

Remarkable Partnerships

Inspiring World-Changing Partnerships

The power of making a difference



by Jonathan Andrews

Executive Summary

This report is the result of detailed qualitative interviews with 10 business and charity leaders. The objective is to inspire and enable more charities and companies to create world-changing partnerships.

It argues that there has never been a better time for charities and companies to partner.

The report provides four examples of why these partnerships are a huge opportunity for charities:

- Securing high value supporters – Peace One Day and Entreo.
- Building credibility – Prostate Cancer UK and Marks and Spencer.
- Reaching new audiences through innovation – Amnesty International Australia and Tinder.
- Redefining what a charity stands for – Leonard Cheshire Disability and Howden's Joinery.

It also provides four examples of why these partnerships are a huge opportunity for companies:

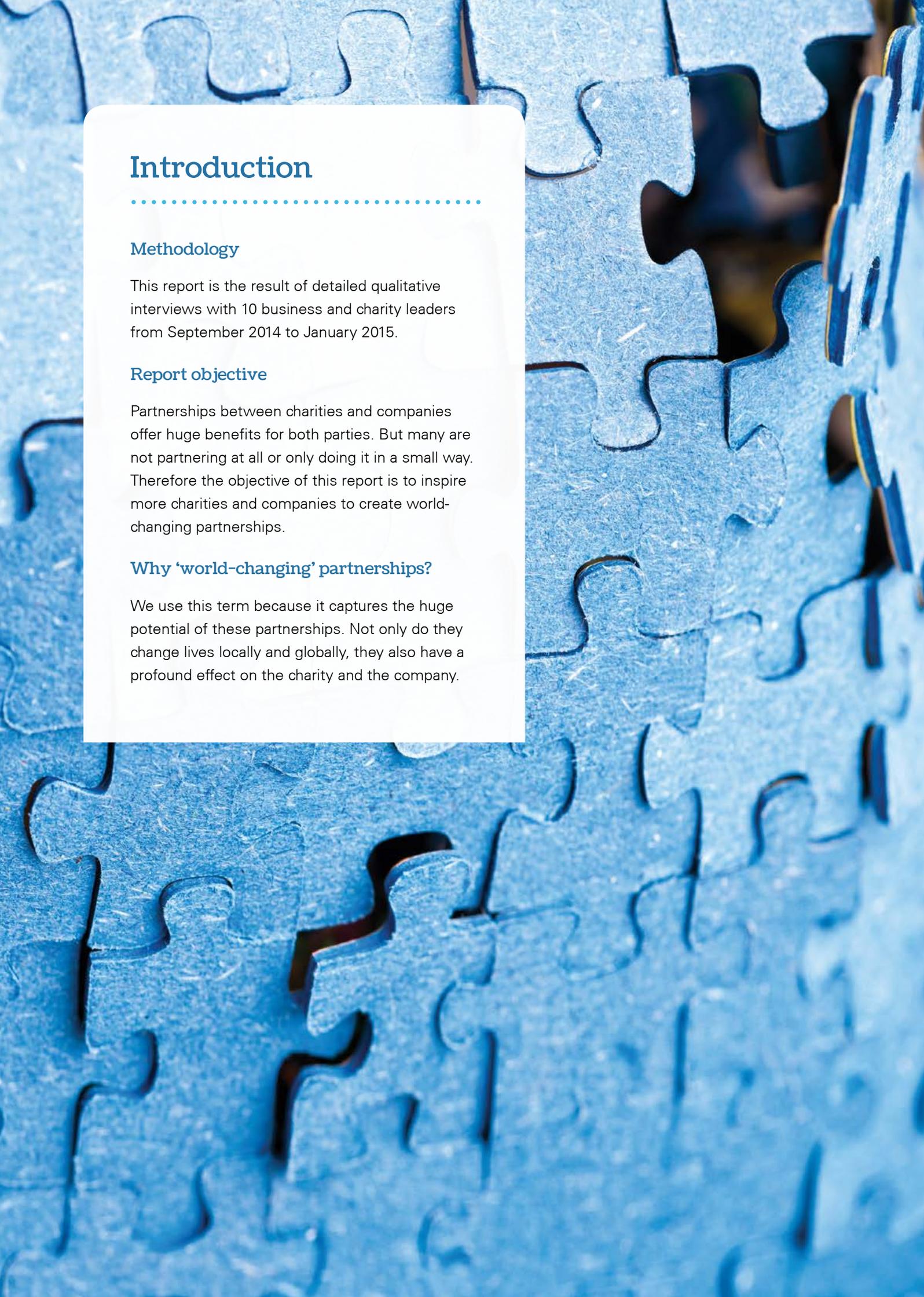
- Gaining priceless exposure and connections – Jaguar Land Rover and The Invictus Games.
- Enhancing consumer relationships – Unilever's Sustainable Living Plan.
- Motivating employees – Innocent and Age UK.
- Demonstrating a bigger purpose – AstraZeneca and Plan.

Next the report identifies obstacles to overcome and it finishes by making recommendations for world-changing partnerships.

It concludes that these partnerships offer huge potential, but to seize this potential we need to change our approach and communicate a new message: "The power of making a difference."

Contents

| | |
|---|--------------|
| Introduction | 4 |
| Why there has never been a better time to partner | 5 |
| What are the opportunities for charities? | 6-7 |
| What are the opportunities for companies? | 8-9 |
| Obstacles to overcome | 12-14 |
| Recommendations for world-changing partnerships | 15-21 |
| Conclusion | 21 |
| Appendix I – About the author | 22 |
| Appendix II – Interview questions | 22 |
| Appendix III – List of contributors | 23 |
| Appendix IV – Further sources of information | 23 |

The background of the entire page is a close-up, slightly blurred image of blue puzzle pieces. The pieces are interlocking and have a textured, fibrous appearance, similar to recycled paper or cardboard. The lighting is soft, creating subtle shadows and highlights on the edges of the pieces.

Introduction

Methodology

This report is the result of detailed qualitative interviews with 10 business and charity leaders from September 2014 to January 2015.

Report objective

Partnerships between charities and companies offer huge benefits for both parties. But many are not partnering at all or only doing it in a small way. Therefore the objective of this report is to inspire more charities and companies to create world-changing partnerships.

Why 'world-changing' partnerships?

We use this term because it captures the huge potential of these partnerships. Not only do they change lives locally and globally, they also have a profound effect on the charity and the company.

Why there has never been a better time to partner

Charities and companies partnering together to do good in the world is not a new idea. One of the earliest examples was in 1983 when American Express ran a sales promotion linked to the Restoration of the Statue of Liberty Project. But now there are several reasons why these partnerships are more important and relevant than ever. This is an idea whose time has come.

1. Trust in companies is low

Following the financial crisis of 2007/08 and subsequent global depression, public trust in companies is low. According to the '2015 Edelman Trust Barometer' public trust in companies was below 50% for half of the countries surveyed. Many people blame big banks for the financial crisis and their trust in companies is further affected by allegations of apparent tax avoidance, market rigging and excessive bonuses.

Ken Burnett, director at Revolutionise and trustee of the Disasters Emergency Committee, sees the corporate sector as a massive opportunity for charities now. "With their huge image problem and customer trust so low, traditional sales methods aren't working so well. Increasingly companies recognise that customers don't want to be sold to, but instead respond when engaged in meaningful dialogue. Which explains why so many companies now pay serious attention to storytelling. The paradigm is poised to shift from 'We need, you give' to partnerships of genuine mutual interest. Doing good is good for business. Promoting this could be the hottest area of all, for fundraisers."

2. The Internet has empowered consumers

The rise of the Internet and social media means that companies face a more empowered group of consumers. They have more knowledge and are much more agile to do something about it. Consumers are talking to each other and publicly

supporting companies they like in ways that have never happened before.

Steve Henry, co-founder at Decoded and creative at WhiteCap Principal Ventures, says that companies need to interact with consumers in a new way. "You want to create a message that one consumer will share with another consumer. The opportunities to do that now are out of this planet. But people aren't going to do that with old-fashioned advertising messages. They're not going to do that with stuff that's selling to them, because people only share stuff that's interesting. So what they're going to share is stuff that engages them and entertains them or really touches them, touches some part of them that they are passionate about, that they care about, and if you can do something to make people's lives better then people love that, people want that and people want to share that and take part in it."

3. Companies are realising the power of a greater purpose

Businesses of all sizes are recognising that there are many advantages to having a greater purpose than just making profit. For some companies Corporate Social Responsibility (CSR) used to be about lip service and activity on the edge of their business, but they are waking up to the opportunity of doing something worthwhile. This is particularly true of new 'start-up' businesses.

Daniel Priestley, director and founder of Entrepo, a company that helps entrepreneurs build small global businesses, sees the increasing importance of meaning, "Commercial businesses want to be seen as part of a community. They want to be seen as caring and solving a meaningful problem. They want to be seen in that way for many reasons, such as attracting highly talented people. Generation Y (people born in the 1980s and 1990s), almost won't work for a company if they can't get some meaning behind it. And charities are full of meaning, they're rich in doing interesting things, having great stories and being part of the community."

What are the opportunities for charities?

Charities have awe-inspiring and eye-watering goals to change the world, but they have quite limited resources to achieve them. Companies on the other hand are rich in resources, skills and systems for solving significant problems. So partnerships with companies can provide phenomenal benefits for charities, as shown by the examples below.

1. Securing high value supporters

Since 2012 Entrepo have partnered with the charity Peace One Day, who organise a day of global cease-fire and non-violence every year on 21st September. Both organisations gain significant benefits from working together. In particular Entrepo helped Peace One Day generate an inner circle of high value supporters who each contributed approximately £5,000. Entrepo created this programme by working closely with Steve Bolton in Platinum Property Partners. Together they recruited 80 supporters who covered all the costs of running Peace One Day during a time when finances were really tight.

This partnership is particularly interesting, because the big benefit for the charity (long-term financial support) came from the company's biggest strength (its fantastic network).

2. Building credibility

In 2009 Prostate Cancer UK was a much smaller charity with an annual turnover of five million pounds. Having a partnership with Marks & Spencer at this time had a disproportionate impact. They were the retailer's charity of choice in menswear for one month a year and it gave them a new level of exposure. Mark Bishop, fundraising director of Prostate Cancer UK, explains why it was so valuable, "It gave us a credibility rating all year round because when we pitched to other companies they would say, "Weren't you the men's health partner of M&S? You can't be complete mugs because you're working with an such a large and reputable company." It helped inspire confidence in other companies in a way that what was 'The Prostate Cancer Charity' would not have achieved on its own at that time."

This is a really useful example because it encourages us to look for additional value in our partnerships. Prostate Cancer UK looked beyond the immediate financial and awareness raising benefits and took the opportunity to use its Marks & Spencer partnership to build credibility with corporate prospects.

3. Reaching new audiences through innovation

Eleanor Harrison, chief executive of GlobalGiving UK, talked about the partnership between Amnesty International Australia and Tinder, a dating app for 18 to 34 year olds.

Amnesty encouraged the public to log on to Tinder on International Women's Day and upload images with powerful messages, to replace their profile pictures. So when users logged onto the app they saw profile pictures displaying messages such as, "You pick your partners. Many women aren't given the choice." This partnership helped Amnesty reach a younger audience in a very engaging way. Eleanor describes it as, "The best idea I've seen recently and an amazing use of innovation to bring human rights messages to a new audience."

The reason this is such a great example is it shows how a charity can make a great impact by doing something unexpected using new technology.



Jeremy Gilley, founder of Peace One Day, with Daniel Priestly, director and founder of Entrevu.

4. Redefining what a charity stands for

Leonard Cheshire Disability partnered with Howdens Joinery, who manufacture and install kitchens for business customers. The company went into a Leonard Cheshire home and, rather than build a kitchen where people with disabilities had food cooked for them, they turned it into a kitchen so people could cook for themselves. The new kitchen was a huge success so they started putting them into more Cheshire Homes.

Howdens also produced a booklet that became part of their product range. So when a builder said, "I've got to do an accessible build. Have you got a nice kitchen I can install for Mrs Jones?" Howdens could help them source products so you would walk into the kitchen and never know it had been adapted. Rather than 'a special kitchen for special people' mentality, you ended up with a stylish kitchen with added functionality: aesthetics and accessibility could be simultaneously achieved.

Mark Bishop, who was head of corporate partnerships at Leonard Cheshire Disability at the time, created the partnership with Howdens. He describes the huge impact that the partnership made on the charity, "That idea got rolled out across most of the kitchens in Cheshire Homes and it became a change in ethos for Leonard Cheshire Disability. Rather than a paternalistic, caring, doing its best on behalf of people, the culture changed to saying, "We are here to empower disabled people." That was a tipping point and a moment of change for the organisation when we changed the name, the brand and our attitude. It was also great for Howdens, because it became a defining product line for them that enabled them to win a number of local authority contracts."

The partnership between Leonard Cheshire Disability and Howdens Joinery is inspiring because it shows how working with a company can enable a charity to see what it does in a totally new light.

What are the opportunities for companies?

When we think of how a charity partnership can help a company we usually say it will generate positive publicity. But the potential is much greater than this. Charities reach for such inspiring goals, provide life-changing work, tell powerful stories and build deep relationships with their supporters. So partnerships with charities can deliver major and multiple benefits for companies that help them achieve core business priorities, as illustrated by the examples that follow.

1. Gaining priceless exposure and connections

The Invictus Games were organised by The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry along with the Ministry of Defence. Daniel Priestley was really impressed by the event and its partnership with Jaguar Land Rover. “The Invictus Games have been organised for the Wounded Warriors and, as an official partner, Jaguar Land Rover has put together packages for the winners. I don’t know about anyone else, but my perception of Jaguar and Land Rover went through the roof.

On top of that, the event has involved all these wealthy and successful people. The partnership conversations that will come from that event over time are going to do wonders for Jaguar Land Rover. And they probably got behind it because number one, the heart said, “Yes, this is something we really believe in” and number two, the head said, “Actually, this is the kind of exposure and connections that money can’t buy.”

Because of their inspiring and meaningful work, charities attract high-level personalities and wealthy supporters. This means that when companies partner with them they have the opportunity to gain priceless exposure and connections.

2. Enhancing consumer relationships

Unilever’s ‘Sustainable Living Plan’, which is under the direction of their chief executive Paul Polman, is probably the most impressive example of a company committing to changing the world. Through this ten-year plan they have committed to doubling company turnover, to help more than a billion people improve their health and hygiene and halve the greenhouse gases from their products by 2020. They know they cannot achieve these ambitious goals on their own, so they are partnering with a number of charities including Oxfam and Save the Children.

As Paul Polman explained in an interview with Marketing Magazine, this long-term plan has led them to think differently, “Consumers are looking for bigger solutions than politicians or companies – where trust is equally low – can provide. They are looking for brands that not only give them the product benefits, but also make contributions to society.”

Steve Henry is a big admirer of this approach, “So, what I love about Unilever is that Paul Polman is saying that every stage of every brand will be transparent at every stage of production.

He believes in that basic equation: if you treat your customers with respect and you make their lives a better place that they will give you their business. And I can't think of a better business model."

The Unilever story is a powerful example of the huge opportunities that a company can gain when it decides to put 'being good and doing good' at the centre of its strategy.

3. Motivating employees

Innocent and Age UK have been partnering since 2003. It is one of the most quirky, creative, inspiring and memorable partnerships between a charity and company. Every year one million little woolly hats are knitted by older people in local Age UK centres and by members of the public. These hats are then sent to the Innocent factory and placed on top of smoothie bottles. Innocent donate 25p for every bottle sold, to help keep older people warm in winter.

The partnership has won awards, generated enormous publicity and raised over £2 million for Age UK. Jamie Mitchell, chairman of Tom Dixon and former managing director of Innocent, explains why it is still going strong after 12 years, "The marketing benefit is it generates huge PR and gets people talking about the business in the right kind of way. It is also brilliant in terms of employee engagement. It is probably the most enjoyable part of the year for everybody who works at Innocent and they all have a go at knitting."

When I worked for Age Concern (now AgeUK) I remember walking into 'Fruit Towers' (Innocent's head office) and seeing the reception area completely surrounded by giant bags of little woolly hats. It is a shining example of the phenomenal benefits a company can gain when it immerses itself in a charity partnership.

Jonathan Andrews | Remarkable Partnerships



Young people performing a street play in India. AstraZeneca and Plan partnering to deliver The Young Health Programme (photograph from Plan India).





4. Demonstrating a bigger purpose

Consumers and employees want to believe in the companies they buy from and work for. They want to know that the company has good intentions and they are not just in business to make a profit. As Saira Khan, author, TV presenter and business woman, explains, “The reason a person nowadays will probably buy from a company is because they are demonstrating that they share the same values as a company.”

By partnering with a charity a company has the opportunity to show us what it stands for. AstraZeneca demonstrates its bigger purpose through ‘The Young Health Programme’ (YHP), which is delivered in partnership with Plan, the international children’s development charity and over 20 other charity partners worldwide.

The YHP focuses on young people and the prevention of major non-communicable diseases (NCDs), such as type 2 diabetes, cancer, heart and respiratory disease. Combining on the ground programmes, research and advocacy, it targets the risk behaviours such as tobacco use, alcohol abuse and unhealthy eating that can lead to these diseases in adulthood and has reached over a million young people across 18 countries. Sarah Shillito, associate director global community investment of Astra Zeneca, explains why their purpose matters, “It’s being seen as more than about walking through the door with the price of a medicine. It’s actually saying, “Look, we are taking a life course approach to NCDs.” So if the Global Action Plan aims to reduce type 2 diabetes, cancer, heart and respiratory disease by this amount and by this date, then we are helping you to fulfil that commitment in your country.”

This gives consumers, employees and shareholders a great insight into the ‘big reason why’ that drives the business and so we can understand and engage them more.

Charity partnerships offer companies an elegant way to express their greater purpose.

Obstacles to overcome

Even though these partnerships offer huge benefits there are significant obstacles that charities and companies need to overcome. The following obstacles featured most prominently in the interviews with business and charity leaders.

1. Companies think charities are not very commercial

Many companies are not that interested in partnering with charities because they believe they do not operate in an effective and commercial way. Jamie Mitchell gives us more of an insight, “The business perception of the charitable world would be that they don’t collaborate very well with each other let alone with business. Also they don’t move very fast which is almost certainly to do with their arcane decision making processes. And they’re not entrepreneurial, they’re not opportunity focused.”

For many charities the reality is they are not very commercial. Which is a view shared by Saira Khan, “I think one of the biggest things that I find at the moment is that charities do not believe that they are a business. They don’t like using the word ‘business’, they don’t like using the word ‘profit’ and unfortunately, they’ve got to come into the real world.”

This does not mean that charities should resemble companies; rather they should embrace the positive aspects of business and be more strategic, dynamic and entrepreneurial.

2. Charities focus too much on money

When some charities think of companies they think of big bank accounts and see a shortcut to achieving their fundraising targets. So when they actually meet a company they often focus far too much on the money.

As Daniel Priestley explains, this is really off-putting for companies, “A lot of businesses feel like if they were to let a charity in the door, it would be like letting a vampire in and they just want to suck everything dry. They would suck the blood out of the business and then move onto the next victim.”

One of the biggest obstacles for a corporate fundraiser is being called a ‘fundraiser’. This label suggests that their job is to ask for money, but that really turns companies off. We should replace it with ‘corporate partnerships’ because we want to create brilliant world-changing partnerships.

3. Charities believe businesses don't care

Some people in charities may have a dim view of companies. They believe that businesses are purely commercial and the only thing they care about is making a profit.

Sarah Shillito adds another dimension, "I think some charities have had an experience of being badly treated. I think there has been a culture of, "we paid you for it, therefore we are telling you what you are going to do." You should be able to turn round and say, "Sorry, we don't want your money. If those are the terms, the answer is no."

It is so important that companies treat charities with respect and see them as equal partners.

4. Companies put doing good on the margins

Many companies do not see charity partnerships as part of their core business strategy. Jamie Mitchell explains why this is a problem. "Most businesses still see this stuff on the outskirts, they don't see it as central. It comes back to that thing of doing something that they're going to engage throughout the organisation, so really it's about who in the business has got the leadership to make something really exciting happen and drive it through, and that's not the people that charities tend to talk to."



Steve Henry adds his perspective, "Within the advertising industry, there are awards called D&AD (Design and Art Direction) where 'pencils' are given out for creative work every year. Then they brought in something called the 'white pencil', which was adding in the bit of the campaign that made the world a better place. Now that was wonderful and it was a really good idea, but it's sort of unfortunate in some senses in the industry because it sort of marginalises it and says, "Well, this is just something that some creative people who are also nice people want to do something with" and actually where the argument needs to happen is around business effectiveness."

So companies are really missing out on huge opportunities when they put 'doing good' and charity partnerships on the margins.

5. Charity culture is not geared for developing partnerships

To create successful corporate partnerships charities need to offer companies exciting new opportunities and interesting employee volunteering activities. But sometimes the charity's complex structure and singular focus on meeting the needs of its beneficiaries, can make this difficult.

Louise McCathie, director of fundraising at Birmingham Children's Hospital, shares her experience, "I think the struggle we have is because of the environment we are in we can't offer a huge variety of volunteering and engagement opportunities. So we need to work closely with our patient experience and estate teams to say, "We need to make this happen". Actually, for me, it is changing the culture in the organisation to see the benefits."

So the way to overcome this obstacle is to help colleagues see the benefits of corporate partnerships.

6. Limited vision & limited thinking

When companies and charities form a partnership there is a temptation to avoid being too ambitious because major projects take a lot of hard work, energy and resources. This can lead to small-scale partnerships that are not very inspiring, hardly make an impact and leave value on the table for both organisations.

Mark Bishop believes this is a major problem, "People think too small and only think about how to win the next charity of the year and make money from it, rather than looking for bigger opportunities that could transform their cause and charity. And too often charities do one-sided thinking that is limited to 'what's in it for my charity?' rather than also asking 'and what can we offer that company to make them want to partner with us?' Limited thinking limits results."

So it will really help both charities and companies to realise the huge potential if they expand their thinking and ambition.

7. Companies unclear on why they are engaging charities

Sometimes a company might create a partnership with a charity without really thinking through their objectives. This can lead to problems later when the partnership fails to deliver significant benefits for their business. Sarah Shillito elaborates on this point, "I would say the biggest challenge I see is, 'what is the purpose of us doing it?' So, you can have different people who have different reasons why they are doing it. If it is for a number of reasons, fine, let's know that; but if for example it's primarily to engage and involve employees, that is not the same criteria as, 'Oh, we want to raise our profile externally'; for that you would go through a charity that's got high profile and perhaps celebrity endorsement."

Ben Swart, head of new business at NSPCC, highlights an additional problem. "I've found that people in companies don't always want to be completely honest either. They sometimes feel deeply uncomfortable about the fact that they are daring to use this charity to make a profit and so you don't always get the full picture."

So it is really important for companies to be clear from the beginning on why they are partnering with charities.

8. Companies can do good on their own

The final obstacle is a warning for charities. Many companies are seeing the huge opportunity of doing good and bringing more purpose into their companies. But the challenges of partnering may mean that companies bypass charities all together, as Jamie Mitchell explains, "So, there are many ways that businesses are doing good at changing the world and actually that's the competition for charities. Charities have to compete with businesses doing good by themselves"

So charities need to position themselves as ideal partners for companies.

"People think too small and only think about how to win the next charity of the year and make money from it, rather than looking for bigger opportunities that could transform their cause and charity."

Mark Bishop | Prostate Cancer UK

Recommendations for world-changing partnerships

1. Charities should be more business-like

One of the big themes that came through in the interviews for this report, is that charities need to think and behave in a more business-like way. If companies are to see them as serious partnership material, then charities need to be more strategic, dynamic and entrepreneurial.

Jamie Mitchell expands on this last point, “The definition of an entrepreneurial organisation is really interesting when it comes to charities, because the dictionary definition of entrepreneurship is ‘the pursuit of opportunity without regard of the resources in your control.’ So in other words, “I’m going to make that happen. Oh I don’t have any people or money! Well I’ll go and get the people and money, because I’m going after that opportunity”.

Louise McCathie is also passionate about this topic, “One of the things I’ve tried in the West Midlands is to make sure that charities are seen as businesses. They are well run, they’ve got professionals within them and the growth is something to behold. So, I

put myself forward to be the future face of business in the region. It wasn’t for personal gain and I didn’t expect to win. The aim was to get shortlisted. But I did win and for me that was more of a responsibility to the charity sector.”

So charities should be much more business-like because it will make them more attractive partners for companies.

One of the things I’ve tried in the West Midlands is to make sure that charities are seen as businesses. They are well run, they’ve got professionals within them and the growth is something to behold.

2. Charities need a partnership focus

When it comes to working with companies, charities need to have a total partnership focus. That means being obsessed about understanding the business and thinking from the company’s point of view.

As someone with very strong sales skills, Saira Khan is passionate about this topic, “A charity needs to demonstrate that they understand the business that they’re going to, they understand the issues and they need to really think about, “Well, how can we help this business to improve their brand, their image, their marketing, and their communication? Whatever it is, how can we help them?” And then the business will say, “Oh my word, I didn’t even think about that”. I feel very, very confident with the

people that work in charities that they absolutely can do that.”

Ben Swart summed up this point brilliantly when he shared some advice he had received from Mike Barry, director of sustainable business at Marks & Spencer. Mike said, “Imagine you’re a consultant, not a charity. Imagine you’re a consultant and you’re just there to find the things that will help them to improve their business. What would you find that would help them improve their business? And don’t think about money.”

This approach will enable charities to build partnerships that start with the needs of the company. In other words, what is the biggest problem that this company has right now and how can we work together to help them tackle it?



Build partnerships on strong personal relationships

The aim is to build long-term, strategic corporate partnerships. So that requires charities to develop powerful, personal relationships with employees.

Louise McCathie told me about a remarkable way in which Birmingham Children's Hospital develops personal relationships with people in business. The hospital has a 'Christmas Ward Decorating Scheme' that works as a brilliant 'door opener' with companies. It involves over forty companies being paired with the hospital's forty wards and departments. They meet the ward manager, patients and families before hand, so they understand how they want the ward decorated. The companies are really competitive because they want their ward to be the best. The chief executive and the chief officer of nursing do the judging, but they decide the winners based on which companies have engaged the best, not who has the most impressive decorations.

Louise explains why this is such an important initiative. "You get challenged by the fundraising team because this brings in no money whatsoever. Also our estates team will be thinking, why on earth are we bringing in all these people, because you can imagine all the CRB risks we need to manage. So why would you do it? You have forty teams of four or five employees and they do not forget that experience. It sounds very bold, but I would be shocked if any of those companies have not then done something with us afterwards, because they are just bought into it. I think it would be hard to find a much better volunteering experience at Christmas than coming in and decorating a children's ward."

What can your charity learn from this inspiring initiative? You may not have wards that need decorating, but can you develop a similar initiative that gives company employees the opportunity to add genuine value and see your cause for themselves?

3. Our new message is ‘The power of making a difference’

To create more world-changing partnerships we need to radically change our approach. Ken Burnett describes what we need to do. “We’ve got to look completely different, to look inspirational, to be great, engaging storytellers. We’ve got to look like we’re here to change the world, not as if we are just trying to sell them a proposition. We’ve got to be not cap in hand. This is about engaging companies in partnership that offer major business opportunities. It’s not about donations, in fact not about money at all. Approaches should be benefit led, stressing the benefits not the giving. It’s not about how much we want, it’s about what we can do for them.

Corporate partnerships in the future will be about ‘the power of making a difference’. If we can harness that power and sell the potential to make a substantial difference in society then we will have something that people will want to buy, that will really mean something to businesses everywhere.

Of course we’ll need a completely different team to pitch this – an authentic, brilliant team which looks different, sounds different and actually is different.”

To create more world-changing partnerships, charities need to increase the engagement of companies. The way to do that is to elevate the message and ‘the power of making a difference’ achieves that.

To create more world-changing partnerships, charities need to increase the engagement of companies. The way to do that is to elevate the message and ‘the power of making a difference’ achieves that.

4. Gain buy-in across the organisation

It is easy for the person leading on corporate partnerships to think that they can do it on their own. They might not involve their colleagues either because they think it’s unnecessary or they believe it will be more trouble than it is worth. But involving your whole charity is one of the biggest factors to creating and delivering successful corporate partnerships.

Louise McCathie describes her approach to getting buy-in across the whole of Birmingham Children’s Hospital. “I thought very tactically to breed that culture with my fellow directors and the chief

executive. I made sure that everyone had a partner that was going to benefit them. So our chief officer of nursing looks after the patient experience and she has John Lewis sharing their knowledge. Also our chief officer of workforce has the head of risk at Deutsche Bank as a partner. So, there is a tactic of making everyone at the top a champion, because they then articulate to their team, “Listen, you might not see it now, but trust me, there will be a benefit coming back to us in another way”

Gaining buy-in across the whole organisation diminishes the internal obstacles and enables charities to create and deliver corporate partnerships on a much higher level.

5. Generate brilliant ideas and opportunities

A brilliant and creative idea can help a charity capture the attention of a company. It can be the basis of a very exciting partnership. Companies are particularly attracted to ideas that represent a new and exciting approach to solving a problem.

Mark Bishop describes how charities can generate these cutting edge ideas, "I would suggest that the heads of corporate partnerships teams request an hour with their chief executive and ask for an articulation of where the organisation wants to be in five or so years time and what are the biggest limitations on making this happen. This will give a golden nugget of where the aspiration is and what needs to be overcome to achieve it. That then becomes your pitch to the right companies. At Prostate Cancer UK we did this with Owen Sharp our chief executive and some key Trustees and we realised that our Men United campaign was crying out for someone to say 'And how will we make this movement for men a reality?' It was Owen who



said, 'By becoming the charity of choice for men'. That insight and moment of inspiration is now being run through every part of our fundraising proposition. In effect using male solidarity as a distinctive way to generate support. Can your charity's chief executive offer you something as exciting and challenging?"

If charities want to create strategic corporate partnerships they need to engage their strategic aims. Companies need to do the same, as the next recommendation argues.

6. Position doing good at the centre of business

There is a change taking place in companies' relationships with charities. Before the 1990s the motivation was philanthropy. Companies gave to charities because it was 'the right thing to do'. In the 1990s the concepts of 'Corporate Citizenship' and CSR became more prominent and companies supported charities because they saw it as something they *should* do. It was seen as an obligation.

But there is a new paradigm emerging, which sees this relationship as an opportunity. As already stated above, Unilever and Paul Polman are at the forefront of this new approach. In an article from McKinsey, Polman says, "We are finding out quite rapidly that to be successful long term we have to ask: what do we actually give to society to make it better? We've made it clear to the organisation that it's our business model, starting from the top."

Jamie Mitchell explains why he thinks this is so important for business, "It's not to deny the economic interests, but it's about putting the bigger purpose at the heart. That's what businesses constant challenge is. This whole debate around profit versus doing good is a very subtle one because many people, commercial people and business people, will say it's in the long-term interest of my shareholders to do good. I say it's profitable to do good. It's good for the soul to do good and that will make you money."

Sarah Shillito sums up the size of this commitment, "I do think that's one of the challenges for a business, isn't it? It's got to be good in all parts. It can't be just good in part."

Companies should position doing good and being good at the centre of their business because ultimately it will make them more successful.

7. Create collaborative partnerships

When both parties commit to partnering properly then they are much more likely to succeed together. This means respecting each other, being honest and flexible.

GlobalGiving UK has a very strong partnership with Dentsu Aegis Network, the international media and digital communications company. Eleanor Harrison explains why their partnership works so well, "I really am proud of the relationship we have. Together we wanted to revolutionise the way that volunteering could take place for a global company. We have learnt together, really collaborated and

built our programme. We looked at the different volunteering approaches that could work for Dentsu employees and created a pilot together called 'GlobalGivingTime' which is an online micro-volunteering platform. We saw what worked and didn't work, listened to the charities and employees and made improvements that benefited everyone. It was very much an open, proactive conversation and a collaboration. I think that's what's really good because we are achieving strategic objectives together, measuring our impact and being mutually beneficial. We are very honest with one another, always creative and always challenging, analysing and pushing forward."



8. Focus on partners that fit with your organisation

Companies and charities will build more successful partnerships if they look for partners who have a really good fit with their organisation. When you find the right partner you have the opportunity to work together on a number of different levels and create a truly strategic partnership.

Ben Swart describes how charities can find the right corporate partners. "So actually the first thing you can do is stop going after every single company out there. I would suggest you slim down, you take a look at yourself as a charity, the things that you represent, spaces you want to get into, the most saleable assets you have and then reverse that and look at the market to decide who are the companies that are most likely to work with us? Who are you most likely to add commercial value to and on the flipside of that, who is most likely to add scale, reach, value to you, even if they didn't give you any money?"

Eleanor Harrison suggests a different idea that could help companies to get better fit charities to approach them, "It would be valuable for companies to provide practical examples of what a good strategic fit might be for them (in terms of charity size, scope and values). So maybe they're a healthcare company and they have specific strategic objectives in terms of their CSR in the next three years. Doing a mind map – listing the types of charities that they would like to work with, their capacity, the desired impact is an incredibly helpful activity for a company – helping to expand their horizons beyond bigger brands and ensuring good alignment with the strategic aims. The resulting more explicit guidance is also invaluable to smaller charities who value more practical guidance when exploring possible partnerships"

So invest time in finding the partner who has a brilliant fit with your organisation. When you find them it will make sense to everyone and you will want to grow your partnership because it keeps on delivering major benefits and changing the world.

9. Take the initiative

Partnerships between companies and charities can change lives and they offer huge benefits to both organisations. So if you work for a charity or a company it's really important that you encourage your organisation to create partnerships, especially if they are not doing it or only doing so in a small way.

Daniel Priestley explains how we can make this happen, "Individually I think it's about sparking those conversations. If you work at a company, it's about helping your company get creative about

who it would partner with as a charity. If you're an individual in a charity reading this then it's about getting your charity ahead of the curve and creating those opportunities to sit down and have a bigger conversation. It's about saying, "Let me be the instigator. Let me be the individual who gets these two places talking. This is something I'd love my company to do, this is something I'd love my charity to do. Well, great, you be the person."

Creating and growing world-changing partnerships is incredibly rewarding. So why not start a conversation today?

10. Share powerful partnership case studies

To inspire more companies and charities to partner we should share shining examples of brilliant partnerships. They should include organisations of all different types and sizes and we should take them behind the scenes to show how these partnerships were created.

It takes hard work to create these partnerships, but the huge benefits they bring make them worthwhile, as Ben Swart explains, “I think we need to find the examples of where this has worked, genuinely worked, and have a look and understand everything that was needed and help both charities and companies see that that’s what we are striving for and that it won’t be easy. Look at the award winning partnerships of Samaritans and Network Rail, look at Save the Children and Reckitt Benckiser. And if I look at MacMillan and Boots it looks so simple it sounds like it’s easy and I don’t believe for one second it’s easy. It’s really hard for all the

reasons that we said before. So, when it gets hard I think people almost give up and settle for lower and smaller, and I think part of it is inspiring people to realise that this Holy Grail is possible, it’s just not going to be easy. It’s precisely because it’s hard, actually, that it’s worth it.”

We also need to publicly acknowledge the organisations that are already partnering. Mark Bishop suggests how we can do this, “Having a charity talk about the difference a company has made will carry more weight than the company singing its own praises. And vice versa: company endorsements of their charity partners can carry a lot of weight. This is something we have been talking through with partners such as Deloitte who do amazing stuff for the charities they support but do not always get the recognition they deserve. I see it as Prostate Cancer UK’s duty, in a sense, to celebrate Deloitte and others because they deserve recognition — and, in turn, this will inspire other businesses to engage with charities too.”

Conclusion



Public trust of companies is low, consumers are more empowered and companies are realising the power of a greater purpose. These are three major reasons why there has never been a better time for companies and charities to partner.

Also these partnerships have huge potential to deliver dramatic positive change in the world.

But we need to change our approach. As Ken Burnett says, “We’ve got to change the game, it’s not good enough to do more of the same. If we just do more of the same we are failing to recognise the new mood in society.”

We can inspire more companies and charities to partner by communicating a new message, “The power of making a difference.”

We are at a tipping point for world-changing partnerships and it is up to us to make it tip.

Appendix

I. About the author

Jonathan Andrews is a corporate partnerships specialist with 16 years experience. He has led successful fundraising teams at Alzheimer’s Society, Age Concern and Action for Children. At Alzheimer’s Society his team’s fundraising income increased from £4m to £16m in four years. He has secured a number of major corporate partnerships including BT, Bupa, Credit Suisse, Intel and Santander. He is also the co-founder of ‘Byte Night’, the IT sleep-out, which has raised over £8 million for Action for Children. In 2013 he created ‘Remarkable Partnerships’, a consultancy that helps charities grow their corporate partnerships.



II. Interview questions

- What do you see as the main reasons why companies and charities should partner?
- What obstacles prevent them from partnering?
- How can we help them overcome those obstacles?
- How can we inspire more of them to partner?
- What can we do individually?
- What can we do collectively?

III. List of contributors

- Ben Swart, head of new business, NSPCC.
- Eleanor Harrison, chief executive, GlobalGiving UK.
- Daniel Priestley, director & founder, Entreo.
- Jamie Mitchell, chairman, Tom Dixon.
- Ken Burnett, director at Revolutionise and trustee at Disasters Emergency Committee.
- Louise McCathie, director of fundraising, Birmingham Children's Hospital.
- Mark Bishop, fundraising director, Prostate Cancer UK.
- Saira Khan, author, TV presenter and business woman.
- Sarah Shillito, associate director global community investment, AstraZeneca.
- Steve Henry, co-founder at Decoded and creative at WhiteCap Principal Ventures.

IV. Further sources of information

- 2015 Edelman Trust Barometer:
<http://www.edelman.com/insights/intellectual-property/2015-edelman-trust-barometer>
- Paul Polman interview in Marketing Magazine:
<http://www.marketingmagazine.co.uk/article/1129491/unilevers-paul-polman-claims-marketers-rapidly-losing-ground-consumers>
- Mckinsey article: 'Beyond corporate social responsibility: integrated external engagement':
http://www.mckinsey.com/insights/strategy/beyond_corporate_social_responsibility_integrated_external_engagement

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