

# Managing a Successful Long-Term Giving Program

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### Sources

Predictions for 2014 – Josh Bersin | Bersin by Deloitte/Deloitte Consulting LLP  
2013 Social Impact Study | Cone Communications  
Giving in Numbers: 2013 Edition | CECF  
2013 Disaster Relief Trend Tracker | Cone Communications

# Social

impact has presented itself as a new standard for corporate philanthropy. Social responsibility programs are a key factor in driving employee engagement with community needs awareness, as employees and job seekers are eager to work for companies that demonstrate a commitment to social missions and local needs.

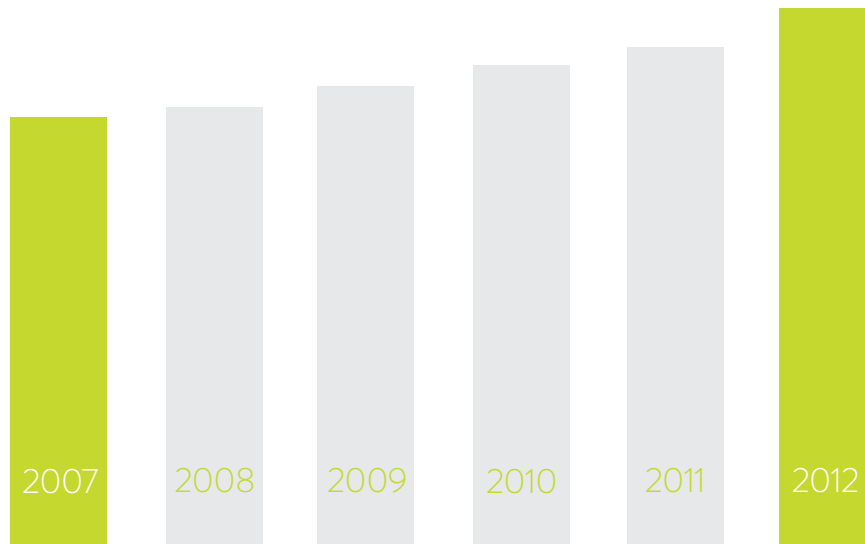
Meanwhile, customers and consumers are increasingly influenced by an organization's socially-focused programs when making purchasing decisions. In recent years public perception has evolved to expect corporations to take an active role in responding to issues such as disaster relief, humanitarian crises, and wellness and education needs.

As a result, corporate philanthropy has evolved from a series of individual acts into a larger corporate social responsibility (CSR) platform. In his Predictions for 2014 report, Josh Bersin of Deloitte points to research that studied the financial returns of **“responsible companies”** – companies considered by employees and customers to be good citizens – and found that they had much higher levels of engagement and retention, customer service, and long-term profitability.

To achieve these returns, it's critical to establish giving programs that are authentic, effective and long-term. No longer can companies display a **“give and run”** approach when assisting communities in need, responding to a disaster, or supporting a charitable cause while public awareness is high. Giving is engrained in the culture of the most successful corporations that view philanthropy as a cornerstone of their citizenship.

thinking  
beyond  
the  
checkbook

As we move into the post-recession model of corporate social impact, non-cash contribution methods such as volunteerism are rapidly growing in popularity. From 2007 to 2012, non-cash contributions as a percentage of total contributions grew in aggregate from 57% to 69%.



## EXAMPLES OF NON-CASH CONTRIBUTIONS



product donations



company facilities



company assets



in-kind resources



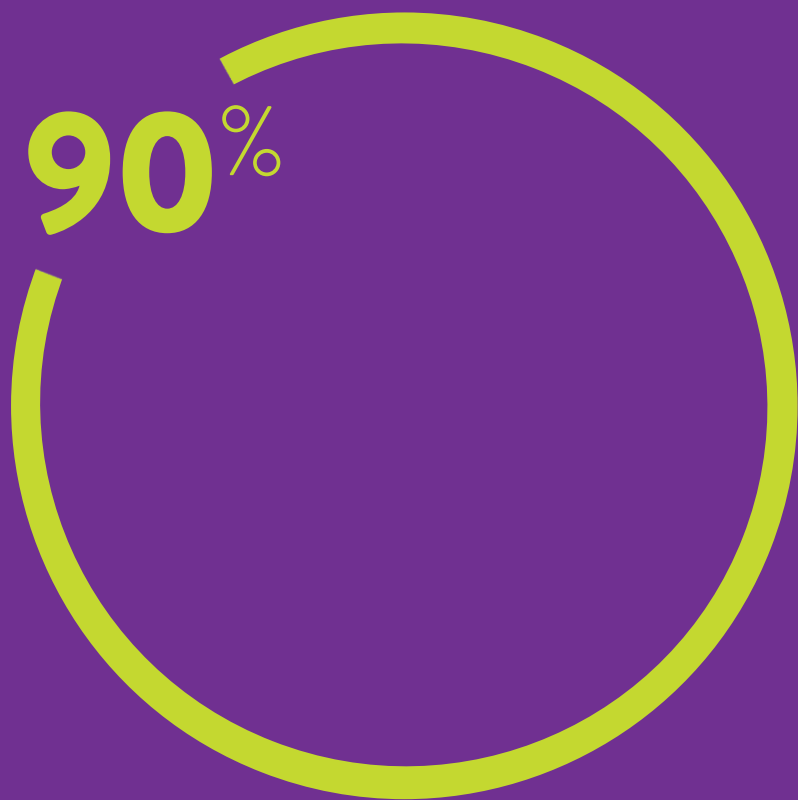
intellectual property



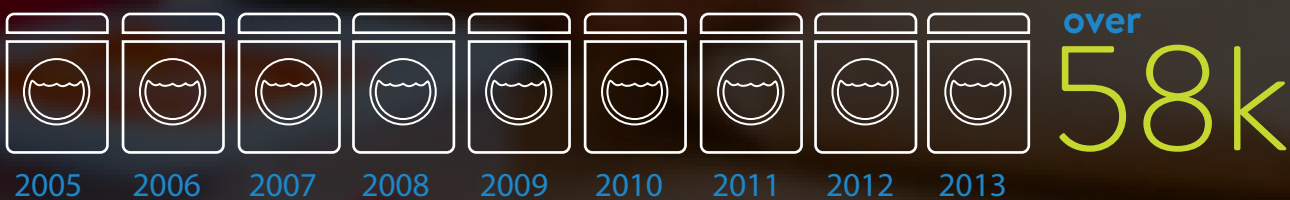
land donations

Nearly 90% of global citizens think companies should leverage their unique assets – people, products and knowledge – to support communities in need.

*according to Cone Communications' 2013 Social Impact Study.*



An example of non-cash contributions is the “**Tide Loads of Hope**” program, which cleans the clothes of families stricken by natural disasters. This most basic of human needs is handled by a mobile laundromat fleet that has cleaned more than 58,000 loads of laundry since 2005. The program has traveled to more than a dozen cities, receiving positive coverage from news outlets as well as social media channels to boost Tide’s brand reputation and public esteem.



tap your  
employees'  
passions

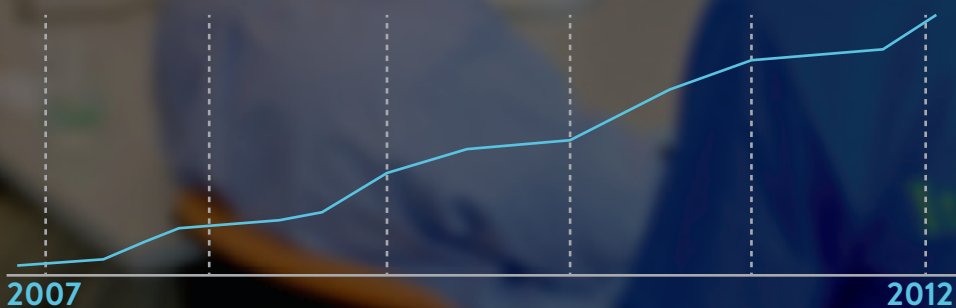


# When

done effectively, giving becomes one of the most rewarding — and fun — aspects of an employee’s job. The best examples of workplace philanthropy rally employees around causes they care about, offering a diverse pool of nonprofit organizations and inspiring participants to contribute year-round through donations and volunteer time.

Some companies even allow their employees to direct corporate giving. For example, a company might have an employee-directed board distribute charitable contributions. This makes workers feel more engaged and in control, and therefore more likely to help. Also on the rise are Employee Assistance Funds, where charitable donations are specifically targeted to help fellow employees in need.

Workplace giving campaigns, matching gifts programs and pro bono professional services all increased in popularity from 2007 to 2012. One unique example comes from Deloitte Consulting: every year the firm asks its entire employee base to contribute to **“Impact Day,”** a day spent working full-time in the local community.



Since 2007, the percentage of companies offering paid-release time for volunteer programs increased from 53% to 70%.

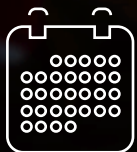
*according to CECP's 2013 Giving in Numbers report.*



engage external  
stakeholders

**More** than ever, communities are looking to the private sector to step up, share resources and create meaningful change. A great way for companies to do this is by mobilizing and enabling stakeholders to participate – tapping a passionate network of people eager to be catalysts in their local neighborhoods.

For example, in April 2012 Starbucks brought together customers, partners, civic leaders and nonprofit organizations for a **“Global Month of Service.”** In just 30 days, volunteers made a significant impact in more than 33 countries around the world, contributing more than 613,000 hours of service and completing more than 2,100 community service projects.



**30**  
days



**33**  
countries



**613k**  
hours



**2100**  
projects

do your  
due diligence  
on charitable  
organizations

In this age of crowd-sourced donations and online giving, it's critical to choose the right not-for-profit partners. Companies must not only analyze the legal status of an organization for charitable deductions, but also ensure that donations will not support fraudulent organizations.

For example, in **November 2013 the Federal Trade Commission** warned donors to victims of Typhoon Haiyan in the Philippines about fraudsters collecting money for charities that don't exist and organizations that don't spend the money in ways they promised. The reputational risk is very real for companies that don't properly know the charities that are participating in their programs, and those risks grow significantly when launching programs in developing countries.

Companies should also ensure that all partner organizations are equally committed to long-term efforts and willing to communicate the progress and impact of giving programs. This is especially true for employee giving programs: when charities consistently report the impact of employees' contributions and the progress that results, employees will realize their impact and are more likely to continue donating.

make a long-term  
commitment

**Many** companies have a short attention span when it comes to giving, especially during disasters and other crises; they quickly direct support towards communities but just as quickly move on. Consumers expect long-term commitments, so companies need to be involved for the long haul.

An example of long-term giving is American Express' **"Members Give"** program, which connects members to causes they care about in health and human services, education, the environment and more. With access to more than one million charitable and nonprofit organizations, members can use their American Express card to make online donations, redeem points from their membership rewards program to donate dollars, or set up recurring donations. Members can also purchase "charity certificates" to give friends and loved ones, allowing them to support the charity of their choice.



communicate to  
internal & external  
audiences

# Communication

is essential to inform employees of philanthropic opportunities, to share metrics of successful programs and to celebrate employees' achievements in local, national, and global efforts. Other ways to honor employee contributions include:

- **newsletter stories**
- **blog posts**
- **press releases**
- **annual awards for volunteerism**
- **on-site events attended by peers & senior managers**

Corporate giving programs are also an effective public relations tool, as consumers are looking for signs of positive progress. When companies aid communities and spread the word about what they are doing, consumers are eager to recognize them for their commitment and generosity.

# the bottom line of giving

No matter the approach – volunteerism, donation campaigns or pro bono services – the key elements of a successful philanthropy program are simple:

- **know your audience**
- **be diligent**
- **avoid buzzwords**
- **follow-up**

By displaying genuine kindness and humanity, companies can connect with their employees, consumers and customers, and achieve the social seal of approval.

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