Agenda

I. Introduction to Campbell’s Healthy Communities

II. Various Definitions in Social Innovation

III. Campbell Case Study: Methodology

IV. Campbell Case Study: Results

V. Collective Impact – Practical Application
Giving That Matters
Community Affairs Overview

Kim Fortunato
Director, Community Affairs
President, Campbell Soup Foundation
Campbell Soup Company
Community Affairs Strategy Overview

Company Purpose

Real food that matters for life's moments

Giving That matters

Our Mission
To strengthen and empower healthy communities in Campbell’s hometowns

Increase Healthy Food Access
Increase availability of and accessibility to real, fresh foods

Encourage Healthy Living
Expand nutrition education and active lifestyle programs

Nurture Campbell Neighborhoods
Transform the physical spaces where people live, learn, and play
Collective Impact
- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communications
- Backbone leadership organization
Our strategy

Food Access

Food Access

Physical Activity/Access

Nutrition Education

Public Will

System Change, Policy Work, and Process Improvement
Food Access & Nutrition Education

Building Capacity in Camden’s Food System

Corner stores partner with the County Health Department to conduct health screenings during the Nutrition ed. and Heart Bucks programs.

95% of HeartBucks were redeemed following the nutrition education sessions and store tours.

Corner stores now ask to join! With network of 50+, and demand increasing by store owners not in the network
You believed in the potential of our work, and now our voice is being heard among policymakers - an essential ingredient in creating lasting, patient-centric change.

In particular, our multi-year partnership has enabled us to grow our network in Camden and expand our capacity to build public will within our community around critical issues affecting health outcomes.

“– Healthy Communities Investee"
Outcomes from the practice of CI:
Leveraging Resources; Publicity in the first 6 months of FY 2018

- **Total external dollars for related work awarded in last 6 months:** $532,125 (across 8 organizations, ranging from $1000 to $250k, and an average of about $75k)
- **New funder relationships:** 16 (with a range of 1-4)
- **New relationships with community partners or sites:** 27 (with an avg. of 3.75 across 8 organizations)
- **New connections with other sectors:** 10 (with an avg. of 1.25 across 8 organizations)
- **Number of press pieces, presentations, or publications on the work:** 29 (with a range from 0-8)
Corporate Social Responsibility (CSR) Definition

“...refers to the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm. It is the firm's obligation to evaluate in its decision-making process the effects of its decisions on the external social system in a manner that will accomplish social benefits along with the traditional economic gains which the firm seeks.”

Cause Related Marketing (CRM) Definition

“...the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives.”

Collective Impact (CI) Definition

“...the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.”

5 Key Conditions of CI

- common agenda
- shared measurement
- mutually reinforcing activities
- continuous communication
- backbone support

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<th>The Five Conditions of Collective Impact</th>
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<td>Common Agenda</td>
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Campbell Case Study: Methodology

- Inductive qualitative research; within case design with deviant case sampling

- Research Question: Can corporate collective impact and CRM initiatives be successful at implementing long-term positive impact?

- Case Study: Campbell Soup Company
  - Sub-case studies of CRM and CI efforts:
    - Campbell’s Labels for Education CRM program (1973 – 2018)
    - Campbell’s Healthy Communities CI program (2010 – present)

- Data Sources
  - 11 semi-formal interviews completed between April and May of 2018
  - Printed Media and Public Documents
    - Media documents (print and online publication articles and newsletters)
    - Formal documents (company annual reports, CSR reports and press releases)
    - Virtual documents (websites and blogs)
Labels for Education (L4E) CRM Program

- Program ran from 1973 to 2018
- Enabled participating schools to redeem educational goods from a designated merchandise catalogue in exchange for points collected by the consumer.
- Impacted tens of thousands of schools in the United States and has awarded $116 million in equipment and supplies.
- “Longest-running redemption program of its kind.”
- “America’s oldest and largest school support program.”
Campbell’s Healthy Communities CI Program

• Program commenced in 2010.

• $10 million in corporate funds for a ten-year initiative; focus on childhood obesity and food insecurity.

• Common Agenda: “measurably improve the health of young people in our hometown communities.”
Campbell Case Study: Results

**Conclusion:** CI is the most constructive method for corporations to engage in social change.

- While the results of both methods in this case study were positive, the motive for engaging in CRM programs can be problematic.
- While positive brand associations can be established through CRM, the underlying motives of the CRM effort are often called into question:
  - Detracting from the positive community contributions made.

**CHC**
- Successful outcomes across four pillars: food access, physical activity, nutrition education, public will
- Increased publicity work, leading to more resources and improved collaborations
- Continual learning: change to report behavioural measures and implement a systematic process across measures

**L4E**
- $116M Total donation (over 45 years)
- $2.5M donations annually (avg.)
- More than 60K participating U.S. schools (avg.)
A. The “Common Agenda” requires strategic involvement and commitment from partners

B. Continuous Communication” requires engaged partners and informed community members

C. “Shared Measurement” requires the correct input data for accurate results and evaluation process

D. Collective Impact framework provides organization and process to effectively impact wicked problems

E. Collective Impact process is derived from strategic planning and continual improvement methods

F. The role of the Collective Impact funder is critical to guide partners to success

G. Importance of discovering shared alignment and opportunity among partners and funder

H. Collaboration provides different perspectives of problem and drives community engagement

1. “5 Conditions” necessitate requirements for successful outcomes

2. Impact is derived through an organized strategic process that is continually improving

3. Synergy between partners and funder drives successful outcomes

4. Collaboration and community engagement are key to success

Overarching Theoretical Dimensions

Following prescribed Collective Impact framework

Innovating and customizing within the framework
Discussion

• Future research in CI should expand on the practical application of the process of collective impact.
• Need for more case studies that exemplify how CI is performed and the extent of the results.
• CI is a continual and evolving process.
• Practitioners must share CI best practices in order to achieve impact more expediently and at a greater scale for future initiatives.
THANK YOU