology management
- operations management
- human resources management
- financial management
- marketing / communications management
- **add: community involvement management?**

## Additional tips for involving employees

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- Turnkey skills-based volunteering
- Micro-volunteering

## Southwest Airline's turnkey program

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Southwest Airlines' signature program draws on its pilots' inspirational power to help fifth-grade children to stay in school and set career goals

- Program website, is a one-stop-shop for all Adopt-A-Pilot information, resources and updates. E.g., everything is turnkey: schools applying for the program, teachers downloading guides, pilots downloading their materials, etc.

## Technology enhanced volunteering

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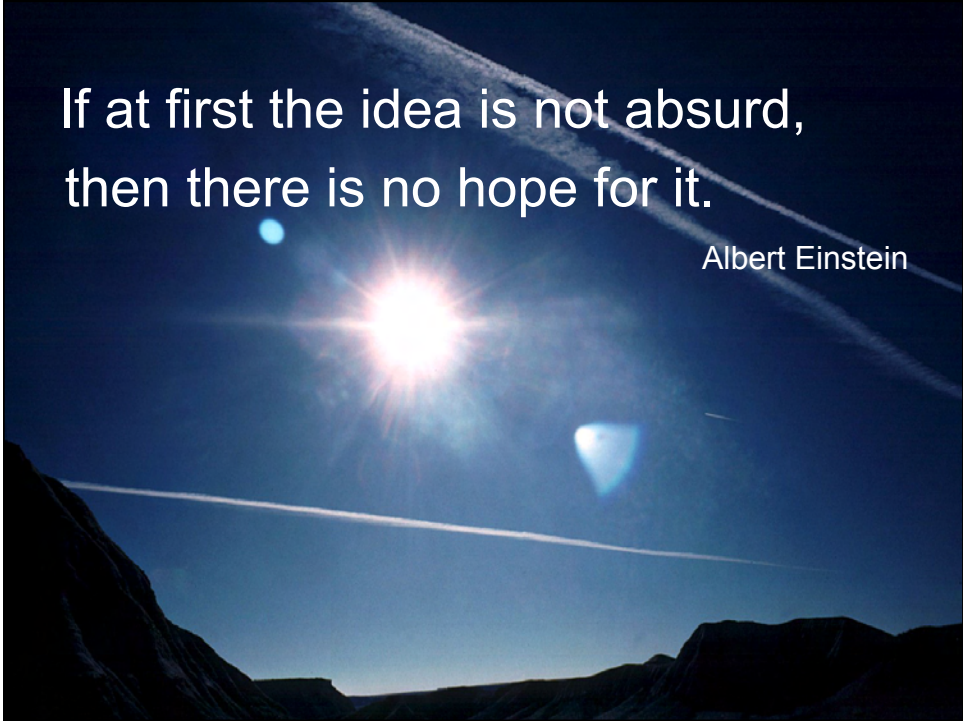
[solucionesong.org](http://solucionesong.org)  
Fundación **hazlo posible**



## Generation Y: Unconventional community involvement

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A photograph of a bright sun in a blue sky, with mountains in silhouette at the bottom. There are several white contrails or streaks in the sky. The sun is in the center, and there are some lens flare artifacts.

If at first the idea is not absurd,  
then there is no hope for it.

Albert Einstein