

# From “a mile wide and an inch deep” to strategic Corporate Social Responsibility:

Applying lessons from The  
Boston Globe’s community  
involvement redesign

Corporate Responsibility and Global Business:  
Implications for Corporate and Marketing Strategy

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COMMUNITY  
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# Situation

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Many companies are active in their communities with money and time, but aren't as strategically rigorous in this area as they are in others. Companies have a tremendous opportunity to make a far greater impact on their communities, while simultaneously returning significant additional value to their business, but how best to do this?

# Obstacles

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- Many companies are proud of their community involvement and don't see the need to redesign it.
- Others see the necessity of doing more good and returning more value (especially given current business pressures and escalating community needs) but don't have a practical blueprint for doing so.
- And some see investment in communities as a drain on shareholder value.

# Questions

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- What are the benefits (internal and external) of strategic CSR (Corporate Social Responsibility)?
- How can companies transform their CSR for maximum external and internal impact?
- What are some practical examples of how companies have strategically transformed their CSR and what are the tools and methodologies that they have used to do so?

# What do you call it? How do you define it?

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Business Ethics

Corporate Citizenship

Corporate Social Opportunity

Community Involvement

Community Relations

Corporate Responsibility

Corporate Philanthropy

Community Investment

Corporate Volunteerism

Strategic Giving

Community Affairs

Corporate Social Responsibility

Triple Bottom Line

Corporate Accountability

Sustainability

# What's in a Name?

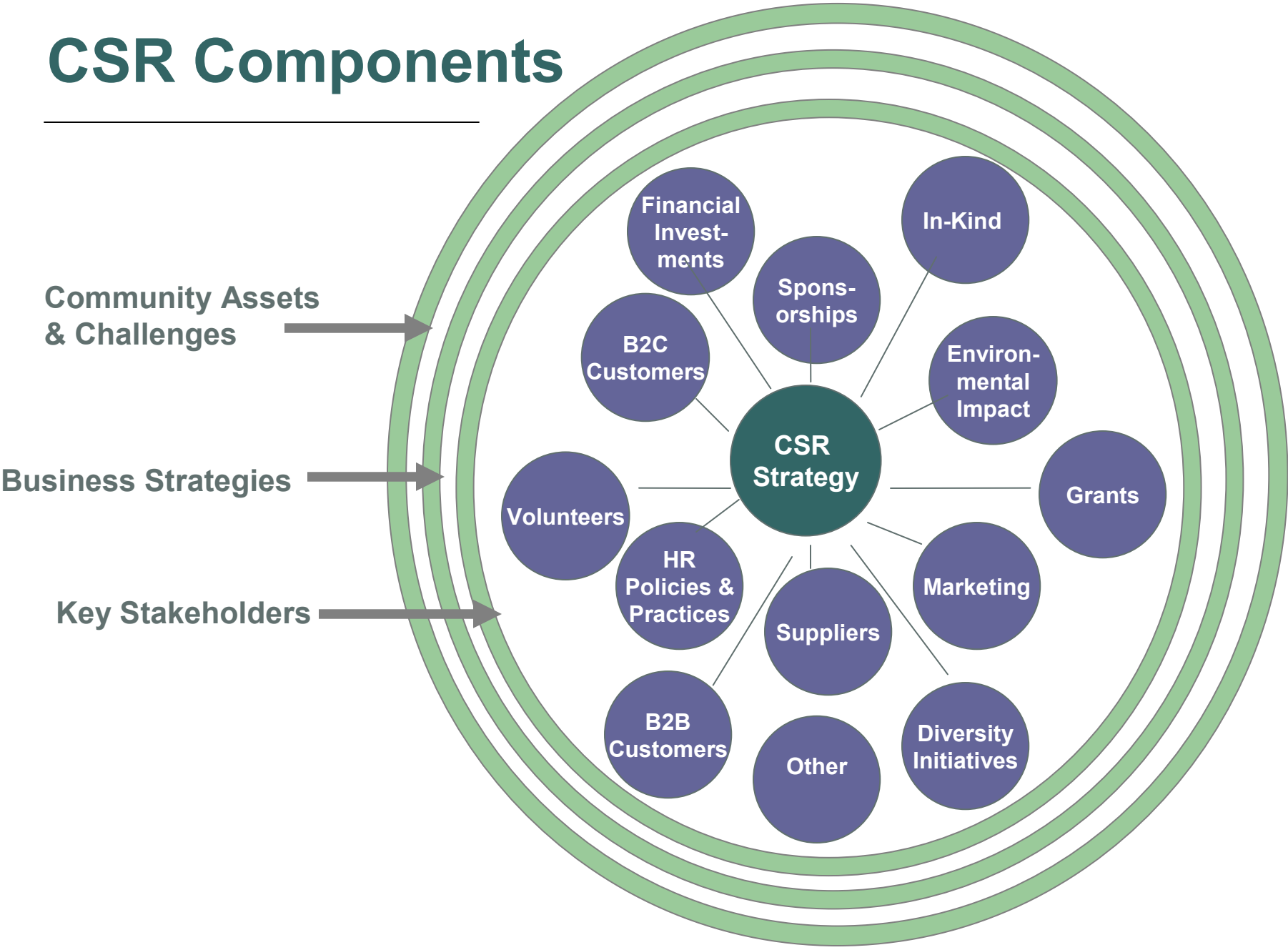
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## **Strategic Corporate Social Responsibility**

Community Matters Group defines strategic corporate social responsibility as the art of leveraging the assets of a company to maximize community impact while leveraging the company's citizenship to maximize the return on investment. In short, the art of making responsibility profitable and making profitability responsible.



# CSR Components



# A Few Best Practices for Strategic CSR

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- ▶ **Examine every facet of the business searching for opportunities to increase the positive and reduce/eliminate the negative impacts of the business on society, communities and the environment, look closely and creatively for “win-win” opportunities**
- ▶ **Determine areas of focus that are reflective of real community needs, your people’s passions and strategic business fit**
- ▶ **Make significant multi-year investments (time, money, in-kind, etc.) in a few initiatives or organizations that are well positioned to effect change in the chosen area(s)**
- ▶ **Leverage and influence outside resources (customers, suppliers, etc.)**
- ▶ **Connect CSR to business objectives**
- ▶ **Build ownership throughout the company**
- ▶ **Secure strong visible support from senior leadership**
- ▶ **Monitor results: Implement evaluation and continuous improvement measures (draw in feedback from internal and external sources)**
- ▶ **Track what you are doing and communicate externally and internally**

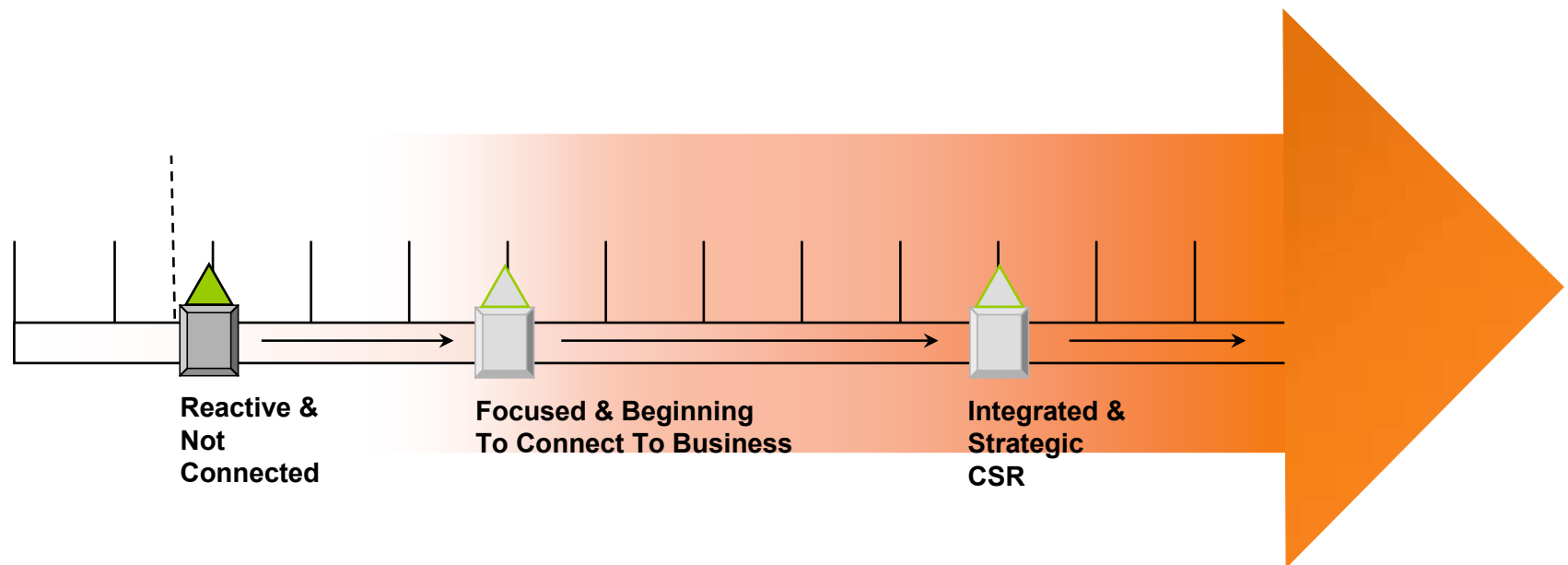
**“If you keep on doing what you do, you’ll keep getting what you’ve got.”**

*Graffiti, Washington, DC, 1985*

# A Continuum

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The evolution along this continuum is towards increased community impact and increased business benefit.



## Case Study

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# Making a Difference: The Boston Globe Foundation's Strategic Community Investment Plan

### Goal:

Create a community investment program that makes real and measurable impacts on key community needs, leverages interests of key stakeholders and returns significant value to The Globe.



# Good Intentions, but...

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**In the 5 years prior to the strategic redesign The Globe had:**

- ▶ **Contributed more than \$8 Million to hundreds of area nonprofits**
- ▶ **Some Employee Volunteerism**
- ▶ **Some Leveraged Resources**  
(ad space, NIE, Globe Santa, etc.)

**There was a significant opportunity to change the status quo:**

- ▶ **A mile wide and an inch deep**
  - Contributions had been intentionally spread out across categories, issues and geography to address the broad needs of the community
  - Average grant size - \$7,000
  - Lack of reporting and measurement

**“I think they should be one of the pillars in Boston... whether it’s Filene’s, Fidelity, Fleet, *The Globe*, Red Sox, it’s one of those things that should be in the top 10 in people’s minds of companies that do things in the community.”**

***Paul Cavalli  
Filene’s  
Senior VP Advertising and Sales Promotion  
(One of The Globe’s top 3 advertisers)***

# Vision

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## Community Need

- ▶ Assess pressing needs in the community
- ▶ Identify under-resourced needs and areas
- ▶ Determine which needs have greatest potential for Globe impact

## Employee Interests

- ▶ Determine what issues and needs employees care about the most

## Strategic Fit

- ▶ Find the intersection between The Globe's core competencies and community needs
- ▶ Identify civic and charitable priorities of advertisers and customers
- ▶ Determine the fit with The Globe's goals and strategic vision
- ▶ Establish benefits of a focused program to ensure commitment, should the business/economic climate shift

## The Old Situation



## Vision



# The Process

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**1.**

## **Baseline Assessment**

Interview 17 leaders in Boston (Community, Business, Civic, Advertisers) to assess The Globe's current standing in the community and solicit feedback on new directions.

**2.**

## **Strategic Focus**

Find the intersection between the communities' most pressing needs, employee interests and The Globe's business goals and strategic assets.

**3.**

## **Decisions**

Choose a select few priority areas to concentrate the bulk of The Globe's resources on, and a handful of initiatives and partnerships in which to invest significant resources.

**4.**

## **Communication & Continuous Improvement**

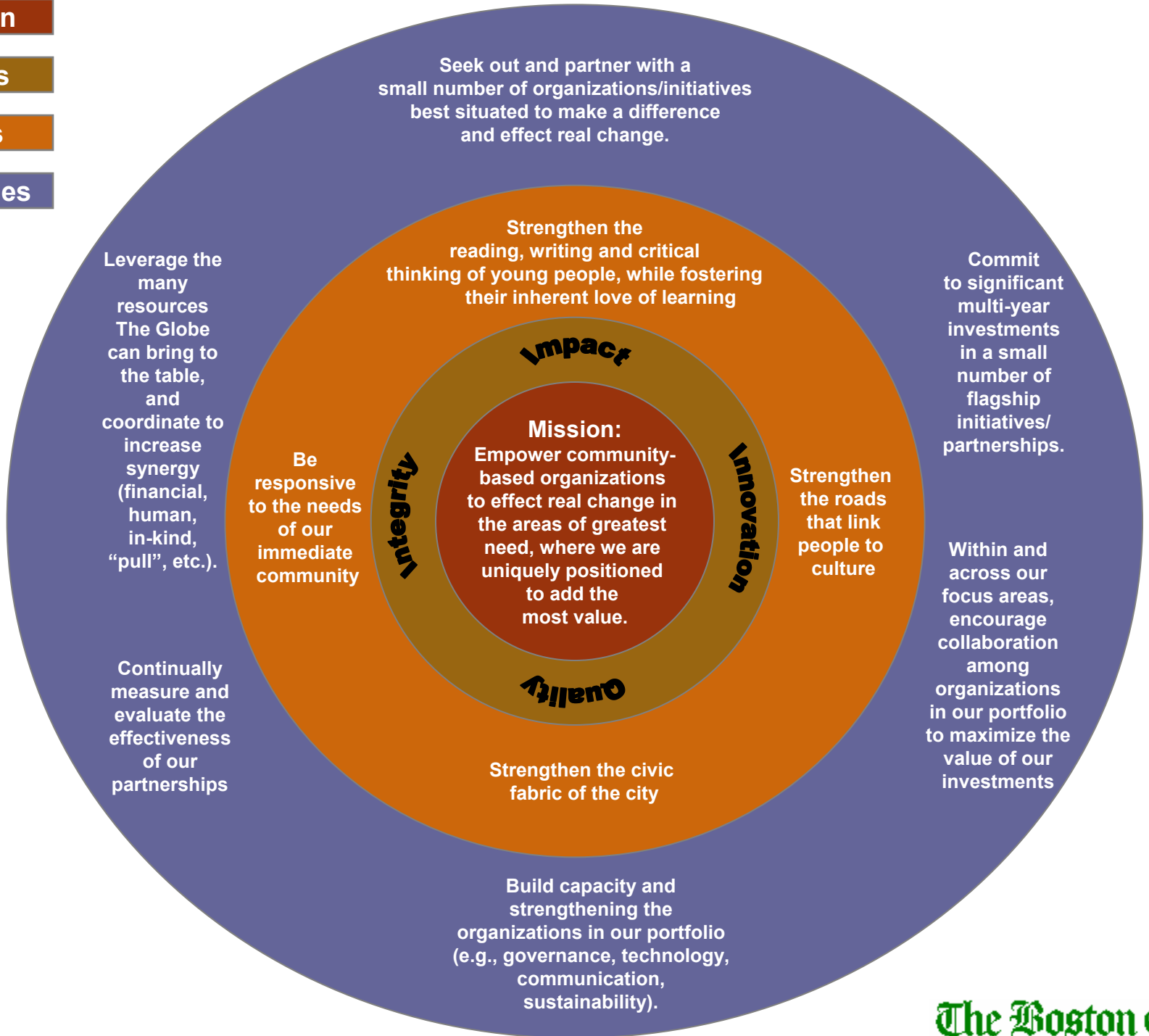
Communicate the new strategic giving initiative internally and externally. Feedback from follow up surveys will be combined with evaluative data to continuously improve the initiative.

**Mission**

**Values**

**Goals**

**Strategies**



Readers & Writers



Writing Coaches in Boston high schools and TiP management



Journalism mentoring program and publication of magazine

English for New Bostonians



increasing access to ESOL classes throughout Boston

Civic Engagement



Youth leadership violence prevention programs



Social Capital, Inc

Focusing in Dorchester, developing community building infrastructure



Promotes local volunteerism through Citizen Academy and Civic Leadership Institute



Leading international organisation for "Youth Voice" and youth leadership

Arts & Culture



Youth-run arts Micro-enterprise program with emphasis on Photo Studio

Project: Think Different

Media arts program bring together diverse young people through positive messages in film, music and video



The Globe has been sponsor of the Scholastic Art Awards program for 55 years. More than 3,000 artworks submitted annually

# T.i.P.



- 2nd Anniversary Publication May 16, 2006 – ninth edition
- More than 300 students from 14 Boston schools have been published
- Students interviewed after one year of T.i.P. involvement overwhelmingly feel that they are better writers; that they have learned how to research, find sources and check facts. Students surveyed after the summer Journalism Institute all showed improvement in specific Writing Skills; and in their attitudes toward writing.
- Youth written content published in City Weekly; full T.I.P. included in Sunday City Weekly edition
- Received First Place, General Excellence Award, Newspaper Association of America Foundation, 2005



**applying these  
lessons to your  
company**

# Steps Toward Strategic CSR

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## 1. Assess your current CSR Performance

- Does your company have a connected and strategic CSR program?
- How strong is each component of your CSR? (vs. best practices, vs. your goals)

## 2. Assess community needs, your people's passions and strategic business fit and then determine areas of focus that hit the overlapping 'sweet spot'

## 3. Know your company's mission, values, goals and strategies. Then develop mission, values, goals and strategies for your CSR that are intimately connected to your business

## 4. Build, plan and manage for success

**“There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction.”**

*John F. Kennedy*

# Exercise 1: Rate Current CSR Performance

**CSR Strategy**

- High
- Med
- Low

<p><b>Physical Resources</b></p>	<p><b>Grants</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Sponsorships</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>In-Kind</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Other Physical Resources</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>
<p><b>People (Internal)</b></p>	<p><b>Grassroots &amp; High-Skill Volunteers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>HR Policies &amp; Practices</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Diversity Initiatives</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Other People Resources</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>
<p><b>Leveraging Relationships</b></p>	<p><b>B2C Customers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>B2B Customers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Other Relationships</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>
<p><b>Business Practices</b></p>	<p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Marketing</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Financial Investments</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>	<p><b>Other Business Practices</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> High</li> <li><input type="checkbox"/> Med</li> <li><input type="checkbox"/> Low</li> </ul>

# Exercise 2: Finding the Sweet Spot

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# Exercise 3: Business Bull's-eye

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For a company's CSR to be strategic, it is important to have a CSR Mission, Values, Goals and Strategies. Further, it is imperative that they be intimately connected to the company's mission, values, goals and strategies.



# Exercise 4: CSR Bull's-eye

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Once you've captured the business side, it's time to put attention on developing strategic CSR.



# Key Supporting Ingredients

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- ▶ **Good Assessment Process**
- ▶ **Change Management 101: Build Buy-in**
- ▶ **Guiding Cross-Functional Team (Including Senior Level Involvement/Support)**
- ▶ **Measurement, Evaluation and Continuous Improvement**
- ▶ **Communication (Internal and External)**

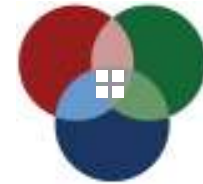
# appendix:

- **Boston Globe focus area detail and strategies**

From “a Mile Wide and an Inch Deep” to  
Strategic Corporate Social Responsibility:  
Applying Lessons From the Field

# Focus Area: Strengthening the Next Generation of Readers & Writers

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**What:** Initiatives that strengthen the reading, writing and critical thinking of young people by fostering the inherent love of learning and supporting the development of key literacy skills.

## Why:

**The intersections between community needs, employee interests & strategic fit:**

- **Community Needs:** Multiple sources identify the need to strengthen the reading, writing and critical thinking skills of young people. Further, a life-long interest in learning is a key enabler of economic success.
- **Employee Interests:** When asked what issue The Globe should focus its resources on, literacy and education were the most frequently mentioned.
- **Strategic Fit:** As a newspaper, The Globe is uniquely positioned to make a difference in the area of literacy skills. As a business, The Globe's future success is dependent on a population that is both able to write and read, and interested in learning about the world around them.

## Strategies:

- Partner with organizations with strong working relationships with schools.
- Intelligently utilize The Globe's professionals as volunteers.
- Foster writing and journalism in exceptional school-based and after-school programs
- Work with partners to develop top-rate, student-run newspapers.
- When possible, reward exceptional writing by integrating youth-developed content into our publications.

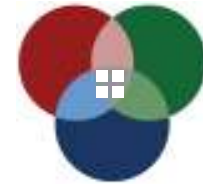
## Opportunities to leverage existing Globe programs:

- Expand scope of the *Scholastic Art Awards*, to include a *Writing* competition and award program.
- Collaborate with *Newspapers In Education*, working with partner nonprofits to help provide content and expand the reach of NIE.

## Flagship Partnerships:

- **Citizen Schools:** \$75,000 investment in this apprenticeship-based after-school program serving middle school students, will primarily support the creation of several school newspapers and a guide to the city's high schools, as well as writing support and instruction both during and after-school.
- **WriteBoston:** \$60,000 investment in school-based Writing Coaches in public schools, who will develop writing curriculum and assist teachers with professional development. WriteBoston will provide leadership in developing plans for expanded city-wide journalism vehicles for students.
- **Women Express/Teen Voices:** \$60,000 investment will allow this journalism mentoring program for urban girls to continue to produce the nationally-distributed *Teen Voices* magazine, and to involve more girls in journalism projects, including a city-wide project in Boston.

# Focus Area: Supporting & Enhancing the Cultural & Artistic Vitality of Our Communities



**What:** Strengthen the roads that link people to culture.

## Why:

**The intersections between community needs, employee interests & strategic fit:**

- **Community Needs:** Recent deep funding cuts to the arts have left Boston in danger of undermining our status as a world-class city, with a weakened arts sector. Several of the external interviews identified funding for arts and culture as a key need that The Globe could impact. Further, the 2003 Boston Indicators Report identifies a vibrant and thriving arts and cultural landscape as a key component of attracting and retaining the best 18-30 year olds, who are a key driver of our innovation-based economic growth.
- **Employee Interests:** When asked what issue The Globe should focus its resources on, arts (specifically programs that provide access to young people) repeatedly came up.
- **Strategic Fit:** Arts and Living are key sections in the daily and Sunday papers. A strengthened art and cultural sector has the potential to increase ad revenue; conversely, ad revenue from arts organizations could dip as the sector struggles. We acknowledge the creative economy as an engine that contributes to Boston's Excellence, our quality of life, and our ability to attract, retain and develop the young adults who will drive our region's continued success.

## Strategies:

- Partner with exceptional "mid-size" arts and cultural organizations to create new free and accessible public opportunities to bring people together for cultural enrichment.
- Further develop signature Globe-sponsored programs (*Boston Globe Jazz Festival, High School Drama Festival, etc.*) and link with our arts partners to increase the impact of our existing sponsorships.

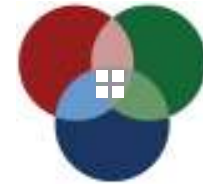
## Opportunities to leverage existing Globe programs:

- Complement signature sponsorship of *The Boston Globe Jazz Festival*. Give young musicians more access to instrumental music programs.
- Add depth and breadth to *The Boston Globe High School Drama Festival* by providing participating schools with a free series of acting and production workshops, through our existing arts partners. The winners could be featured in outdoor performances underwritten by the Globe.

## Flagship Partnerships:

- **Artists for Humanity:** \$50,000 investment will make it possible for AFH to increase the number of paid participants from 60 to 100 young people next year, and add new areas of art and job training including a Web Design studio, thus expanding both the number and depth of the art experiences available to even more inner-city teens.
- **Huntington Theater:** A \$75,000 investment over two years will allow the Huntington to produce STAGES III: Stages for a New Millennium, a multi-ethnic, multi-generational project that will combine oral history with the performing and visual arts, utilizing community partners based in Boston's South End, the site of the new Theatre Pavilion at the Boston Center for the Arts.

# Focus Area: Promoting and Developing Civic Engagement & Community Building



**What:** Bring people together to learn from each other and engage in the process of strengthening the civic fabric of the city. Build the leadership skills of the next generation of the region's leadership.

## Why:

**The intersections between community needs, employee interests & strategic fit:**

- **Community Needs:** Multiple sources have identified the need to strengthen civic engagement and community in the region. New leadership that reflects the region's diversity has been identified as a key ingredient for Boston's future success, but leadership must be fostered and grown. Numerous community leaders have praised and appreciated The Globe's attempts to foster civic dialogue (e.g., The Big Dig Forum), while expressing the great need for more.
- **Employee Interests:** There is great pride internally in the Globe's role as a promoter of civic knowledge. There is also a great resource in the talent and "draw" of our writers, journalists and other personalities.
- **Strategic Fit:** As a newspaper, The Globe promotes the first key ingredient of civic engagement every day: knowledge. As a business, The Globe's future success is dependent on a population that wants to know what is going on and wants the best source of that information. Promoting civic engagement will not only strengthen the health of the region, but also can directly impact future circulation. The Globe is uniquely positioned to play a role of convener and community builder. There is significant opportunity to leverage boston.com and the 18-34 demographic target initiative.

## Strategies:

- Bring people together (in person or virtually); increase civic knowledge and awareness.
- Help people build community connections across real or perceived divides.
- Develop the leadership skills of the next generation of leaders.

## Opportunities to leverage existing Globe programs:

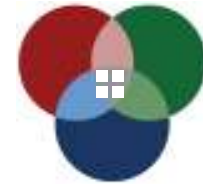
- *Meet the Globe* –include community participation and expanded forums in the *Meet the Globe* events in all five zones and *Meet City Weekly*.
- Continue to sponsor issue forums on pressing topics (e.g., Beyond The Big Dig).

## Flagship Partnerships:

- **Social Capital, Inc.:** \$50,000 investment will support the creation of a network of communities working together to increase social capital, by partnering with local agencies, including a Boston neighborhood flagship site.
- **Boston Cares:** \$50,000 investment will support the development of Boston Cares Citizen Academy, to promote a higher degree of volunteer commitment as well as a deeper understanding of civic issues. Access to service and learning projects will be expanded.
- **Teen Empowerment:** \$50,000 investment will allow expansion of the Police-Youth-Neighborhood Reconciliation project; it will also support the work of Youth Organizers at the Dorchester Education Complex as it transforms to smaller academies.
- **Youth on Board:** \$60,000 investment will help this organization to bring its methods of youth engagement and empowerment to more nonprofits.
- **Hyde Square Task Force:** \$50,000 to support the organization's youth leadership and community organizing.

# Responding to the Needs of our Immediate Community – Neighbor To Neighbor

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**What:** A dedicated fund, administered by a diverse committee of Globe employees, to help respond to the community needs of our immediate neighborhood.

## Why:

It makes sense for the Globe to be a more active member of our immediate community, especially as such a large employer, with a large production facility. The more our neighbors understand and get to know us as individuals, the more they will value our presence here (e.g., during the recent parking lot expansion discussions, it would have helped us to respond to questions concerning our giving practices in our immediate neighborhood). This committee will provide the structure and resources to be responsive to local community needs.

## Who:

In focus groups, our employees have indicated that they are concerned about the needs of the residents in the area immediately surrounding the Globe facility in Dorchester. A committee of community-minded, concerned individuals, from all levels of the organization, will function as an allocation committee with a pool of Foundation funds earmarked for organizations in close proximity to The Globe. Also, this committee will serve as a hub for our employee volunteerism activities, which now are scattered throughout the organization.

## Strategies:

- Dedicate a portion of the Foundation budget to invest responsively in local nonprofits addressing the needs of our immediate neighborhood.
- Engage our people in volunteer activity in our immediate community.
- Demonstrate civic pride in our location.
- Participate in existing neighborhood organizations.

## Structure:

- 10 employee members.
- The committee is facilitated by the Foundation staff.
- A Globe Foundation Advisory Board member will be a standing member of this committee.
- The committee will be empowered to decide: Specific geographic area, number and amount of grants from within its allocation, its leadership structure and decision making process.

## Timeline:

**April/May:** Selected members, held initial meetings

**June/July:** Evaluated nonprofits that had already applied for funding to the Globe Foundation for 2003

**August:** Recommendations for funding submitted

**Sept to Dec:** Refine direction, solicit proposals, host event with grant recipients and community leaders

## 2003 Grantees:

- Boston Aging Concern
- Boston Raiders
- Columbia Point Community Partnership
- Dorchester Bay EDC
- Generations Incorporated
- Habitat for Humanity
- Little House/American Composers
- Notre Dame Montessori
- We're All In This Together