

*CiYuan Case Study:*  
**Building Cross-sector  
Partnerships to Enhance Social  
Investment in China**

May 5, 2012

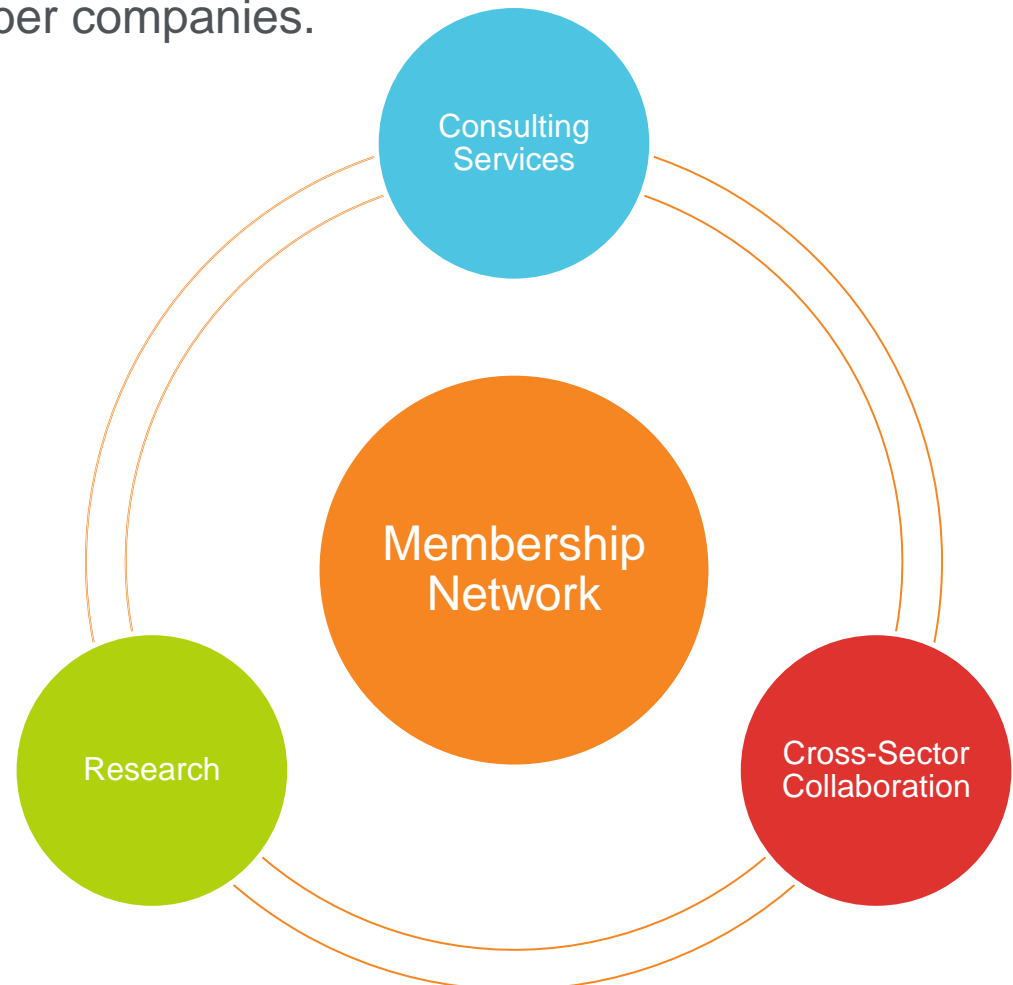
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Manager

# BSR's Mission and Strategy

**Our mission:** We work with business to create a just and sustainable world.

**Our strategy:** We develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration with our global network of more than 250 member companies.

- Insights gained from our research and collaborative partnerships feed our consulting work.
- Our real-world experience working closely with member companies informs our research.
- Our cross-sector efforts build on our extensive network of members and stakeholders.



# About CiYuan

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- Businesses in China struggle to leverage corporate resources or develop high impact social investment programs due to the lack of—and capacity of—partners
- BSR's new CiYuan initiative is a service offering that helps companies build **innovative partnerships** with NGOs to leverage their models, knowledge, skills and resources **to enhance the value of social investment in China.**
- Companies can benefit from a grant BSR has received to subsidize our work to:
  - Help companies **align social investment** with business priorities,
  - **Engage NGOs in new ways** that add value to the business and society, and
  - **Inject innovation into programs** through new ideas, approaches and partnerships to increase impact.

# CiYuan Aims to Rethink Traditional Approaches

- **A move from donations to partnerships** in order to be more strategic requires different skills, timeframes, levels of commitment, and vision.
- **Maximizing corporate benefits from social investment** in areas like supply chain, community engagement and business development requires internal alignment, external engagement and leadership vision and buy-in.
- **A crowded marketplace** requires innovative partnerships to stand-out.
- **More NGOs are viable and worthy partners**, but require capacity building to engage effectively with business.
- **Maximizing impact** requires leveraging business resources, leadership and approaches.

# CiYuan Pilot Project: Nike & CYDF

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- Nike are working with the China Youth Development Foundation (CYDF) contributing their employees, retail and digital presence, as well as their PR expertise and funding.
- The partnership provides grants, training and mentors, as well as online resources for youth to develop their leadership skills, and make a difference in their communities through sport.

# Roles of Partners in Partnership



**Nike: funding, marketing campaigns, experience engaging youth in sports programs, and expert partners**

- Expertise working on youth sport programs including previously developed tools and curricula from its other programs and a pilot program with CBAC.
- Expertise in marketing and branding and wide network to bring in sports trainers, judges and sports professionals.
- Brought in an IT company to build the Beyond Love website and a PR company to support public relations.



**中国青少年发展基金会**  
CHINA YOUTH DEVELOPMENT FOUNDATION

**CYDF: experience engaging and coordinating youth, a nationwide network, and strong brand recognition**

- Expertise from previous programs to reach youth, manage judges, run training and provide ongoing support to youth.
- Network of provincial partners to engage teachers to organize activities to help support students.
- Project Hope brand enabled legitimacy and ability to work on campuses.
- IT department created the GameChangers website and a volunteer management system to cope with the 11,000 applicants.



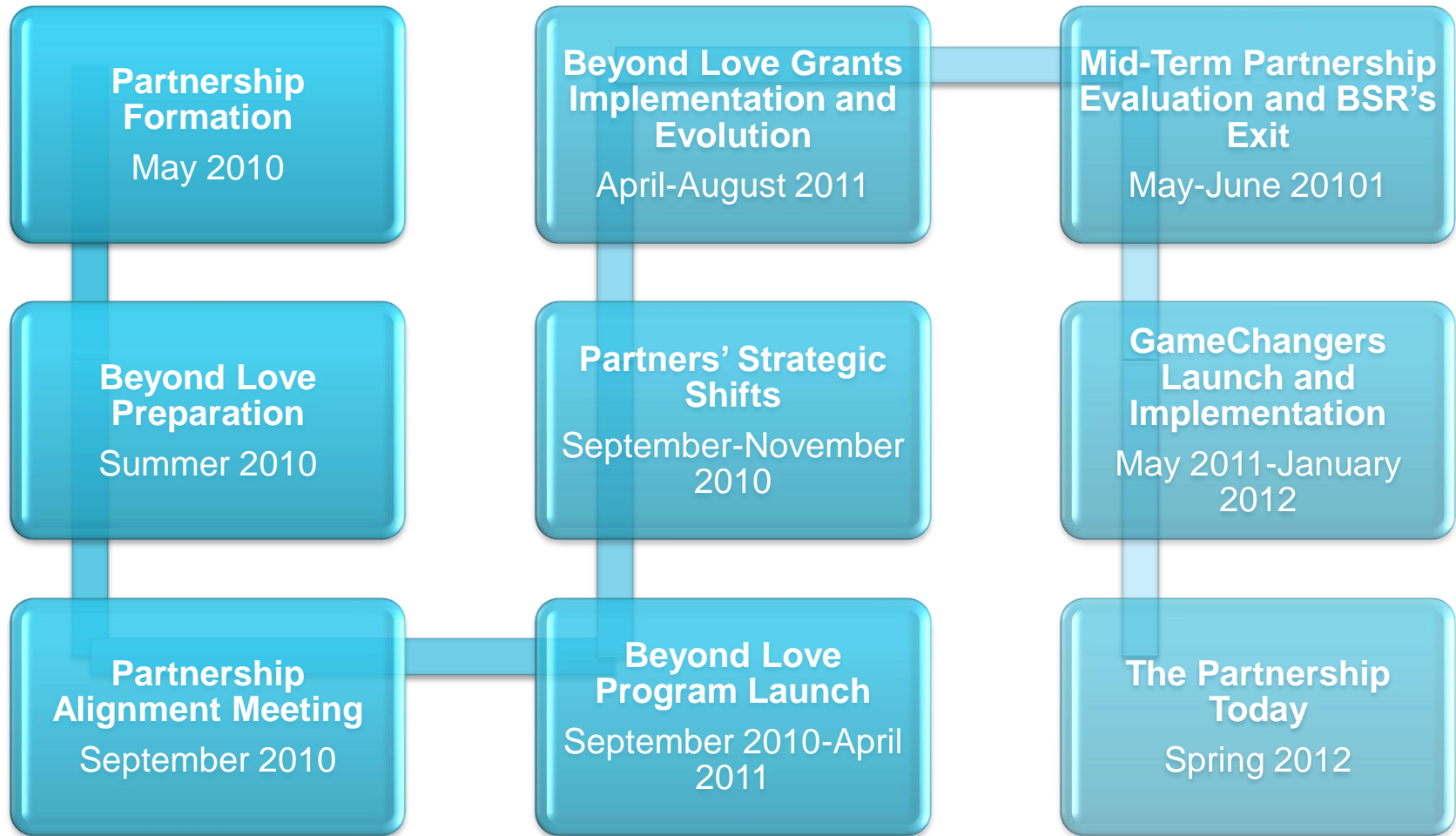
**BSR**

商务社会责任国际协会

**BSR: partnership facilitation, understanding of both partners, partnership evaluation, training and coaching**

- Help each partner gain senior leadership support and identified potential misalignment between the partners,
- Provide training to CYDF and mentored both partners
- Evaluate the partnership in order to improve it.

# Implementation Process



# Program Results

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**100** youth programs

**20** Universities

were involved in **16** cities and provinces.

**400** sporting events were held

**26,477** youth played

sports, out of which **1,200** played sports for the first time.



# Mar 30, 2012 | Beijing

## Nike and CYDF reflect on their partnership



# CYDF: different working styles and managing expectations





# CYDF: expectations of Nike value-add



# Nike: timeline and marketing challenges



# Nike: successfully leveraging marketing





# Nike and CYDF: How can small NGOs work with MNEs



# Nike: Leadership support at NGO and need for quality to gain support within company



## Lessons from the Partnership

- Monitor and evaluate smartly in order to use previous experiences and resources
- Align vision and strategy but be adaptable to changes as partners' strategies and priorities change
- Invest time in understanding your partner and making adjustments to support them
- Engage senior leadership early and consistently
- Understand and adapt to differences in structures and working styles
- Allocate resources effectively





# 10 Challenges for NGOs and Companies to be Aware of

## Realistic Budgets and Timelines

- Budget appropriately and be realistic
- Try to fully account for all the time and indirect costs that will be spent on the program by staff as well as direct costs

## Align Goals and Manage Expectations

- Do not overpromise and under-deliver
- Be transparent and push back on partners if necessary
- Be transparent and do not assume anything

## Appropriate Flexibility

- It is important to customize a program/partnership according to needs, timelines, feasibility, budgets etc
- Do not lose sight of real need/NGO's goals.

## Leveraging Corporate Resources

- Companies have many resources that can help NGOs but accessing them is difficult.
- Be careful of what companies promise but cannot deliver

## Balancing Quality and Quantity

- Understand the balance and be honest about it internally and externally

# 10 Challenges for NGOs and Companies to be Aware of

## Realistic Capacity and Resources

- Know your limitations
- Expect problems in reaching goals, retaining staff etc

## Public Relations

- Use a company's interest in PR as an opportunity
- Be accommodating but have your limits and be clear about them

## Cultural and Comms Differences

- Learn about your partner's processes and culture and what the best way is to work together
- Seek to understand different communication styles

## Utterior Company-wide Motivations

- Expect there to be ulterior motives and seek to understand and meet them
- Help your contacts gain support internally

## Maintain Independence

- Try not to become dependent on one company (financially)
- Try to keep your distance so you can keep integrity

# For Sustainability Build Buy-in Throughout the Company

- Disseminate goals and scope of work throughout the organization
  - Every department that will be involved, including promotions/marketing and senior leadership
  - “Missing middle”
- Obtain support from senior leadership
  - Organizational buy-in and vision



# Forgotten Habits in Partnerships

## Coach

- Help your partners work out the solution by guiding them with questions instead of just telling them.
- Explain the reasoning behind decisions.

## Praise

- It is too easy to focus on day-to-day requirements of getting things whilst forgetting to congratulate partners.
- Help individuals get recognized within their organization.

## Reward

- If you ask for more, pay more.
- Expand or renew the partnership on favorable terms.
- Identify good and bad practices and adapt plans accordingly to incentivize commitment and quality.

Trust, honesty and openness  
Perceptions and expectations  
matter

But don't be overwhelmed....just  
start doing it!

Thank you!