



business of change

A RESOURCE GUIDE

for corporate-nonprofit collaboration

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Business of Change

A RESOURCE GUIDE FOR CORPORATE-NONPROFIT COLLABORATION

Authorship

The *Business of Change* was researched, written and produced by members of the Donor Resources team of the Gill Foundation and the Social Innovation team at Weber Shandwick. Many other people both inside, and outside, our organizations gave instrumental and creative advice. We give special thanks and acknowledgement to the Social Innovation Fellows and Advisory Board members listed on the following pages.

Gill Foundation

Established in 1994, the Gill Foundation's mission is to secure equal opportunity for all Americans, regardless of sexual orientation or gender expression. In its 15-year existence, the Gill Foundation has become one of the nation's largest private foundations focused on lesbian, gay, bisexual, and transgender (LGBT) civil rights. During these years, the Foundation has invested more than \$162 million to support programs and nonprofit organizations across the country that share its commitment to equal rights for lesbian, gay, bisexual, and transgender Americans.

The Foundation works to engage and educate donors to provide the effective, large-scale financial support necessary to achieve equality, and joins with like-minded organizations and individuals to put forward a shared vision for doing so. The Foundation works to broaden the base of LGBT and allied supporters—individual, institutional and corporate—that are knowledgeable about local, state and national LGBT nonprofits and the importance of their work. In pursuit of this goal, the Donor Resources team at the Gill Foundation uses a variety of tactics including hosting signature OutGiving conferences, donor salons and personal funder meetings and encouraging the formation of giving circles.

The Foundation strives to increase support for equality by improving communications with the American people, and by raising awareness of the contributions made by gay men and lesbians to society. Today, as ever, the Gill Foundation remains invested in equality.

www.gillfoundation.org



Weber Shandwick

Weber Shandwick is a leading global public relations agency with offices in 77 markets around the world. The firm's success is built on its deep commitment to client service, creativity, collaboration and harnessing the power of Advocates—engaging stakeholders in new and creative ways to build brands and reputation. Weber Shandwick provides strategy and execution across practices such as consumer marketing, healthcare, technology, public affairs, corporate/financial and crisis management. Its specialized services include digital/social media, advocacy advertising, market research, and corporate responsibility. Weber Shandwick was recognized as PRWeek's 2009 Global Agency Report Card Gold Medal Winner, named Global Agency of the Year by The Holmes Report and Large PR Firm of the Year by PR News in 2008. The firm also won the United Nations Grand Award for Outstanding Achievement in Public Relations for a lifestyles educational campaign in India.

Social Innovation @ Weber Shandwick is a global specialty group and think tank that delivers exceptional value to clients and partners interested in corporate responsibility, sustainability, strategic philanthropy, cause marketing and advancing social issues. Our mission is to help clients embed and communicate innovative programs and principles across their work, contribute to the public debate on key issues affecting our world and show return on investment. Through an approach known as mob-sourcing—or moso—the team uses a collaborative digital platform to discuss, debate and develop best-in-class ideas for clients via three offerings: Planet 2050, Social Impact and the Greenhouse. Weber Shandwick is part of the Interpublic Group (NYSE: IPG).

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Business of Change

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Our thanks also to the hundreds of nonprofit and corporate professionals who took the time to complete our online surveys. Their responses have helped to shape the focus and content of this resource guide.



What You Need to Know Before Using this Guide

THE STARTING POINT

This guide is meant to be a starting point for enhancing collaborative dialogue between nonprofits and corporations. Our research shows that corporate philanthropy is ever-evolving. Society now expects businesses to take a more active role in social and political issues than it did five years ago. The good news is that corporate leaders understand that strategic philanthropy programs can be an effective way to meet those expectations and are assigning greater importance to them.

However, the importance of making an effective business case for philanthropic giving presents both challenges and opportunities. It is indeed a *different way of doing business* and one that requires more focus and planning on the part of both the private and nonprofit sectors.

This guide brings together the research undertaken by our team of seasoned nonprofit and corporate professionals, combined with the fresh perspective of our college research fellows. It is a true multi-generational collaboration.

We have distilled a wealth of information into a guide that is user-friendly and that offers practical and actionable recommendations for nonprofits and corporations. Throughout this report, we feature concrete examples of successful partnerships—large and small—that can serve as an inspiration for your own work. While many of our case studies focus on companies and nonprofits working in the lesbian, gay, bisexual and transgender (LGBT) space—a social justice movement that presents its own unique challenges—the content of the guide transcends the issue area and presents best practices and key learnings for any nonprofit-corporate partnership.

We have noted the importance for nonprofits to find an internal champion working at their partner companies who will help to navigate the corporate culture. We acknowledge that sometimes it can be difficult when a company publicly supports LGBT equality, and they need to have the infrastructure to weather the storm.

And, while the involvement of the CEO is a critical component of an effective philanthropic program, we have noted the power of the individual employee to influence change. In the end, it is about people connecting with each other and embracing a shared commitment to the *Business of Change*.

We have packed this information into a compact binder, and a complementary CD, which we encourage you to share with your colleagues so they too can play a role in the development of new strategic partnerships.



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WILL THIS GUIDE HELP ME?

We hope that everyone reading this guide will find the content valuable. Ultimately, we recognize that it is up to you to decide what will be useful for you and how you can incorporate our recommendations into your programs. Only you will be able to determine how much time you can invest in establishing strategic partnerships relative to your resources.

The one thing we know for sure is that forging, building and sustaining relationships takes *time*. There is no quick fix or magic bullet here. But the value of these partnerships can be priceless.



Research Informed Our Recommendations

Research (not our intuition) has informed our recommendations in this resource guide. Given the rapidly changing landscape of corporate philanthropy, we have accessed the most current data—both quantitative and qualitative—from a variety of sources. Please see the bibliography at the end of the guide.



Terminology

As part of the changing philanthropy paradigm, terminology is changing too. Some businesses refer to their partnerships with the social sector as corporate philanthropy, others as corporate giving programs and more recently, as philanthropic investments. For the purposes of this guide, we have chosen to use the term *corporate philanthropy*. We will use that terminology even when referring to nonprofits located outside of major urban areas that may be leveraging partnerships with local businesses, not global corporations. We applaud all partnerships that foster collaboration between the private and public sectors.



Next Steps

We are excited to share this information with you. However, in light of the rapidly changing dynamic between the public and private sectors, there is continued work to be done. Our next step is to develop a web platform for this guide, from which we hope to create a social networking structure where nonprofit and corporate professionals can use real-time micro-blogging to share ideas and solve problems. The more good minds and resources we bring to the table, the better chance we have of developing innovative partnerships.



Tell Us Your Stories

We want to hear from you. For generations, storytelling has been used as a means of educating and inspiring others. Tell us about your partnerships, so we can learn together. Please send stories of your unique nonprofit-corporate collaborations to Patricia Evert at patriciae@gillfoundation.org.




**A STRATEGIC AND FOCUSED
CORPORATE PHILANTHROPY
PROGRAM CAN BE A VIABLE
AND IMPORTANT COMPONENT
OF A HEALTHY BUSINESS.**

*—Michael I. Roth
Chairman & CEO
Interpublic Group*

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“ IF WE ONLY HAVE GREAT COMPANIES, WE WILL MERELY HAVE A PROSPEROUS SOCIETY, NOT A GREAT ONE. ECONOMIC GROWTH AND POWER ARE THE MEANS, NOT THE DEFINITION OF A GREAT NATION.

—Jim Collins
Author and Business Expert
Good to Great and the Social Sectors
Why Business Thinking is Not the Answer

Introduction

The business of advancing equality requires a well-funded, robust network of LGBT and allied organizations working toward that goal. To that end, nonprofits must engage and cultivate an active and diverse support base that includes not only individuals and foundations, but also *strategic partnerships with corporations*.

In recent years, corporations have been analyzing ways to maximize both the social and business benefits of corporate philanthropic programs. Understanding the unique challenges facing the nonprofit sector, we wanted to understand what this *new way of doing business* meant.

In 2008, the Gill Foundation began meeting with leaders in the corporate community to explore the changing corporate philanthropy paradigm. It became clear that there needed to be some kind of guide that would provide nonprofits and corporations with actionable and practical recommendations to help foster strategic connections between the two sectors.

To help us examine the changing landscape, the Gill Foundation formed a unique partnership with global public relations firm Weber Shandwick, and together we created the 2009 Social Innovation Fellowship Program. We recruited three recent college graduates from Columbia University and Harvard University to serve as our research fellows. All had been leaders for LGBT rights on their campuses.

We also assembled an advisory board comprised of leading advocates from the nonprofit and corporate communities to help guide the project. Our goal was to accumulate and distill best practices and innovative approaches on how nonprofits and businesses work together to promote *investment* in the LGBT movement.



The current economic climate has forced corporations to clarify their philanthropic foci. And, despite financial uncertainty, corporate leaders attending the 2009 Committee Encouraging Corporate Philanthropy (CECP) conference acknowledged their continued commitment to invest in philanthropic initiatives that have positive impacts within and across communities.¹ They cite an intention to nurture nonprofit relationships, and are looking to offset reduced cash contributions by offering a broader array of resources including corporate matches, product donations, pro bono professional services and volunteer hours, use of facilities, access to in-house printing resources, corporate training programs, and more. We see this as an opportunity to develop more substantive nonprofit-corporate relationships that will thrive as economic conditions improve.

Philanthropy is about sparking the passion that exists within all human beings to want to help their fellow human beings; to believe that we can leave our country and our world better than we found it. That is why we believe in collaboration. It is a natural extension of our work to create a world that is fully equal and inclusive. The more good minds and resources that we can bring to the table, the better off equality efforts will be.

We offer this guide as a starting point to a collaborative dialogue. We have no illusions that this guide is perfect, but we believe it is different from anything that has been put together before. Given the rapidly changing dynamic between the social and private sectors, we hope to challenge both nonprofits and corporations to seize opportunities to empower their people to drive change. The *Business of Change* requires that we all take action and partner together. It is not just the *right* thing to do; it is the *smart* thing to do.



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¹ CECP Board of Boards CEO Conference Executive Report. CECP 2009



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REQUIRES A WELL-FUNDED, ROBUST NETWORK OF
LGBT AND ALLIED ORGANIZATIONS WORKING
TOWARD THAT GOAL. TO THAT END, NONPROFITS
MUST ENGAGE AND CULTIVATE AN ACTIVE AND
DIVERSE SUPPORT BASE THAT INCLUDES NOT ONLY
INDIVIDUALS AND FOUNDATIONS, BUT ALSO
STRATEGIC PARTNERSHIPS WITH CORPORATIONS.**