



Corporate-NGO Partnerships Barometer 2015

Consortia-based partnerships:
A new paradigm?



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Introduction

Welcome to the sixth C&E Corporate-NGO partnerships Barometer - our unique annual series of practitioner-led studies.

This 2015 Barometer edition draws on the experience of 129 leading companies and NGOs who completed our confidential survey during June & July 2014, as well as qualitative inputs including round table discussions on this year's focus topic.

Interesting trends are now emerging from the series as the six-year data demonstrate. The big picture remains one of ongoing subject maturity as strategic partnerships continue to move up the agenda, gaining greater understanding and resonance.

As societal consideration becomes increasingly embedded in business strategy and practice, so does understanding of the greater role that NGOs can play in helping business to secure their strategic goals.

Similarly, there is increasing recognition of the impact business can have in helping NGOs deliver their mission through operational and advocacy focused collaborations – and beyond the narrow confines of straightforward financial support.

What is also striking is the notable evolution beyond bi-lateral partnerships towards consortia-based collaborations – a subject which forms our focus topic for this year's Barometer report. We will keep a keen eye on this emerging trend in our future Barometer studies.



Manny Amadi, MVO
CEO, C&E Advisory

Again this year, there are continued signs of optimism across the sector for the future of strategic corporate-NGO partnership and their ability to deliver on common goals.

We are very grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2015 edition of the C&E Corporate-NGO Partnerships Barometer helps to inform and enhance their and your understanding, investment decisions and practice of corporate-NGO partnering.

As usual, we welcome comments and suggestions at www.candeadvisory.com/barometer or info@candeadvisory.com. In particular, do let us know if there are topics you would like to suggest as the focus for next year's edition of the Barometer.

Manny Amadi, MVO
CEO, C&E Advisory

Headline Findings

Why Corporates & NGOs partner with each other

For NGOs, cash remains king, but innovation and access to contacts become more important. For corporates, reputation and credibility reign supreme

Corporates and NGOs have differing reasons for wishing to partner – though some overlap.

For businesses:

Enhancing brand or corporate reputation and credibility remains the primary motive engaging in partnerships with NGOs. This factor not only strengthened as a driver this year (at 96%, up 4% on last year), but the gap between reputation and other factors has increased markedly, as all other factors showed a downward trend compared to last year. The falls for ‘innovation’ (down 14% year on year) and ‘effectiveness’ (down 17% year on year) as motivating factors for business partnering with NGOs are particularly striking.

For NGOs:

By contrast, NGOs remain primarily interested in the opportunity to **access funds**, with 98% of NGO respondents listing resource generation as the lead reason for partnering.

However, **access to people and contacts, and innovation** are now also key considerations, continuing a trend first noted in the 2013 Barometer. 83% of NGO respondents cite ‘access to people and contacts’ (up 10% on last year) and 73% of NGO respondents (up 5% year on year, and up 21% on 2013), reflecting the growing importance that NGOs now place on the value of non-financial engagement with business as ‘the mission’ takes centre stage in the partnering process.

Strategic partnerships

The move towards higher value partnerships continues

Since its inception six years ago, the Barometer series has shown a significant **overall shift towards strategic partnerships**. This trend has continued to 2015 with more corporate and NGO respondents classifying over half (55%) of their cross-sector partnerships as ‘strategic’ (as opposed to transactional or tactical). We also identified continuing confidence that **strategic partnerships are meeting their objectives**.

But significant differences remain between the sectors; 40% of NGO respondents classify more than half their partnerships as ‘strategic’, compared with 71% of corporate respondents. The findings seem to indicate that the **corporate sector remains ahead of NGOs** in understanding the strategic importance and overall position of partnerships in yielding value for stakeholders.

The value partners bring to each other

An improving understanding of the potential role that business assets (beyond cash) can play in NGO mission delivery.

Notwithstanding the previous point, it is striking that many more NGOs are recognising that non-financial support from companies can play a major part in helping NGOs in their mission-delivery ambitions. This year 60% of NGO respondents agreed with the statement: “by effectively harnessing our corporate partners’ competences and non-cash assets my NGO can make much more of an impact on our mission delivery objectives than through cash-based relationships”. This represents a year on year increase of 12%. Indeed, in 2012 only 20% of NGO respondents agreed with the above statement (34% in 2013), so over a period of 4 years there appears to have been a **sea change in the way in which most NGOs view the role that partnerships can play in helping NGOs to deliver their mission**. Corporates, on the other hand have remained consistent in their perception of the value inherent in leveraging their competencies and non-financial assets.

Corporate-NGO partnerships are really moving the dial for businesses

An overwhelming majority (92%) of corporate respondents state that corporate-NGO partnerships have improved business understanding of social and environmental issues. Perhaps more importantly, this enhanced understanding appears to be translating into positive changes in business conduct. Most respondents from the corporate sector (65%) state that their **key NGO partnerships have helped their companies to change their practices for the better** (a 6% increase on the prior year – and 21% uplift on 2013). Cross-sector partnering clearly matters to business.

Consortia based partnerships – a new paradigm?

Bi-lateral partnerships have been the most common model for collaboration, but it appears that organisations are increasingly coming together as multiple parties to address common issues as formal consortia. As our focus topic for this year, the 2015 Barometer took a first look at consortia partnering between corporates and NGOs.

Firstly, we found that **many organisations are already engaging in Corporate-NGO consortia**. Nearly two-thirds (63%) of respondents state that their organisations are currently involved in such partnerships, with more companies (67%) than NGOs (58%) engaged in such partnerships.

A strong majority of **practitioners anticipate a growth in corporate-NGO consortia partnerships over the coming years**. Nearly two-thirds of corporate respondents (63%) and exactly three quarters of NGO respondents expect to see more cross-sector consortium partnerships over the next three years. And more NGOs (75%) anticipate growth in the model of cross-sector partnering than do corporates (63%), although the weight of corporate projection for this type of partnering is nearly two-thirds (and more companies appear to be currently operating this model of partnering than are NGOs).

Combined scale and reach, added value, and the additional know-how of actors in consortia will be key factors in driving the growth of consortium partnering. Conversely, the complexity, probable slower pace, and challenges of building trust amongst multiple parties may act as drags on the anticipated growth of such partnerships.

The stars – the most admired corporate-NGO partnerships and partners

M&S-Oxfam and Boots-Macmillan again vie for top place – and a consortium partnership enters the top three for the first time.

For a remarkable sixth year in a row, the partnership between M&S and Oxfam was voted the Most Admired Corporate-NGO Partnership by practitioners. The Boots-Macmillan partnership consolidated second place in the Most Admired Partnership standings. Notably, a consortium partnership appeared amongst the top three for the first time: a new entrant on the corporate-NGO partnership scene, the Tesco/ Diabetes UK/ British Heart Foundation consortium. This multi-lateral collaboration was launched in early 2015 and sees Tesco, Diabetes UK and the British Heart Foundation working together to help prevent Type 2 diabetes and heart disease.

These partnerships stood out for their clarity of purpose, creativity, scale of impact, and for innovation

Future prospects for Corporate-NGO partnering

Partnerships will become more important over the next three years. Investments set to grow.

For the sixth year in a row, sentiment about the **mid-term prospects for corporate-NGO partnering remains very positive. 87% of respondents state that partnerships will become more or much more important** over the next three years. Again, not a single respondent anticipates a decline in importance for partnerships.

Pressure on businesses to demonstrate societal consideration (85%), and desire by companies and NGOs to leverage each other's assets (80%), are the key drivers behind this likely growth.

Investment (of time, commitment and resources) in corporate-NGO partnering is set to grow over the next three years, with 57% of business and 86% of NGO respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years.

We therefore conclude that the medium term prospect for the future of corporate-NGO partnering remains bright.

Part 1: Why Companies and NGOs Partner

For NGOs, cash remains king, but innovation and access to people and contacts become increasingly important - whilst for corporates, 'reputation and credibility' reign supreme.

Since the Barometer's inception in 2010, the pre-existing trend for increased partnership between businesses and NGOs has continued apace. But the motivations for these partnerships are evolving as the responsible business agenda becomes ever more sophisticated.

From the NGO viewpoint, financial support remains paramount, as the key motivation for partnerships with companies, with 98% of NGO respondents in our survey citing this factor. However, access to people and contacts and innovation are now also key considerations, continuing a trend first noted in the 2013 Barometer. 83% of NGO respondents cite 'access to people and contacts' as a key factor for partnering (a year on year increase of 10% and a 20% increase since 2013). Similarly, 73% of NGO respondents this year cite 'innovation' as a motivation for partnering with companies (this is a 5% increase on 2014, and 21% higher than the 2013 response).

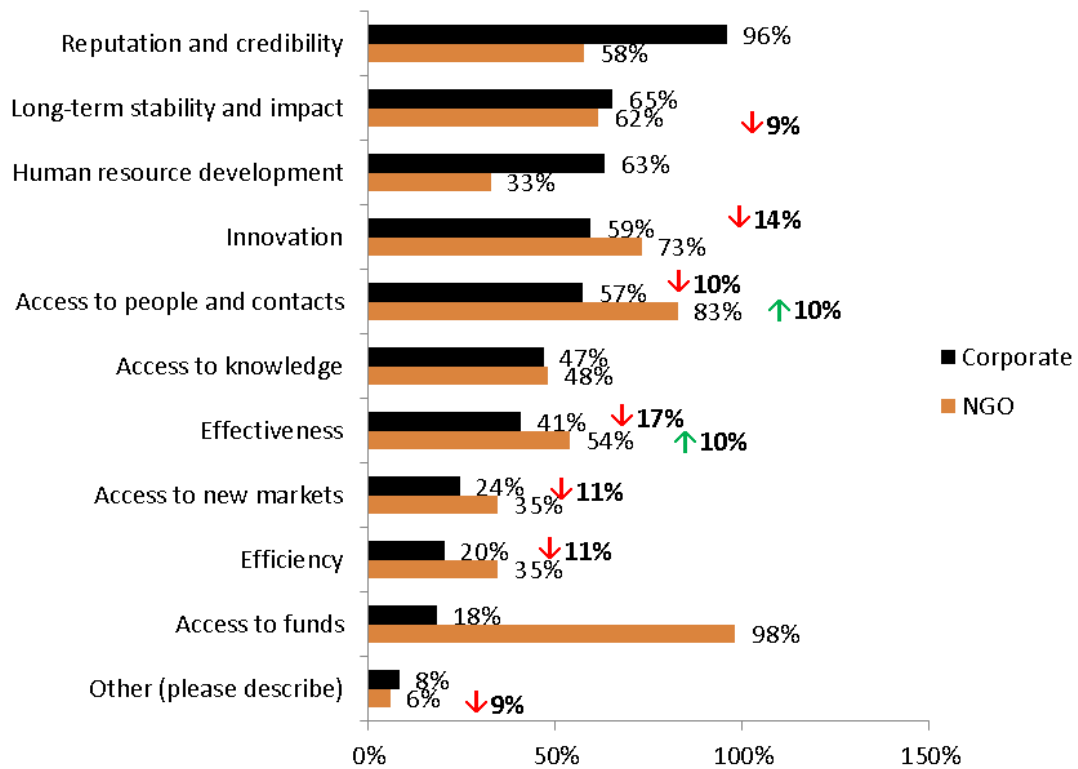
As practices in the partnering arena matures, more and more NGOs are recognising the possibilities and opportunities inherent in problem-solving collaborations in which the partners leverage each other's assets to find co-developed solutions. The increasing NGO desire for access to people and contacts also recognises the increasing possibilities of leveraging corporates' resources in non-cash based ways.

Enhancing reputation and credibility has consistently remained by far the leading reason which companies and brands engage in partnerships with NGOs. However, this year this factor not only strengthened as a motivator (at 96%, up 4% on last year),

but the gap between reputation and other factors has increased notably, as all other motivational factors showed a downward trend compared to last year. Some of these falls, such as those for innovation (down 14% year on year), and effectiveness (down 17%) are particularly striking. Qualitative research indicates that it is not so much that those other factors have become much less important as drivers for cross-sector partnering (innovation for instance is still listed by over half of corporate respondents – 59% - as a motivating factor for partnering with NGOs). Instead, the increasing need for companies and their brands to build, maintain and enhance various reputation and credibility related attributes, the difficulties of gaining cut-through via other available options, and the credibility and resonance that a well-conceived and well executed strategic corporate-NGO partnership can secure, means that 'reputation and credibility' is likely to long remain the lead motivational driver for corporate engagement in the cross-sector partnering arena.

Why companies and NGOs engage in partnerships with each other

Figure 1: *Why does your organisation engage in corporate-NGO partnerships? TICK ALL THAT APPLY*



Part 2: Partnering practice – and effectiveness

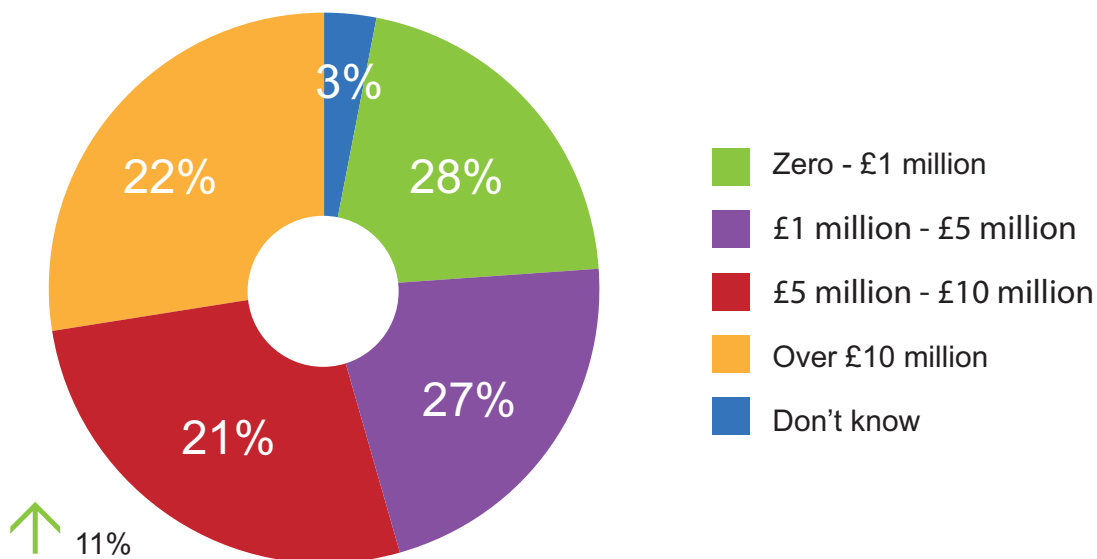
The move to higher value partnerships continues.

Over recent years, the Barometer has been able to demonstrate a steady evolution towards higher value, more strategically-based partnerships. This move has been accompanied by changes in the scale of investments made by / secured from partnerships by companies and NGOs respectively.

Scale of investments / value secured

In terms of scale of investments, this year we found that (at a consolidated level) there has been a notable increase (10% year on year) in the organisations estimating their investment / value generated in the £5m-£10m range.

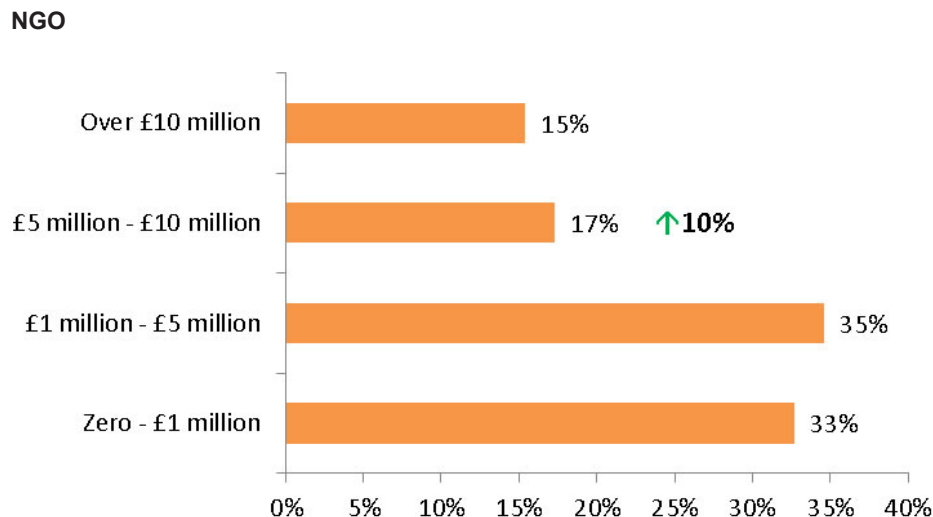
Figure 2: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (both sectors combined)



In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

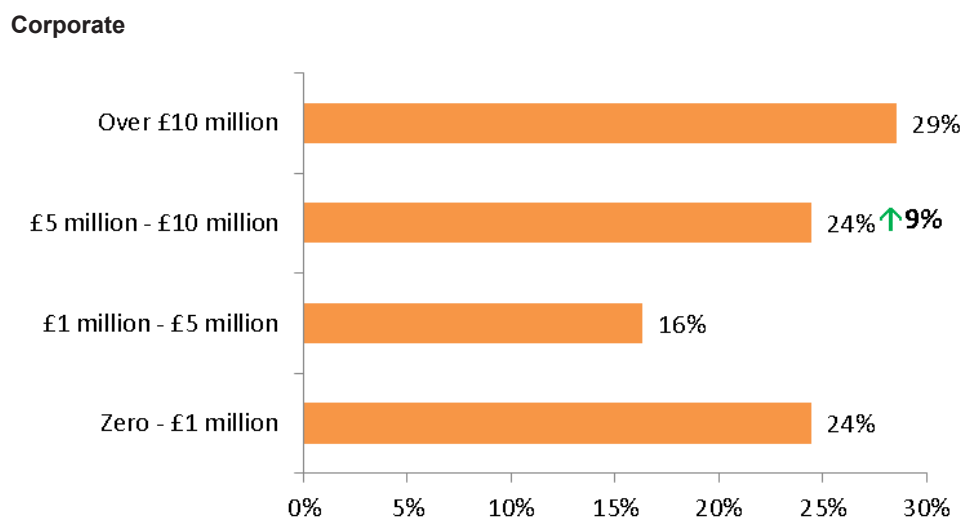
Similar increases in the £5million-£10million category are noted in the respective estimates for NGOs (figure 3) and companies (figure 4) below.

Figure 3: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (NGOs only)



In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

Figure 4: Estimates of how much respondents' organisations invest in – or secure from – corporate-NGO partnerships (Corporates only)

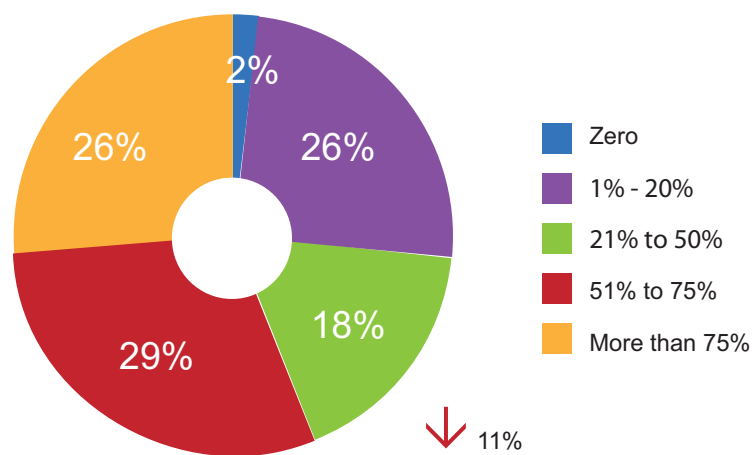


In approximate terms, what is your estimate of how much your organisation invests in – or secures from – Corporate-NGO partnerships in the UK and elsewhere annually? Please include total estimate of financial and non-financial value.

Portfolio management

A clear and consistent move towards more strategic, higher value partnerships has been evident over the past years and is again captured in this year's findings. At a consolidated level corporate and NGO respondents estimate that over half (55%) of their cross-sector partnerships can be described as 'strategic' as opposed to transactional or tactical). Whilst this represents only a very slight (1%) increase on last year, it nevertheless confirms an ongoing, upward trend.

Figure 5: Strategic partnerships – corporate and NGO responses



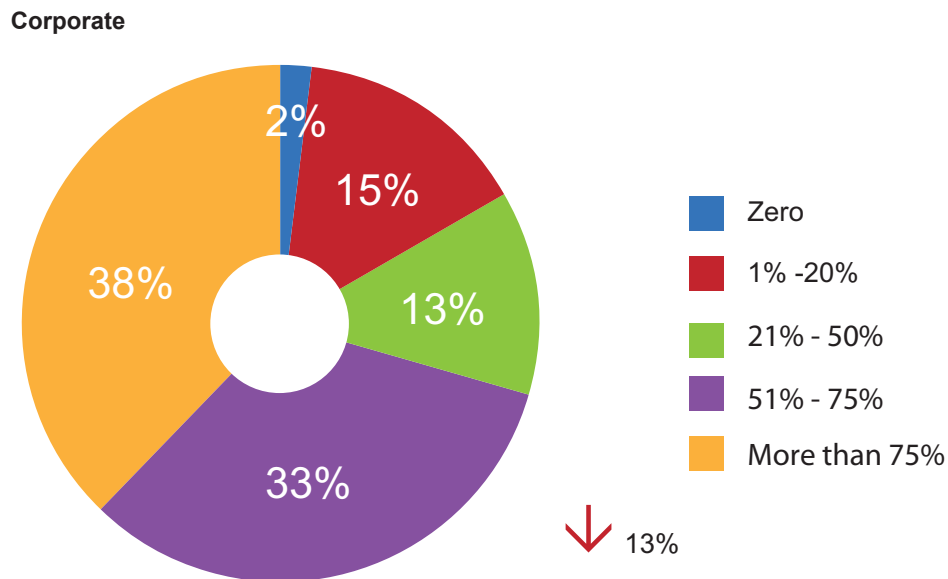
In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO and corporate responses]

When the data for strategic partnerships is segmented by NGO and corporates, significant variances emerge between the sectors. For NGOs 40% of respondents (43% last year) classify more than half their partnerships as 'strategic', compared with 71% of corporate respondents (64% last year). This significant divergence in the portfolio management approach taken by corporates and NGOs reflects the pattern observed in previous Barometer findings over the last six years.

In short, whilst both sides see partnerships as increasingly strategically important, the

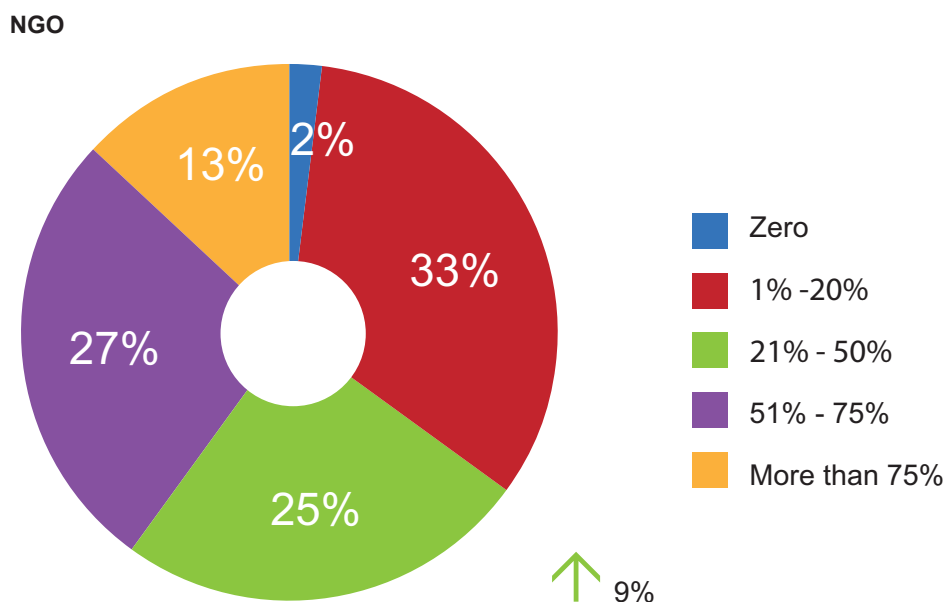
corporate sector remains ahead of NGOs in terms of the level of focus placed on their priority partnerships. In the qualitative input to this study, NGO commentators refer to the strong levels of competition amongst NGOs for new partnerships as a market factor that increases pressures on their organisations, leading them to seek multiple relationships in their bid to then secure and grow the more promising, strategic relationships. Other NGOs who have successfully made the transition, highlight the value in efficiencies derived from having a more focused approach.

Figure 6: Strategic partnerships – corporate responses only



In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [Corporate respondents only]

Figure 7: Strategic partnerships – NGO responses only



In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)? [NGO respondents only]

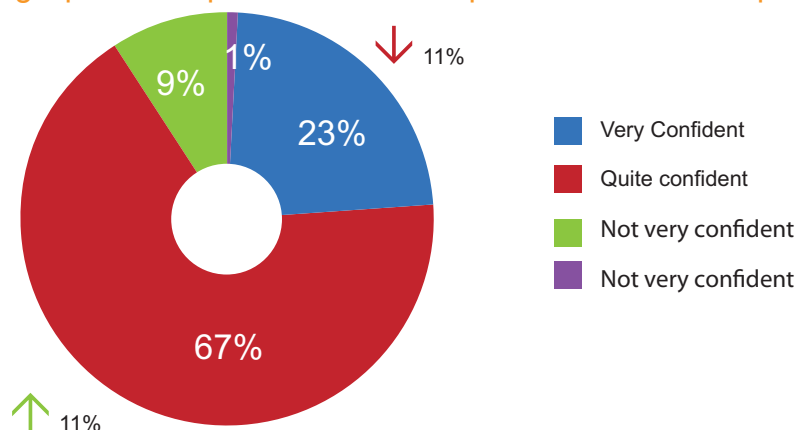
Confidence

Continuing confidence that strategic partnerships are meeting their objectives

Overall there are very high levels of confidence that strategic partnerships are meeting their objectives and delivering expected value. 90% of all respondents expressed this sentiment and this is further testament to the success of strategic partnerships between companies and NGOs.

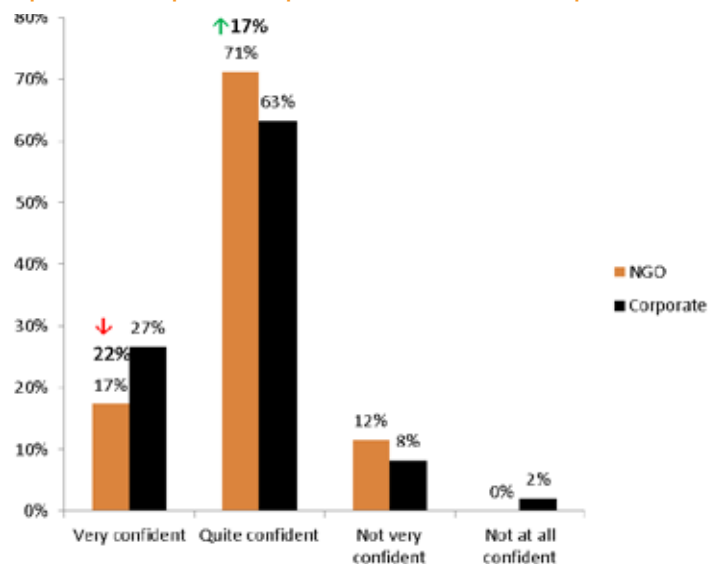
However, there are some nuanced shifts within this overall picture. There has been a marked (11%) decrease in the percentage of respondents being “very confident” about their expectations for strategic partnerships. This is matched by an identical (11%) increase year on year, in those who are “confident” that their strategic partnerships will deliver the value expected of them. On the whole, more corporate respondents (27%) state that they are “very confident” in the likely effectiveness of their strategic partnerships than their NGO counterparts (17%).

Figure 8: Strategic partnerships – combined corporate and NGO responses



On the whole, to what extent are you confident your strategic partnerships are meeting their objectives and delivering the value expected from them? [NGO and corporate respondents]

Figure 9: Strategic partnerships – corporate and NGO responses



On the whole, to what extent are you confident your strategic partnerships are meeting their objectives and delivering the value expected from them? [NGO and corporate respondents]

What value do partners bring to each other?

Strong increase in NGO recognition of the value of non-financial corporate engagement and its role in supporting mission delivery...

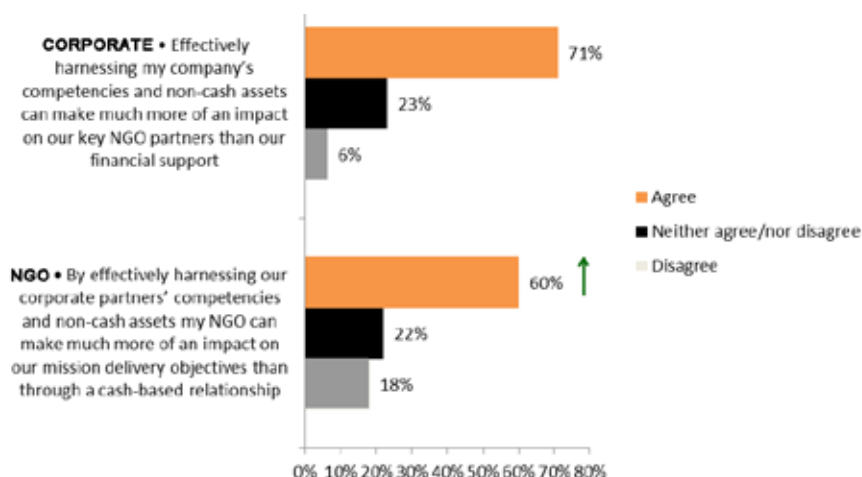
In the 2013 Barometer report, we identified the significant gap between NGO and corporate perceptions regarding the extent to which non-financial corporate assets can make a difference to the delivery of the mission of NGOs as the greatest area of dissonance between the two sectors. That finding was consistent with prior year reports. What has happened since 2013 is remarkable.

This year 60% of NGO respondents agreed with the statement: “by effectively harnessing our corporate partners’ competences and non-cash assets my NGO can make much more of an impact on our mission delivery objectives than through cash-based relationships”. This represents a year on year increase of 12%. Indeed, in 2012 only 20% of NGO respondents agreed with the above statement (34% in 2013), **so over a period of 4 years there appears to have been a sea change in the way in which most NGOs view the role that partnerships can play in helping NGOs to deliver their mission.**

Corporates have remained consistent in their view that “effectively harnessing my company’s competencies and non-financial assets can make much more of an impact on our key NGO partners than our financial support” with roughly 70% of corporate respondents agreeing to the statement. The changing views of NGOs on this topic means that what we described in the 2013 report as an area of great dissonance between the sectors - a significant gap of 35% - has in just 3 years closed to 11%.

Greater understanding of each other’s objectives and imperatives, the maturing of the responsible business agenda (meaning that businesses are becoming increasingly serious about co-developing solutions to brand or business-relevant issues), as well as evidence of the value of strategic corporate partnerships (as demonstrated by our ‘Most Admired Corporate-NGO Partnerships’) are identified as some of the reasons behind the shift in NGO sentiment regarding the value of non-cash corporate assets and their role in strategic partnerships.

Figure 10: Assumption about the potential impact of non-financial assets

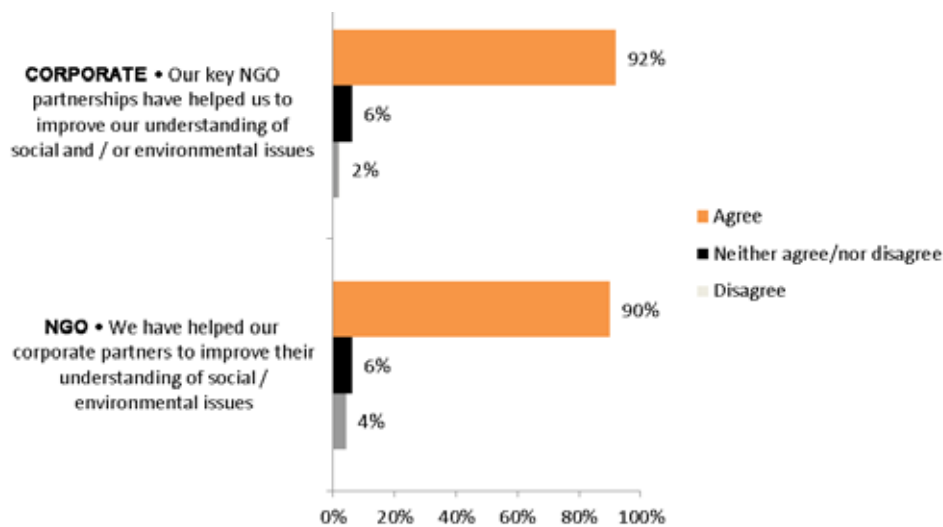


Which of the following statements reflect the experience of your NGO in terms of your strategic corporate partnerships?

...And growing recognition and acknowledgment of the important role that NGOs play in helping companies in their learning as the latter journey towards 'responsible business' status

It is pleasing to see companies and NGOs acknowledge the role that the latter plays in helping businesses to transition towards 'responsible business' practices. Broadly 90% of companies and NGOs agree that NGOs have helped their key corporate partners to improve their understanding of social and / or environmental issues.

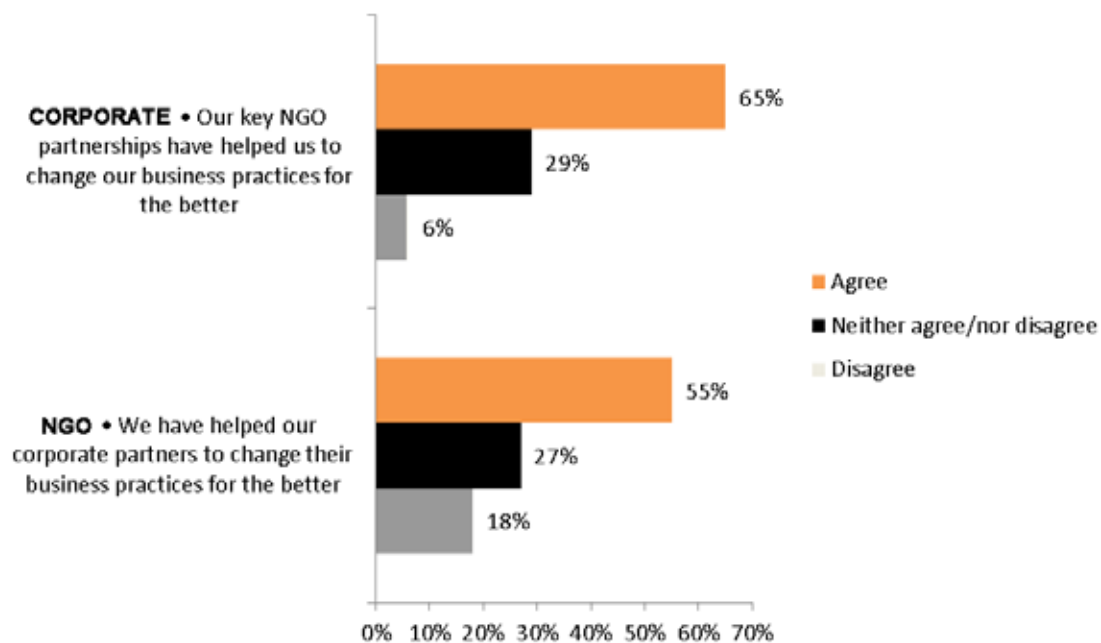
Figure 11: The role of NGO partners in helping to improve business understanding of issues



Which of the following statements reflect the experience of your organisation in terms of your strategic corporate partnerships?

Finally, a growing majority of companies and NGOs believe that partnerships with NGOs have helped companies to change their business practices for the better. It is encouraging to see that 55% of NGO respondents concur with this sentiment – a figure that has risen over recent years. Two years ago just 40% of NGO respondents answered this statement in the affirmative.

Figure 12: The role of NGO partners in helping to change business practices for the better



Which of the following statements reflect the experience of your organisation in terms of your strategic corporate partnerships?

This Barometer report therefore confirms that strategic cross-sector partnerships are really moving the dial in substantive ways – helping NGOs to directly achieve their mission through co-developed operational, advocacy and income generating relationships, whilst also helping businesses to address their sustainability challenges and opportunities in ways that are material to companies and brands.

Focus topic: Consortia based partnerships – a new paradigm?

This year's Barometer report takes a special look at the area of consortia in NGO-corporate partnerships.

We know from market experience that multi-organisational appear to be increasing in both popularity and importance in the cross-sector partnering landscape. As the move towards sustainability and sustainable business intensifies, and as the NGO sector faces increasing pressures regarding efficient resource use, many organisations have come to realise that their own actions alone cannot address material issues which are often systemic in nature. As such, most large scale issues (from tackling obesity, to tackling climate change) require collective action involving various actors. Indeed, this very insight lies at the heart of the partnering agenda.

Bi-lateral partnerships have been the most common model for collaboration, but it appears that organisations are increasingly coming together as multiple parties to address common issues as formal consortia. This is the case when businesses work together, for example in the “Collectively” initiative which has seen companies such as BT, Coca-Cola, M&S and Unilever come together to encourage faster progress towards making sustainable

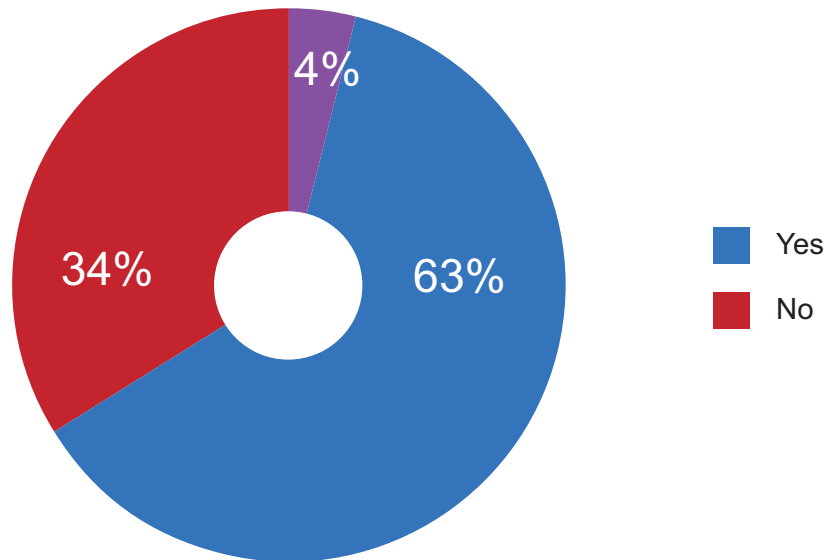
living the new normal <https://collectively.org/en/partners/> , or on the NGO side, the establishment of interventions such as the Disasters Emergency Committee an umbrella organisation which launches and coordinates responses to major disasters overseas <http://www.dec.org.uk/member-charities>.

But how are multi-party partnerships translating to the cross-sector partnering arena? We are of course aware of the launch of some high profile consortia, such as the collaboration between Tesco, British Heart Foundation and Diabetes UK, but is this part of a trend? We have, through this edition of the Barometer, gathered for the first time, the collective view of corporate and NGO practitioners on the subject for the first time. The quantitative findings are illuminating.

Firstly, we found that many organisations are already engaging in Corporate-NGO consortia. Nearly two-thirds (63%) of respondents state that their organisations are currently involved in such partnerships.

Which of the following statements reflect the experience of your NGO in terms of your strategic corporate partnerships?

Figure 13: Percentage of organisations currently involved in corporate-NGO consortia based partnerships

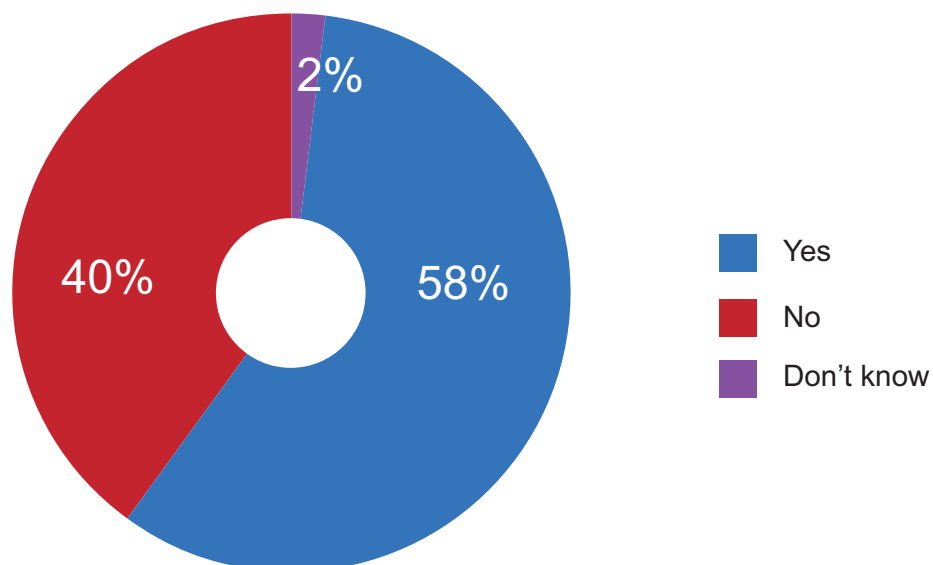


Is your organisation currently involved in corporate-NGO consortia based partnerships (involving more than one NGO or company)? [NGO and corporate responses combined]

This figure is reasonably consistent across both sectors – though slightly higher for corporates.

Figure 14: Percentage of NGOs currently involved in corporate-NGO consortia based partnerships

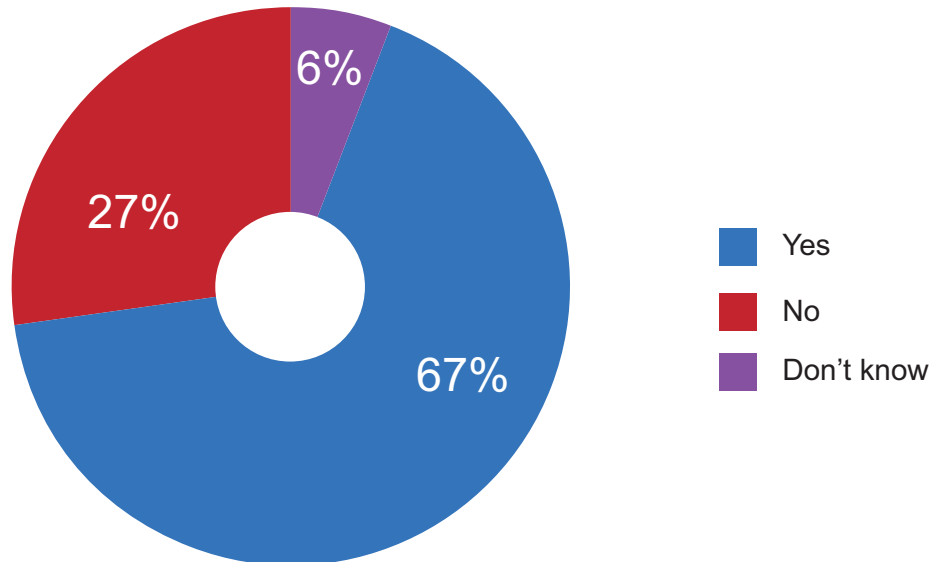
NGO



Is your organisation currently involved in corporate-NGO consortia based partnerships (involving more than one NGO or company)? [NGO respondents only]

Figure 15: Percentage of corporates currently involved in corporate-NGO consortia based partnerships

CORPORATE

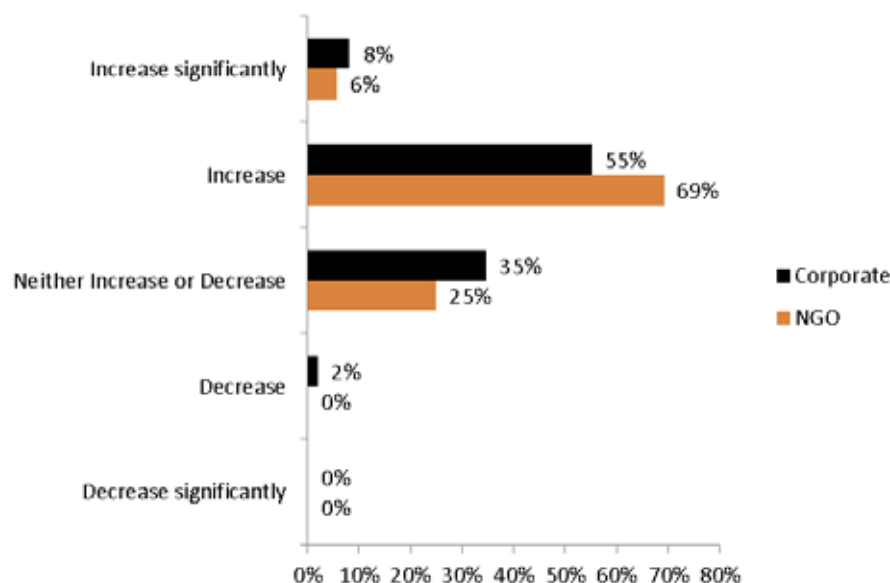


Is your organisation currently involved in corporate-NGO consortia based partnerships (involving more than one NGO or company)? [Corporate respondents only]

Consortium-based Corporate-NGO partnerships will be more prevalent in future

In terms of the likely future evolution of multi-party collaborations, a strong majority of respondents see corporate-NGO consortia based partnerships increasing in importance over the next three years, whilst virtually no respondents see them becoming less important. Nearly two-thirds of corporate respondents (63%) and exactly three quarters of NGO respondents expect to see more cross-sector consortium partnerships over the next three years.

Figure 16: Likely movements in Corporate-NGO consortia based partnerships over the next three years.



Over the next 3 years do you expect corporate-NGO consortia based partnerships (involving more than one NGO or company) to increase or decrease?

Combined scale and reach, added value and additional know-how will be key in driving the growth of consortium partnering...

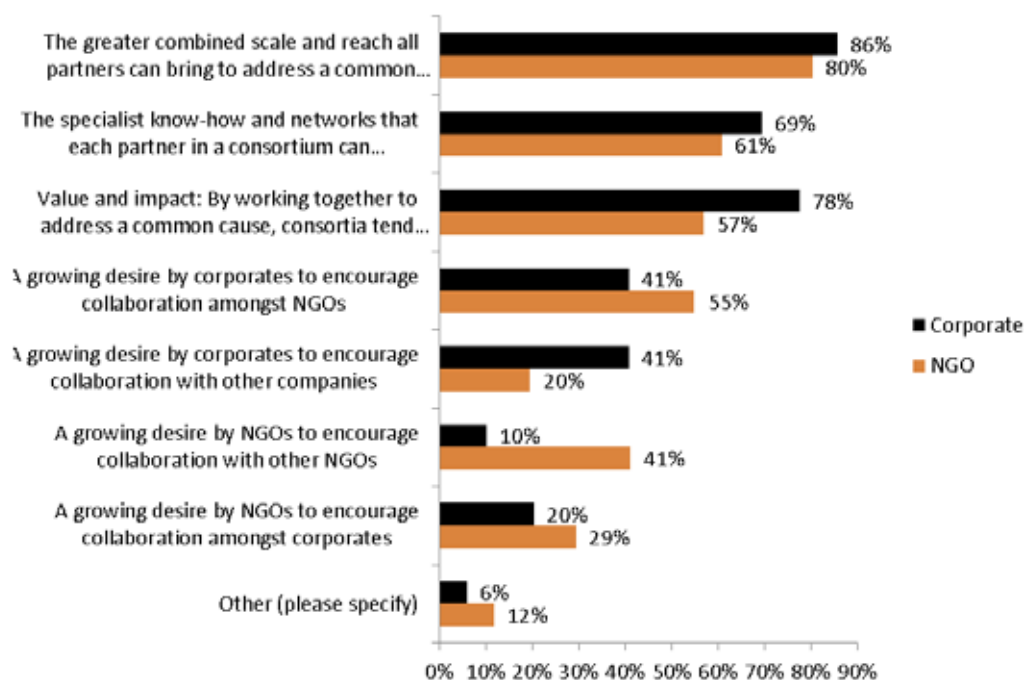
Interestingly, there is also a high degree of agreement on the factors that are likely to make corporate-NGO consortia based partnerships more important. By far the main factor is the greater scale likely from such partnership as respondents from both sides acknowledge the greater 'reach' that consortia-based agreements can bring.

Specialist know-how is seen as second in importance by all respondents, whilst corporates place significantly more

emphasis than NGOs on the greater impact and value that a consortium-based approach can add a driver for the likely growth in such partnerships.

It is also notable that 55% of NGOs perceive companies as seeking to encourage more NGO collaborations and see this as an important reason behind the growth of consortia. Additionally, 41% of NGO respondents express a growing desire by NGOs to encourage collaboration with other NGOs, and see this as a factor that will drive further multi-party partnerships. Corporates also want to work with fellow corporates and this too will influence the growth of the consortium agenda.

Figure 17: The factors that are likely to make corporate-NGO consortia based partnerships (involving more than one NGO or company) more important?



In your view, what factors are likely to make corporate-NGO consortia based partnerships (involving more than one NGO or company) more important?

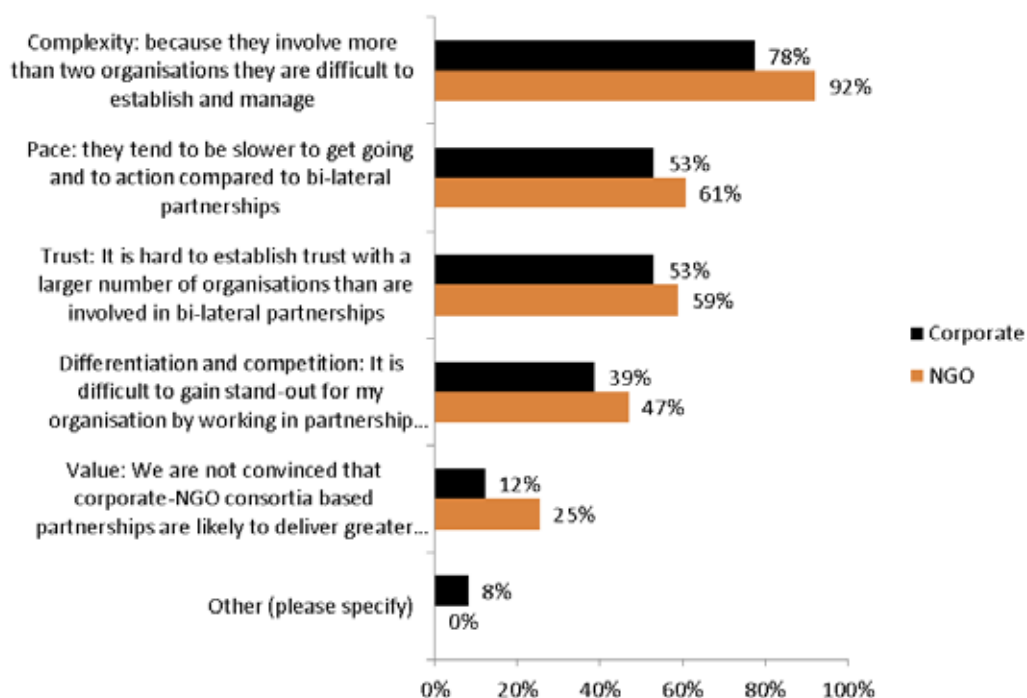
Regarding factors that could inhibit the growth of consortia based partnerships, both NGOs and corporates agree that the main barrier is likely to relate to complexity arising from the fact that consortia involve more than two organisations, making them more difficult to establish and manage. NGOs express this concern more greatly.

In terms of other barriers, there is a high degree of accord between businesses and NGOs regarding factors such as a likely slower pace, the challenge of building trust between multiple parties, and the greater challenge of achieving cut-through for each of the multiple brands involved in a collaboration, all of which are seen inhibiting factors for the consortium model.

Again, it is notable that more NGO respondents (25%) selected the option: “value: We are not convinced that corporate-NGO consortia based partnerships are likely to deliver greater impact than bi-lateral partnerships” than did corporates (12%). This reinforces the impression that whilst both sectors are on a journey towards more consortia-based partnerships, corporates are more convinced than their NGO counterparts about the inherent / likely value of such collaboration.

We will keep a careful eye on the evolution of consortia-based partnerships in our future Barometer studies.

Figure 18: The factors that are likely to inhibit the growth of consortia based partnerships



In your view, what factors are likely to inhibit the growth of consortia based partnerships?

Part 3: The stars –The most admired corporate-NGO partnerships and partners

Stronger competition for the super-star partnership – and the advent of consortia.

We know from our findings in previous editions of the Barometer that “evidence of success” in relation to Corporate-NGO partnering is one of the key reasons underpinning the continued growth of this agenda. It is therefore important to identify role models that can act as exemplars in the partnering landscape.

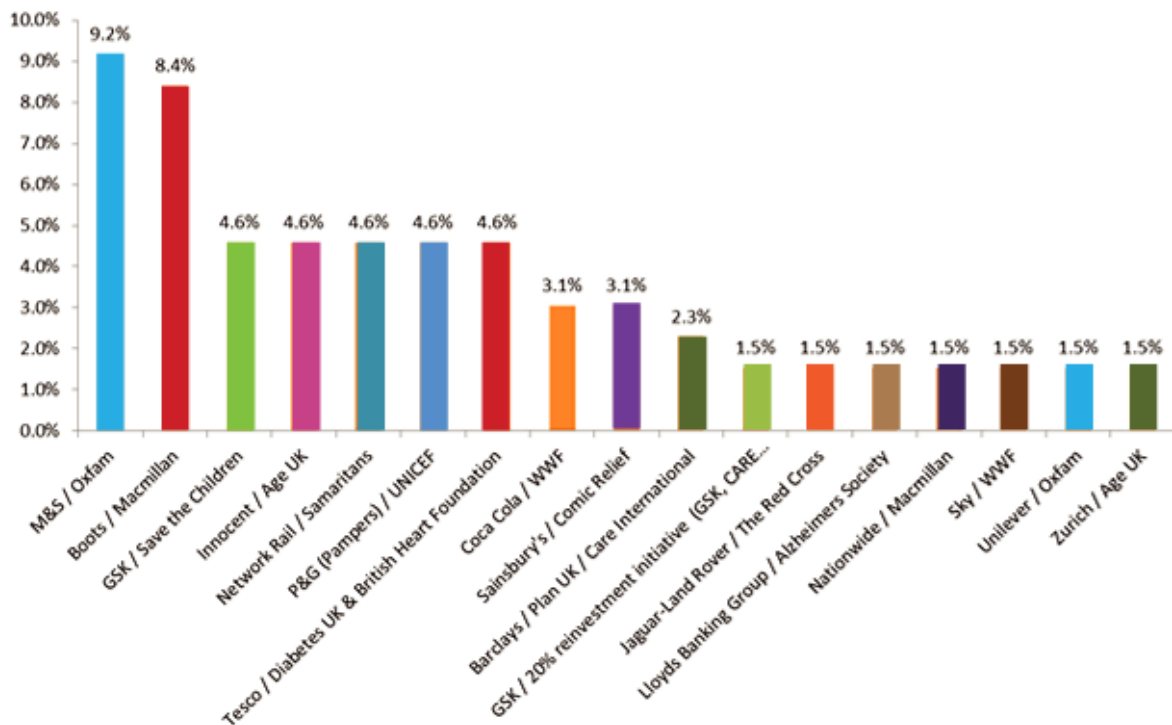
So which corporate-NGO partnerships are the shining lights – and what can be learnt from their success? In this unprompted voting exercise, we again invited corporate and NGO practitioners to tell us which partnerships and organisations they most admired – and why.

Once again, we received a diverse range of nominations, with well-informed summaries of the reasons for each nominee. Three partnerships stood out from the top three. In first place for a remarkable 6th year running, Marks & Spencer and OXFAM's partnership topped the league table as The Most Admired Corporate-NGO partnership. And for the 3rd year in a row, Boots Macmillan wins the accolade of the second Most Admired partnership.

These two partnerships have resonated most strongly across recent years in the Barometer's findings and stand some distance away from the next set of most admired partnerships. The competition for top spot is clearly heating up as Boots-Macmillan, now stands just less than one percentage point behind M&S-Oxfam (two years ago the gap was nearly 8%). And in terms of overall share of votes, these top two partnerships received lower vote shares compared to last year, as the pool of nominations increased.

Also notable in the list of nominations was the presence of three consortia based partnerships (Tesco-British Heart Foundation-Diabetes UK; Barclays-Care-Plan; and GSK-Amref-Care-Save the Children) at the top end of the unprompted nominations for most admired partnerships. The arrival of Tesco-BHF-Diabetes UK is particularly striking, considering that the partnership only launched less than a year ago. These consortia partnerships appear to augur a stronger movement towards this model of cross-sector partnering.

Figure 19: Most Admired Partners



Which other Corporate-NGO partnerships do you admire and why? [Respondents could list up to three starting with their most admired]

Figure 20: Most Admired Partners, Corporates

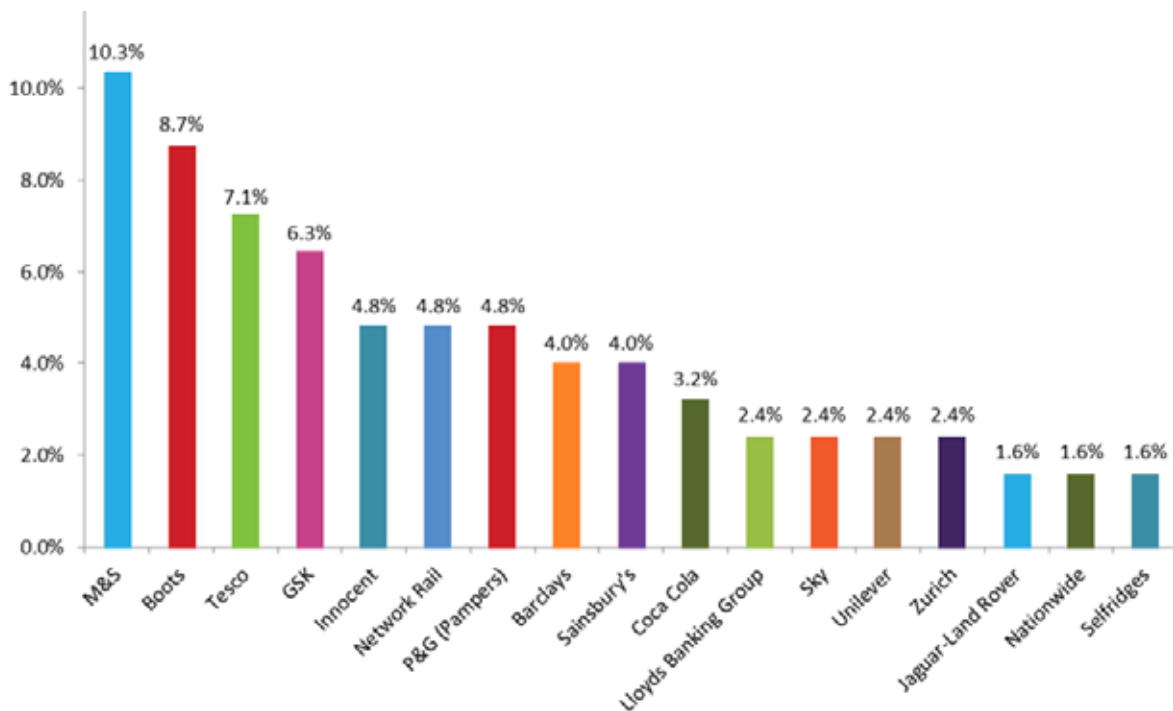
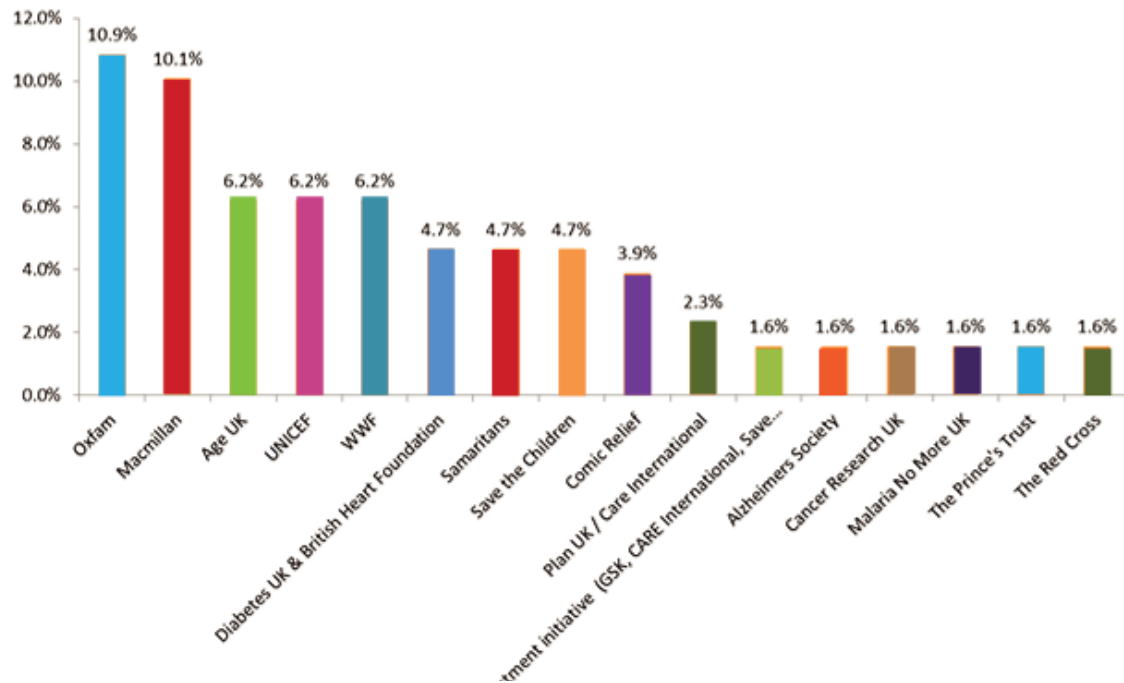


Figure 21: Most Admired Partners, NGOs



The M&S-Oxfam partnership involves sharing knowledge and working together to drive sustainable production and consumption.

The partnership includes the “Shwopping” campaign, through which the partners hope to achieve a dramatic reduction in the number of clothes sent to landfill in the UK. M&S customers are encouraged to return their old or unused clothes and other items to M&S and Oxfam stores. These are then either sold or recycled by the charity. Oxfam and M&S launched Shwopping in April 2012. Over the past seven years the partnership has raised £15 million from over 20 million recycled garments.

Clear practical synergies

The Boots-Macmillan partnership aims to ensure that as the demand for cancer services rises, people affected by cancer wherever they are in the UK, have access to the best cancer information and support in their local community.

Over 400 Boots Macmillan Beauty Advisors have been trained to provide advice on how to manage the visible side effects of cancer treatment. And over 2000 Boots Macmillan Information Pharmacists have been trained to provide a familiar and trusted port of call for information about cancer support services.

The partnership is deeply integrated involving a combination of partners' skills to leverage greater impact

The partnership is admired because it is innovative, durable and has clear objectives consumers can easily and readily relate to.

Comments included:

Easy to understand, high profile

It's a great fit for both partners and the donor gets something in return too.

Since the partnership began in 2009, Boots UK colleagues and customers have raised over £12million and are continuing to raise significant funds for Macmillan to help to improve the lives of people affected by cancer.

The partnership continues to be admired in the sector for the mutual benefit it brings to both organisations, and its employee motivation.

Comments included:

There are very clear benefits for each side and real customer services rather than simply a fundraising relationship

There is a real strategic alignment

The Tesco, Diabetes UK and British Heart Foundation partnership

This is a three year partnership launched in January 2015 which aims to combine the two charities' expertise in health with Tesco's ability to speak to people in local communities across the UK. This gives the partners a unique opportunity to encourage the nation to make healthier choices in the way they live their lives; eating better, getting active and making healthier choices.

There are 3.5 million people in the UK who have Type 2 diabetes and 7 million living with cardiovascular disease. These can be serious life-threatening conditions. They are also largely preventable.

It's making an impact on Tesco's practices regarding key health issues

The partnership encourages healthy eating and cooking habits, increased physical activity, and a range of other ways for people to make healthier choices in the way they live their lives. The partners also aim to raise an ambitious £30 to support their joint cause.

Comments included:

The partners go well together

The partnership signalled Tesco moving from traditional tactical staff fundraising partnerships to strategic partnerships that address issues important to the business & the charities. It also introduces a collaborative element amongst charities who ultimately share the same health priorities

All of these partnerships and most admired partnering organisations are to be congratulated for demonstrating the best of partnering. Core to their success is their strategic approach, with an emphasis on mission-led issues that are material to the partners, solutions that are often co-developed, and campaigns that are not only well executed, but also effectively communicated. They clearly represent sources of inspiration to other organisations large and small.

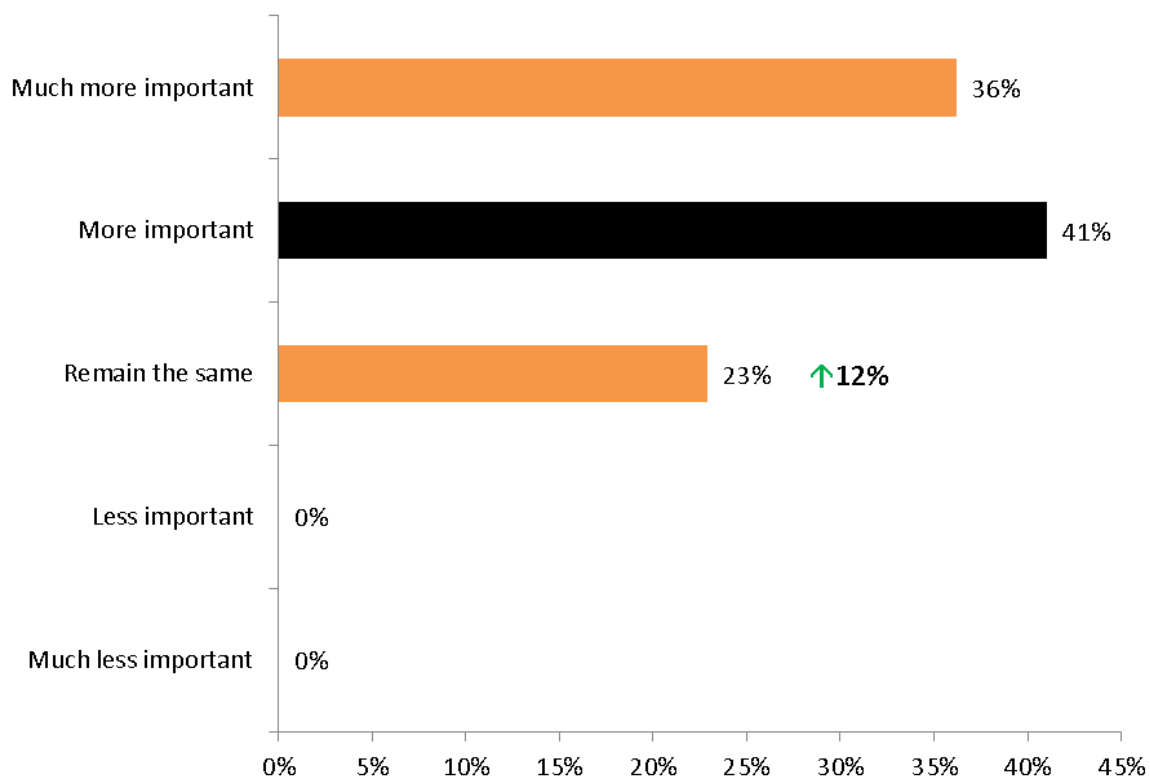
Part 4: Future trends, prospects and likely developments in corporate-NGO partnering

The growing importance of Corporate-NGO partnerships likely to continue unabated.

A constant theme of the Barometer over the past six years has been the ever-growing importance of Corporate-NGO partnerships. This is likely to continue over the next three

years, with close to eight out of ten (77%) respondents from companies and NGOs expecting that partnerships over the next three years becoming either much more important or more important. In other words, the vast majority of those interviewed still see the agenda gaining significantly in importance, whilst no respondents see them becoming less so. less so.

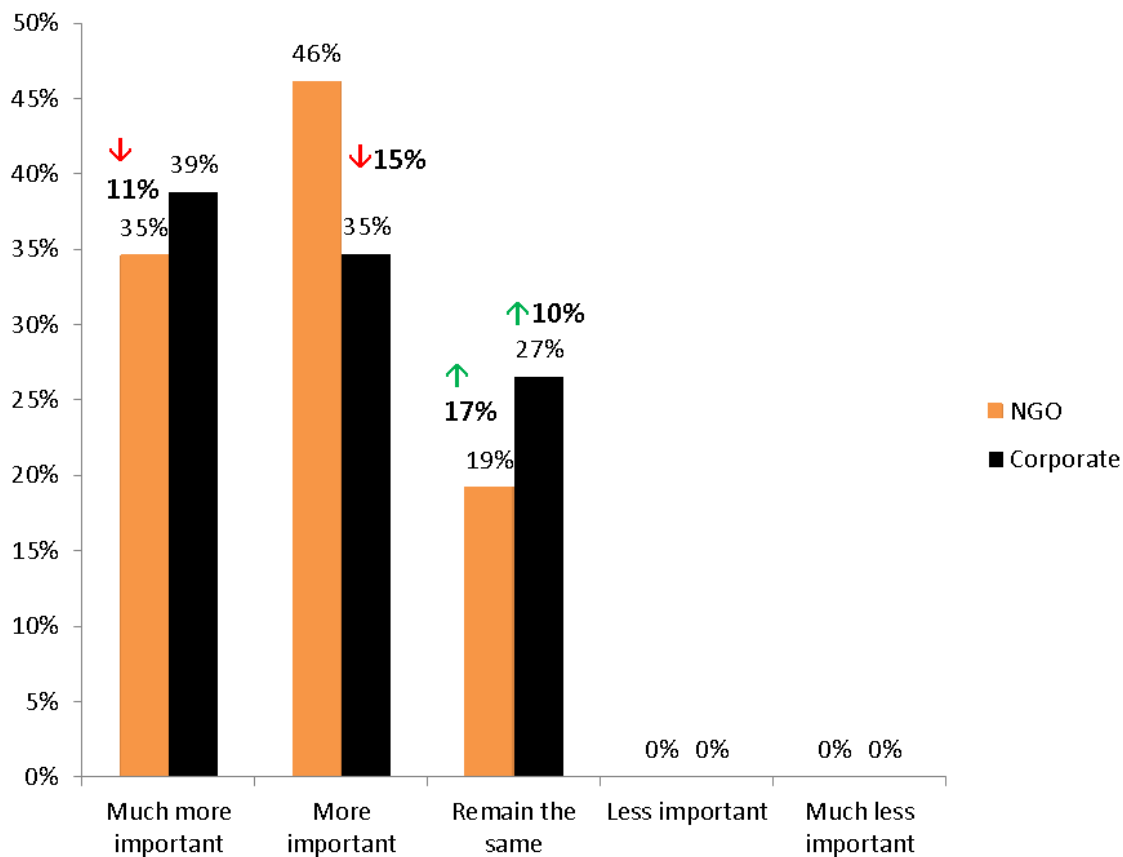
Figure 22: Likely importance of corporate-NGO partnerships over the next 3 years



What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next 3 years? Would you say they are likely to become.....?

There are some nuanced differences between the sectors, however. For instance, slightly more corporates, than NGOs see partnerships becoming “much” more important, but there is a large degree of consensus overall.

Figure 23: Likely importance of corporate-NGO partnerships over the next 3 years



What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next 3 years? Would you say they are likely to become?

Why...? What factors will play a role? Society plays its part in keeping corporates focussed.

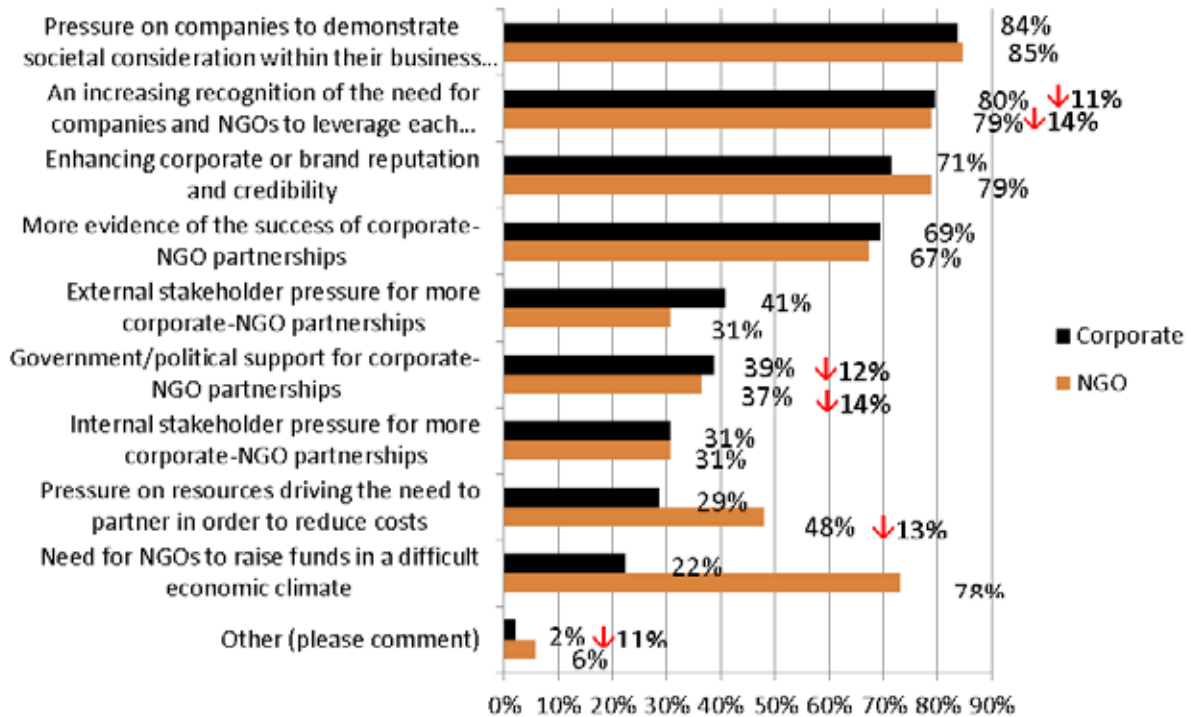
When asked what factors were most likely to make corporate-NGO partnerships more important over the next three years, over 85% of respondents cited pressure on companies to demonstrate societal considerations within their business practices. Interestingly, the score in this regard was almost identical for both corporates and NGOs with both seeing this as the stand-out factor.

This perhaps reflects the ever-greater public awareness of societal and environmental issues – and the readiness of the public via the Internet to act in accordance with their beliefs – and quickly so. In other

words, societal pressure is a force for good practice and this pressure is seen as likely to influence the ongoing importance of cross-sector partnering in the years to come.

The stand-out areas in which NGOs and corporates differed in their opinions were in pressure on resources driving the need to partner to reduce costs and the need for NGOs to raise funds in a difficult climate. These two divergences are understandable as the NGOs' continual focus needs to be on the generation of funds and this requirement reflects previous Barometer findings.

Figure 24: Factors influencing the importance of Corporate-NGO partnerships over the next three years

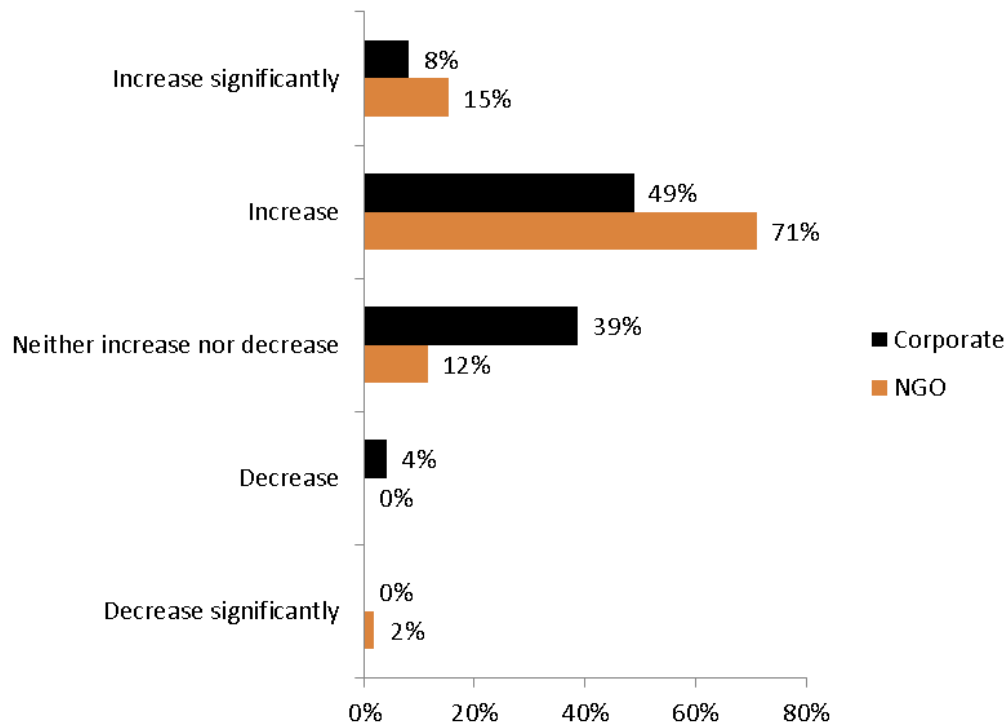


In your view, what factors are likely to make corporate-NGO partnerships more important in the next 3 years?
TICK ALL THAT APPLY

Companies and NGOs are likely to invest more resources in cross-sector partnering over the next three years...

Once again, as with previous Barometer findings, respondents see their overall investment in commitment, time and resources in corporate-NGO partnerships as being likely to increase over the next three years.

Figure 25: Likely movements in corporate-NGO partnership investments over the next three years



Is your investment (commitment, time, resources, etc) in corporate-NGO partnerships likely to increase or decrease over the next 3 years?

Concluding Remarks

This sixth edition of our annual C&E Corporate-NGO Partnerships Barometer has found cross-sector partnerships continuing strongly on the path to maturity. We have noted many valuable developments, some of the most notable including the following:

As predicted by practitioners in prior year forecasts, cross-sector partnerships do indeed appear to have become more important to companies and NGOs

- Whilst reputation & credibility remain the leading motive for companies, partnerships with NGOs are increasingly a part of the core business agenda; they improve business understanding of social and environmental issues; and they are acknowledged to help businesses change their practices for the better
- For NGO's, income generation remains primary (particularly in a highly competitive environment), but partnerships are increasingly important to the mission-delivery agenda. Additionally and significantly, we have confirmed that more NGOs are now recognising the value that (non-cash) corporate competencies and assets can bring when harnessed to deliver NGO missions. This development bodes well for the partnering agenda

We have also discovered that:

- The move to higher value partnerships continues apace
- Practitioners remain confident about the performance of their strategic partnerships
- Many organisations already engage in consortia-based partnerships involving multiple organisations from different sectors
- Consortia-based partnerships are likely to grow strongly in the coming years because they benefits they yield (greater scale, reach, value and impact) are thought to outweigh their inherent challenges (complexity, slower pace, building trust)

In most settings, good role models are important in the development and evolution of improved practice. In this context, we found much enthusiasm and praise for the 'Most Admired' corporate-NGO partnerships and partnering organisations. As ever, we commend them all.

And looking to the future, it is pleasing to again discover that businesses and NGOs expect the role of cross-sector partnerships to become even more important to their organisations over the next three years.

Our discovery that a strong majority of practitioners on both the corporate and NGO sides expect to increase their investment in cross-sector partnering reflects the power of the drivers underlying the cross-sector partnering momentum in different economic contexts.

Partnerships will always be complex and challenging because, by definition, they involve different organisations, sectors and cultures. But we have again been pleased to confirm via this practitioner-led 2015 edition of the Corporate-NGO Partnerships Barometer that the future for such partnerships remains bright!

About the Barometer

Methodology

The C&E Corporate-NGO Partnerships Barometer 2015 was compiled using responses to a confidential online survey of 129 leading UK-based companies and NGOs engaged in corporate-NGO partnerships.

The number of respondents reflects an ever-growing interest in the corporate-NGO partnering agenda. Practitioners on both sides of corporate-NGO partnerships clearly have a keen interest in the Barometer because it allows them to have a sector-wide perspective on the evolution of the cross-sector partnering landscape.

This year's survey included a mixture of new and previously asked questions. Thanks to this combination of questions we have been able to identify new challenges and opportunities in partnering, whilst simultaneously enabling accurate and effective comparison of data against Barometer readings from previous years.

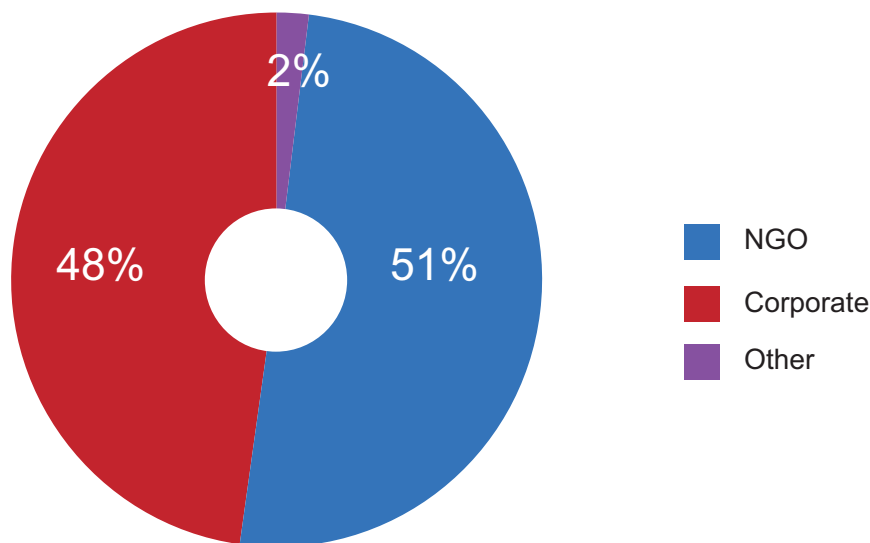
The online survey and practitioner evaluation took place during June-July 2015.

The Sample

The online survey was undertaken by 129 respondents all of whom were involved in cross sector partnerships. Of these, corporate sector respondents were drawn mainly from the FTSE100, Interbrand's Best Global Brands Ranking, and Business in the Community's Corporate Responsibility Index. NGO respondents were drawn mainly from the leading UK charities – by brand and revenue ranking. Our sincere thanks to all who took part.

The distribution of 48% corporate and 51% NGOs (figure 27) was again very well balanced, with the remaining few respondents representing Corporate Foundations and international non-profit agencies.

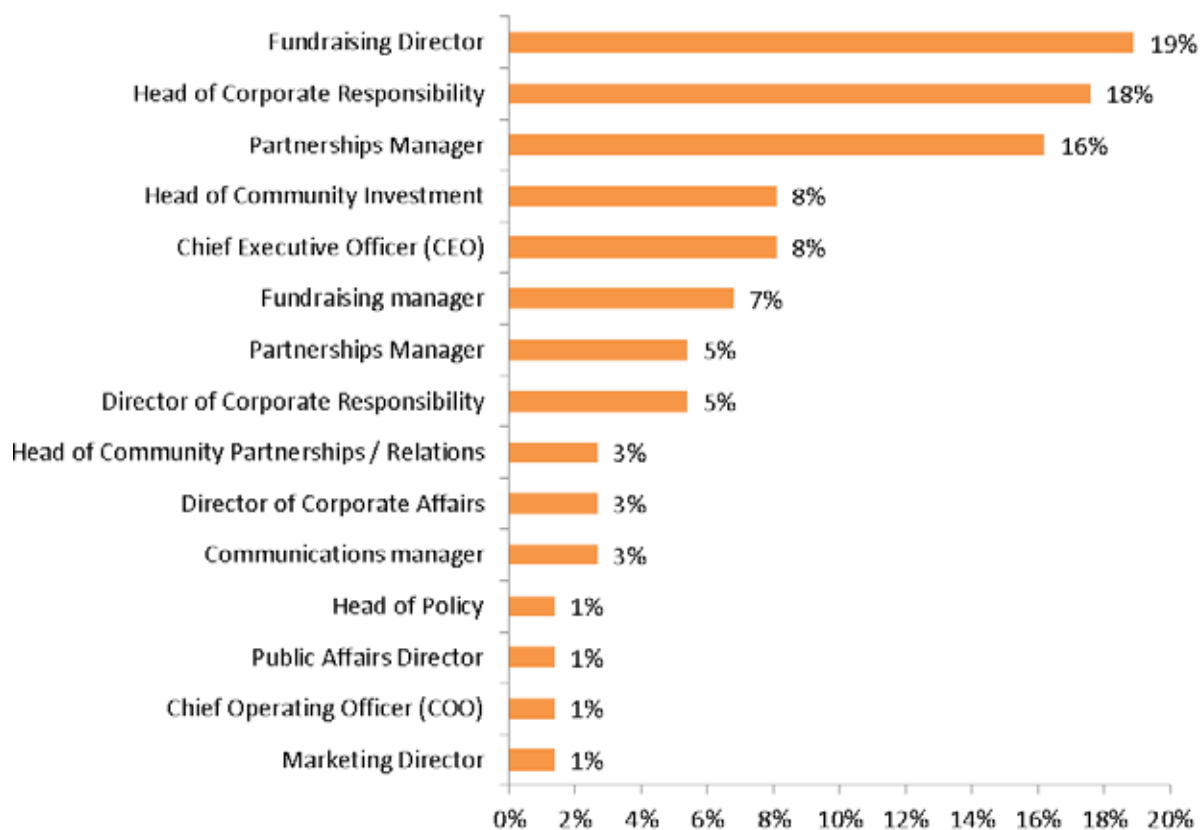
Figure 30: Sector representation



Are you completing this survey on behalf of a “not for profit” organisation (NGO) or a Corporate?

Respondents to the survey held a diverse range of professional roles all directly engaged in, or overseeing corporate-NGO partnerships from a senior level.

Figure 31: Respondents' roles



About C&E Advisory

C&E is a leading specialist ‘business and society’ consultancy. We work with some of the world’s foremost businesses, NGOs and High Impact Philanthropists, helping them secure sustainable value – shareholder, social and environmental. Our practice areas cover strategy, programme design, oversight and reviews, performance measurement and reporting, high performance team development and leadership coaching.

And because today’s challenges and opportunities require new ways of thinking, C&E is particularly adept at inspiring and enabling sometimes surprising cross-sector collaborations. We have advised – and continue to advice – on some of the world’s leading and best known corporate-NGO partnerships. C&E also advises on all aspects of the shared value agenda.

www.candeadvisory.com

Appendix: Survey respondents (excluding organisations wishing to remain anonymous)

Corporates

- Allianz Insurance plc
- Anglo American
- ArcelorMittal
- Asda
- AstraZeneca
- Aviva plc
- Barclays
- Bilfinger GVA
- BNY Mellon
- Boots
- BP
- British Airways
- Britvic
- Bupa
- Citi
- Credit Suisse
- Croda
- dmg::media
- Experian
- Heathrow Airport Limited
- Hogan Lovells International LLP
- HSBC
- Jaguar Land Rover
- KPMG LLP (UK)
- Lafarge Tarmac
- Laing O'Rourke
- Linklaters
- Lloyds Bank Foundation
- Marks & Spencer
- Marks & Spencer
- Northumbrian Water
- Prudential UK
- Ricoh UK Ltd
- RBS
- Sky
- Tesco
- Virgin Atlantic
- Vodafone
- Walgreens Boots Alliance
- Warner Bros.

Appendix: Survey respondents (excluding organisations wishing to remain anonymous)

NGOs & International Agencies

- Age UK
- Alcohol Concern
- Alzheimers Society
- Arthritis Research UK
- Best Beginnings
- BFI
- Bliss
- Breast Cancer Care
- Breast Cancer Now
- Canal & River Trust
- Cancer Research UK
- CARE International
- Carers UK
- Citizens Advice
- Collectively
- Concern Worldwide
- Friends of the Earth
- Great Ormond Street Hospital Children's Charity
- Macmillan Cancer Support
- Make-A-Wish
- Malaria No More UK
- Media Trust
- National Trust
- Practical Action
- Prostate Cancer UK
- Rainbow Trust Children's Charity
- RedR UK
- Riders for Health
- Rnib
- RNLI
- Shelter
- St Christopher's
- Teenage Cancer Trust
- The Haven
- The Haven Breast Cancer Support Centres
- Tommy's
- Unicef UK
- Variety
- War Child
- WaterAid
- WaterAid
- Wildfowl & Wetlands Trust (WWT)
- Woodland trust
- WWF