

How to create

Remarkable Partnerships

between charities & companies

by Jonathan Andrews



Executive Summary

This report is the result of detailed qualitative interviews with 14 people who work in corporate partnerships roles with charities and corporate social responsibility roles with companies.

It argues that average partnerships deliver incremental benefits, while remarkable partnerships deliver huge impact, wider reach, more opportunities and last longer.

The report looks at examples of remarkable partnerships, such as:

- Delivering a service together – Macmillan Cancer Support and Boots
- Doing something different – Help the Aged, Childline and Morrisons
- High level of employee engagement – Barclays and Action for Children
- Multi-faceted partnership – Missing People and Tracesmart
- Long-term partnership – Reckitt Benckiser and Save the Children

And it identifies seven ways to create remarkable partnerships and seven ways to sustain them.

It concludes that remarkable partnerships take more effort, insight, inspiration, bravery and collaboration, but the extraordinary results they deliver make it worthwhile.

Remarkable partnerships take more effort, insight, inspiration, bravery and collaboration, but the extraordinary results they deliver make it worthwhile



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THINGS THROUGH
CAN MAKE A
DIFFERENCE

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Introduction

Methodology

This report is the result of detailed qualitative interviews with fourteen people between March and September 2013 (see Appendix II for the interview questions). Eight are Heads of Fundraising or Corporate Partnership Managers in charities. Five are Directors or Heads of Corporate Social Responsibility (CSR) in companies. The last is a fundraising consultant specialising in innovation (see Appendix III for a full list of contributors).

What is a remarkable partnership?

The dictionary defines remarkable as “worthy of attention, striking, extraordinary”. So ‘Remarkable Partnerships’ in the context of this report means partnerships between charities and companies that are extraordinary in some way.

Macmillan and Boots have a remarkable partnership because they are delivering a service together

Why are remarkable partnerships important?

'Average' partnerships deliver incremental benefits for both parties. They move charities closer to achieving their core goal by raising money, awareness and delivering change. They also deliver business benefits for companies such as employee engagement, increased sales and enhanced brand profile. Remarkable partnerships do all this but on a much grander scale. They deliver huge impact for both partners in a number of specific ways:

Wider reach

Like Innocent's partnership with Age UK, where woolly hats appear on top of smoothie bottles, remarkable partnerships jump off the shelf and grab our attention inspiring us to purchase, smile and care. They look and feel different so the media pays more attention and people talk about them ensuring the message spreads and reaches a much wider audience.

Last longer

Remarkable partnerships deliver considerable value for both partners which results in them lasting longer. The 30-year-old, global partnership between JDRF and Ford Motor Company is a good example. Longevity enables both partners to take a long-term view and be more ambitious as their relationship grows.

New opportunities

Remarkable partnerships are also important because they, in turn, generate new opportunities. For example, when Barclaycard was looking for a charity partner Barclays Bank recommended Action for Children because Barclays was so delighted with the success of its own partnership. So now Action for Children has a partnership with Barclaycard too. Success breeds success.

Inspire other companies and charities

Lastly, remarkable partnerships inspire other charities and companies. Many businesses don't have partnerships with charities, possibly because they consider it a waste of time or they have had a bad experience in the past. Similarly many charities don't have partnerships with companies because they don't know where to start. These organisations are the 'uninitiated' and remarkable partnerships call out to both sides, saying "Look. You can achieve something extraordinary and this is how you do it."

Examples of remarkable partnerships

Delivering a service together - Macmillan Cancer Support & Boots

The partnership between Boots and Macmillan began in 2010. A key element is a service delivered by Boots pharmacists called 'Boots Macmillan Information Pharmacists.' Under this service pharmacists offer information and advice about cancer in their high street stores, recognising that not everyone wants to visit a hospital. This enables Macmillan to connect with people they might not otherwise reach and provides continuity throughout an individual's cancer journey. This kind of service significantly extends the reach of Macmillan Cancer Support and would simply have been too time-consuming and expensive to set-up by any other means.

Alix Wooding, Head of Corporate Partnerships at Macmillan, says that the response from Boots pharmacists has been very positive, "We launched it less than a year ago and 1,750 of them have chosen to do it. It's entirely voluntary and they do the professional development in their own time. So the engagement and uptake has been incredible."

She also explains why she thinks the partnership is remarkable, "Because it does something that many people say they will do, but don't. It is genuinely a partnership that is delivering a new and innovative service and it's directly meeting a need of the charity's beneficiaries. So it's directly meeting the needs of people affected by cancer."

Multi-faceted partnership - Missing People and Tracesmart

When a charity and company partner with each other in a number of different ways this is real evidence that their partnership is thriving and remarkable. These 'multi-faceted' partnerships are also referred to as 'strategic partnerships'. Typically the relationship begins in a simple way and expands as the partners' trust of each other grows and they explore new opportunities.

An excellent example is the partnership between Missing People and Tracesmart, which started out as a more traditional corporate fundraising relationship. Now they have moved beyond fundraising, as Henry Shelford, Head of Major Donations at Missing People, describes, "As the partnership has developed, Tracesmart's expertise in data solution provision has proved invaluable. Their pro bono data cleansing and supporter analysis were unexpected gifts in kind that have been instrumental to the development of our individual giving programme."



Missing People and Tracesmart have a remarkable partnership because they are working with each other in a number of different ways

High level of employee engagement - Barclays and Action for Children

Action for Children and Barclays work in partnership to deliver an element of the 'Barclays Money Skills' programme for vulnerable and disadvantaged young people. The programme helps young people develop knowledge, confidence and financial skills to manage their money and the company's employees are helping deliver workshops alongside Action for Children staff. Jessica Coombs, Corporate Fundraising Manager at Action for Children, shares how they do it. "Barclays staff come in and volunteer at a local project. They've got expertise

where we don't and actually the young people realise the people who work in Barclays are probably the same age as them, they may have similar backgrounds and so are helping them demystify the whole going into a bank and how scary it is."

Barclays' volunteers are overwhelmingly positive about their experience on the programme. 98% say they would recommend volunteering with Barclays Money Skills to their colleagues. Also 90% believe that volunteering has a positive impact on their knowledge of the financial issues that young people face.

Doing something different - Help the Aged, Childline and Morrisons

The partnership between Help the Aged, Childline and Morrisons was remarkable even at the pitch stage. Two years in a row Help the Aged had come second in the staff vote to win Morrisons' charity of the year, so they knew that to win it they had to think laterally and add another dimension that would appeal to the regular Morrisons' employee.

Esther Rantzen, founder of Childline, was also the face of Help the Aged's campaign to stop elder abuse, and that helped create the link.

It was the idea of Leo Visconti, who worked at Help the Aged at the time. He explains, "We had noticed that Childline/NSPCC had never been shortlisted. So our pitch to the charity was that we could help them get to the shortlist stage and they would help us win it. And we shared the resource to deliver it and the income 50/50."

In this way these two contrasting causes came together to pitch and become Morrisons' charity of the year for 2007. The campaign was called 'Helping Generations, for Generations' and they joined forces to combat elder and child abuse.

Long-term partnership Reckitt Benckiser & Save the Children

Reckitt Benckiser and Save the Children's partnership is now in its tenth year and it has raised over £11 million to date. Their initial corporate gift of £150,000 developed into a multi-faceted partnership, with 36,000 staff across the world taking on fundraising challenges, from gruelling treks to bake sales, and a vital annual donation to Save the Children's Emergency Fund.

As Laura McGill, newly appointed New Business Manager at Save the Children, explains, the partnership doesn't stop there, "We have just announced a new focus to the partnership, making a three-year funding commitment of £23.5 million to tackle the global death rate in children under five from diarrhoea. Part of this funding will be invested in research, product development and long-term behaviour change – activities with clear business benefits for Reckitt Benckiser but also delivering on Save the Children's mission. Remarkable."



Save the Children and Reckitt Benckiser's partnership is remarkable because it's now in its tenth year

Seven ways to create remarkable partnerships

We can sit at our desks every day, answering emails, believing that we are doing our jobs. However, this can be a sure-fire way of delivering average results. Creating remarkable partnerships requires us to do something different and much more engaging. Here are seven ways to create them.

1. Gain inspiration from other partnerships

One of the steps to creating remarkable partnerships is recognising that you don't know it all and to learn from others. Jessica Coombs shares how they do it in the corporate partnerships team at Action for Children, "We've all adopted a charity or two that we find inspiring and then at each of our fortnightly meetings we say this is what so and so is doing, it's incredible, or this partnership with so and so is so brilliant. How can we do that? Why aren't we doing that? Also getting inspiration from other charities or indeed from other partners when we see things in Marketing Week thinking that is really cool, how can we translate that into the charity sector?"

They help the parents to understand their child and the child to understand how learning can be fun and it has a remarkable and transformational effect. As Richard Cooper, Head of Education and Employment at Lloyds Banking Group, explains, "They (Save the Children) needed to have a clear, very succinct, understandable point of engaging our employees. So employees looked at it and said right I know exactly what I'm raising money for. If I raise ten thousands pounds, for example, that is a new FAST programme."

2. Understand your audience

Save the Children really understood their audience when they proposed the Families And Schools Together (FAST) programme as their fundable project for Lloyds Banking Group's charity of the year. FAST helps kids who haven't been engaging in school by bringing them together with their parents and a trained advisor.

3. Focus on prospects where there is a good fit

As a charity you are more likely to develop remarkable partnerships if you focus on companies where there is a good fit in terms of values, priorities or target audience. Alix Wooding of Macmillan is in no doubt about the place to start, "For me the driver has to be about understanding the needs of your beneficiaries, so if you understand that you can understand what value somebody has to bring and you know what difference you can make by working together. And for me that's the unlock really. If you don't start there you run the risk of creating partnerships that don't bring the value, don't bring the full potential."

4. Take calculated risks

To achieve extraordinary results you may need to move beyond your comfort zone. Lucy Gower, Innovation Director at Clayton Burnett, makes the case for pitching in an extra-ordinary way, "You've got to amaze them, you've got to do something different and that takes some guts because that's seen as being risky. But in a competitive environment it's more risky to be the same as everyone else."

5. Inspire your prospects

When I was at Alzheimer's Society we won Tesco charity of the year for 2011. Inspiration played a huge part in our success. Months before we were invited to pitch we began to search for someone connected with the charity who had also worked for Tesco. And we found someone.

We found a woman who worked in Tesco and had developed dementia. Tesco kept her on in her job ensuring extra support from colleagues around her. We filmed the woman and her daughter telling their story. It was a compelling film and a major factor in winning the partnership.

6. Involve the whole organisation

It may take longer but there are so many benefits to be gained by involving the whole organisation. Involving colleagues enables you to identify compelling opportunities or individuals who have a specific contact with or experience of one of your target companies.

Lucy Gower believes it's vital, "In most organisations the fundraising team works separately to the team that delivers services. But people who deliver your services will have amazing insights, yet often don't realise that everything that they spend or do is fundraised for.

You need the whole organisation on board to understand the sheer amount of work in a corporate partnership and how everyone needs to get involved in it, and the potential benefits it could bring if successful."

7. Create them together

Remarkable partnerships are much more likely when charities and companies develop them together. This means you can both be open about objectives and then brainstorm ideas together. As Lucy Gower recommends, "Don't think you're pitching them something. Can you get them in a room with you to understand what their challenges are, and for them to understand what your challenges are, and together come up with solutions. Because otherwise you're still second guessing. Co-create what the partnership is with them if that's possible."



Remarkable partnerships are much more likely when charities and companies develop them together

Seven ways to sustain remarkable partnerships

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Once you have created these extraordinary partnerships they won't keep on being remarkable on their own. Here are seven ways to sustain them.



National Grid's partnership with Special Olympics GB has a goal that's more than just money

1. Involve senior people

In 2008 Katharine House Hospice in Staffordshire partnered with two branches of Yorkshire Bank. It immediately became clear that one of the branches had a very driven senior member of staff who was keen to get the bank involved with multiple fundraising activities to raise a lot of money for the charity. They embarked on quiz nights, attended events and took part in a long distance, branch-to-branch walk. The two branches raised over £12,000 for the Hospice. As Kelly Day, Corporate Fundraiser at Katharine House, observes, "This was remarkable because the leader's tenacity kept the bank motivated and worked hard to prevent fundraising fatigue helping to raise this incredible amount. It demonstrates that a good leader from the front is vital to keep the fundraising going and staff motivated, particularly over many years."

2. Have a goal that's more than just money

National Grid's partnership with Special Olympics GB is providing significant non-financial benefits because they specifically want to work with the charity to grow its capacity. Kate van der Plank, Head of UK Community Investment at National Grid, describes how they have done it, "Sharing our business and professional skills has enabled SOGB to grow capacity, work more efficiently and access professional services they would otherwise have to pay for. For example, a volunteer from our senior strategy team helped them re-shape their organisational structure and board. National Grid volunteers have been key in delivering SOGB's Summer Games this year: Experts from our procurement team designed, sourced and

negotiated the price for the kit for 500+ games makers. Our IT team designed and built the online registration tool for athletes, visitors and their families and our safety experts have helped with risk assessments and safety management. We have also seconded our Head of Employee Communications for 12 months, to help them raise the profile of Special Olympics throughout the Games and capitalise on its legacy."

Beth Courtier, Head of Regional Communications – GB Regions at BT, explains how a bigger goal enabled their partnership with Childline to have a much greater impact, "In the year 2000 we launched a new strategic partnership with Childline. At the time their helpline received 4,500 calls per day, but only 2,500 were getting through to a counsellor. So we called the new partnership 'All Children's Voices Would Be Heard.' Research, funded by BT, found that children also wanted support by text. So Childline launched the text support service. Because we went for such an audacious goal this vital new service became available to children so much earlier."

3. It takes hard work

The partnership between Innocent and Age UK is remarkable but, as Sheila Lutchanah, Head of Fundraising at Street Child Africa, recalls, "That wasn't easy. The logistics of getting older people across Age Concerns to knit thousands of hats, to a certain quality by a specific deadline and make a promise of income in return, was quite a challenge."

However Jessica Coombs of Action for Children reassures us that the hard work is worthwhile, "I think the benefits far outweigh the time that it takes, for both partners."

4. Look for ways to evolve the partnership

Evolving the partnership keeps it fresh and engaging and means you can make the most of new opportunities. JDRF advanced their partnership with Ford in 2011 when they introduced the centenary campaign celebrating 100 years of Ford in Britain and 25 years of JDRF in the UK. This enabled them to introduce new elements including the 'Faces of Ford' posters featuring four young people with type 1 diabetes. This broke new ground for JDRF because it was the first time it had created a widespread marketing campaign that humanised type 1 diabetes as a condition.

Rebecca Rawle, Senior Corporate Development Fundraiser at JDRF, sums up the difference it has made, "By creating an innovative and high-impact campaign, we have been able to refresh engagement of existing staff supporters and spread awareness through new areas of the business."

5. Demonstrate success

Remarkable partnerships often involve doing something new and investing significant resource, so sharing success stories helps build support for the future. Beth Courtier of BT explains how Childline's 'Letter to Santa' was promoted to BT staff and customers, "We made it a condition that Childline tracked how much was raised by our staff and how much by our customers. It was tracked through a code. So we got back all the figures and were able to go back into BT and share the success story and make the case for doing more. Because we tracked how successful it was it enabled us to build the following year's strategy."

6. Have an open and honest relationship

Rebecca Rawle shares why it is important, "Throughout the whole partnership JDRF and Ford have maintained open communication channels, enjoying the kind of honesty in a partnership not usually experienced in the sector. By being open about the expectations and limitations of what we can achieve, we have identified real opportunities that will make a lasting difference to the future of type 1 diabetes."

Mark Ovenden, Ford of Britain Chairman and Managing Director, explains how the strength of their relationship has enabled an even greater impact, "Ford's global partnership with JDRF has raised more than \$42 million to support groundbreaking research in the cure, treatment and prevention of type 1 diabetes. The growth of the relationship over a number of years has enabled lessons learned to be shared internationally, helping Ford employees and their families succeed in creative fundraising efforts."

Mike Barry, Head of Sustainable Business at Marks & Spencer (M&S), points out that M&S and Oxfam have been honest with each other from the start, "We needed to reassure each other before we could be partners. M&S reassured Oxfam about its ethical purchasing and Oxfam reassured M&S about the professionalism of its retail operations."

7. Manage your partnership in a professional way

On the face of it this isn't particularly remarkable, but there is a cumulative effect of doing the right things well that adds up to something substantial. Eileen Donnelly, Interim Head of CSR at John Lewis Partnership, recommends the following approach, "Run your corporate partnerships team like an agency, with excellent client service, then you'll be remarkable. Operate like a proper commercial entity."



Faye needs 1,460 injections a year just to stay alive.

Help JDRF find the cure for type 1 diabetes.



Faye, age 8, Chelmsford

Together we can raise £100,000 in 2011 to help fund vital research. Please make a £1 donation to JDRF today.

Juvenile Diabetes Research Foundation is a registered charity in England and Wales (no.295716) and in Scotland (no.SCD040123)



Feel the difference

Conclusion

In all of the interviews for this report there was no doubt that remarkable partnerships are important and that there are already inspiring examples.

Remarkable takes more effort, insight, inspiration, bravery and collaboration, but if we have the choice we should go for remarkable. As Mike Barry from Marks and Spencer says, "We need to master the ability of partnership forming."

In his book 'The Icarus Deception', the entrepreneur Seth Godin sums up the choice we have: "The path that is available to us is to be human, to do art, and to fly higher than we've been taught is possible. We've built a world where it's possible to fly higher than ever, and the tragedy is that we've been seduced into believing that we ought to fly ever lower instead."

Appendix

I. About the author

Jonathan Andrews began his career at Unilever where he sold Peperami. After five years he joined Action for Children where he led the corporate partnerships team raising £3m. He secured a major donor worth £500k and in 1998 he and Ken Deeks created “Byte Night”, the IT sleep-out that has raised over £5m.

He joined Age Concern in 2005 and secured new partnerships with BT, Intel and Microsoft, worth £350k. He also grew the “Big Knit” partnership with Innocent Drinks from £14k to £225k in two years, winning Business in the Community’s Award for Cause Related Marketing in 2007.

In 2008 he joined Alzheimer’s Society as Head of Partnership Fundraising. He played a key role in securing major new partnerships with Tesco, Credit Suisse, Santander and Bupa worth £8.4m. His team’s fundraising income increased from £4m to £16m in four years. And Alzheimer’s Society won Professional Fundraising’s Team of the Year in 2009.



In 2012 he joined Leukaemia & Lymphoma Research as Fundraising Director, leading a team of 37 people raising £17m.

In January 2013 he created ‘Remarkable Partnerships’, a corporate partnerships consultancy helping charities create partnerships with companies, so they can raise more money and gain other benefits like increased profile and volunteers.

II. Interview questions

- Can you give me an example(s) of a remarkable partnership between a company and a charity?
- What is remarkable about it?
- Do you know how the partnership was created?
- What part, if any, did leaders play?
- What has been the impact of the partnership?

III. List of contributors

- Alix Wooding, Head of Corporate Partnerships, Macmillan Cancer Support
- Beth Courtier, Head of Regional Communications – GB Regions, BT
- Eileen Donnelly, Interim Head of CSR (Feb - Aug 2013), John Lewis Partnership
- Henry Shelford, Head of Major Donations, Missing People
- Jessica Coombs, Corporate Fundraising Manager, Action for Children
- Kate van der Plank, Head of UK Community Investment, National Grid
- Kelly Day, Corporate Fundraiser, Katharine House Hospice
- Laura McGill, New Business Manager, Save the Children
- Leo Visconti, Head of Major Donors and Corporate, RNIB
- Lucy Gower, Innovation Director, Clayton Burnett
- Mike Barry, Head of Sustainable Business, Marks & Spencer,
- Rebecca Rawle, Senior Corporate Development Fundraiser, JDRF, the type 1 diabetes charity
- Richard Cooper, Head of Education and Employability, Lloyds Banking Group
- Sheila Lutchanah, Head of Fundraising, Street Child Africa

IV. Further sources of information

- Age UK's partnership with Innocent: www.thebigknit.co.uk
- Barclays' partnership with Action for Children: www.barclaysmoneyskills.com/Information/Our-projects/Action-for-Children
- JDRF's partnership with Ford Motor Company: www.jdrf.org.uk/ford
- Lucy Gower's blog: www.lucyinnovation.co.uk
- Macmillan's partnership with Boots: www.macmillan.org.uk/Aboutus/OurCorporatePartners/Boots
- Marks & Spencer's partnership with Oxfam: <http://plana.marksandspencer.com/about/partnerships/oxfam>
- Missing People's partnership with Tracesmart: www.missingpeople.org.uk/missing-people/case-studies/tracesmart
- National Grid's partnership with Special Olympics GB: www.nationalgrid.com/uk/Community/specialolympics/

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