Making a Difference

BCG’s Partnerships and Projects for Social Impact
2012 Edition
The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with 77 offices in 42 countries. For more information, please visit bcg.com.
MAKING A DIFFERENCE

BCG’S PARTNERSHIPS AND PROJECTS FOR SOCIAL IMPACT
2012 EDITION
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THE BOSTON CONSULTING GROUP is deeply committed to making a difference in the world. We believe that the same insights and approaches we use to solve business problems are applicable to social problems. A focus on making the most strategic use of resources and creating positive change is important for all our clients, but it is perhaps most critical in the social sector, where scarcity and uncertain returns are inherent and human need is great.

The stakes are significant, as impact in the social sector can mean the difference between someone thriving or starving, receiving life-saving malaria medications or dying, or learning at transformed schools or dropping out. Through a range of initiatives—from tackling global problems to addressing local needs—our work in the social sector is an expression of the firm’s commitment to bringing the best of our capabilities to everything we do.

I’m truly proud of the very tangible contributions we’ve made in working with our social-sector partners all around the world in addressing such diverse areas as poverty and hunger, global public health, education, the environment, and arts and culture.

This report presents an overview of our key social impact projects from 2010 and 2011. In a series of articles and interviews, we also share some highlights from our work and some of the methodologies and tools we use to drive change in specific areas.

I hope you’ll find the report as fascinating and inspiring as I did. If you would like to learn more about the organizations we support, the social impact work we do, or BCG’s Social Impact Practice Network, please contact us at social_impact@bcg.com.

Hans-Paul Bürkner
President and CEO
“Corporations have an obligation to help create better societies. Our founder, Bruce Henderson, was fond of quoting Archimedes, ‘Give me a lever and a place to stand and I will move the world.’ There are many areas in which businesses can apply their skills to make a difference in the world.” —Hans-Paul Bürkner, President and CEO

The numbers speak for themselves:

- There are nearly 1 billion hungry people in the world. With global food prices remaining high and volatile, vulnerable populations are at ever greater risk.

- Nearly 21,000 children under the age of 5 died every day in 2010. The highest rates of child mortality are in sub-Saharan Africa, where 1 in 8 children die before the age of 5—a rate more than 17 times the average for developed regions.

- More than 750 million people do not have sustainable access to safe drinking water; another 2.5 billion lack access to improved sanitation facilities.

And these are just some of the challenges facing global society. Yet, even though they are huge, some encouraging signs of improvement and hope abound:

- The number of new HIV infections per year continues to decline, and the significant advancements in antiretroviral therapy are reducing the number of AIDS-related deaths.

- The number of children not enrolled in school decreased sharply from 106 million in 1999 to 67 million in 2009.

- Sub-Saharan Africa’s projected economic growth of nearly 6 percent in 2012 may stabilize the continent’s financial situation and help support the expansion of an educated, stable middle class.

At BCG, we believe it is our responsibility to be part of the solution to the challenges faced not only by our clients but also by society at large. Our social impact work is about making a difference. Our goal is to make a tangible and lasting contribution to the world in which we live.

BCG’s Approach to Achieving Social Impact

Through our work in the social sector, we share our expertise, talent, and insights with social-sector organizations around the world in order to enhance the effectiveness of the critical work they are doing. By bringing the best of BCG to these organizations, we achieve together more than any one of us could individually. We work closely with our partner organizations to develop breakthrough ideas and
organizational capabilities that will help address the world’s most pressing social problems—and deliver high-impact results.

Our goal is to make a tangible and lasting contribution to the world in which we live.

Working at the community, regional, and global levels, we focus our social impact work on eight areas: the environment; poverty and hunger; public health; education; community and economic development; arts and culture; philanthropy and volunteerism; and corporate social responsibility. (See Exhibit 1.) Our work addresses the full hierarchy of needs, from the basics of food and clean water in the poorest nations to the support of arts and culture in developed societies. We partner with multilateral organizations, nongovernmental organizations (NGOs), foundations, governments, and—for our corporate social responsibility (CSR) work—with businesses. (For reasons of confidentiality, we do not describe our CSR work in this report.) During 2010 and 2011, BCG completed almost 400 assignments across these eight areas, working with about 175 organizations around the world.

In the areas of poverty, hunger, and health, BCG fosters long-term relationships with organizations whose work is critical in addressing these issues of the developing world. We currently partner with:

- World Food Programme, Save the Children International, and other organizations working on the issues of poverty and hunger in the developing world
- The Bill & Melinda Gates Foundation and other organizations working on health issues in the developing world

In 2012, we are expanding our global partnerships to the topics of education and sustainability, through new partnerships with Teach For All and WWF.

Locally, we strive to have a direct, measurable impact on the communities in which we live and work. Each BCG office determines which topics to focus on and which organizations to partner with locally. These efforts are listed at the back of this report, but some examples of recent local initiatives include:

- Working through the BCG-initiated business@school program in Europe and Asia to teach business skills to high-school students
- Partnering with cultural institutions in Greece and Italy to measure performance and develop more effective business plans
- Working with indigenous organizations in Australia to support education reform

EXHIBIT 1 | BCG’s Social Impact Work Covers a Spectrum of Human Needs

Source: BCG’s Social Impact Practice Network.
• Helping a U.S. hunger-relief organization develop a three-year plan

• Collaborating with local organizations to measure and improve environmental health in Canada

BCG’s partnership approach and focus on impact helps us deliver results while also developing our people intellectually and professionally. More than 750 employees, or about 14 percent of our worldwide consulting staff, participated in social impact projects over the past year. In addition, many of our employees participated in a wide range of volunteer work. (See “Other Social Impact Activities” in this introduction.) Our people emphasize how personally rewarding they find the work, and we are never short of colleagues who are eager to get involved.

BCG’s engagement in social impact work strengthens us as a professional firm and enhances our ability to attract and retain the world’s best talent. And it provides us with opportunities to collaborate with corporate clients and community leaders to serve the needs of society.

Delivering Impact
Achieving real impact is the ultimate goal of BCG’s investments and approach. We think about our impact in three ways, through enhancing the organizational effectiveness of social sector partners, and through contributing in important ways to addressing specific global challenges.

Social impact work strengthens us as a firm and helps us attract and retain talent.

Project Work. Projects with organizations around the world form the core of our work in the social sector. An example of BCG’s collaborative approach and measurable impact is our recent work with the Bill & Melinda Gates Foundation and the Meningitis Vaccine Project (MVP) to launch a meningitis vaccine in sub-Saharan Africa. A BCG team assessed the key risk factors for the launch of the new vaccine, and the MVP addressed these risks. In December 2010, 14 million doses of the vaccine were successfully introduced in Burkina Faso, and 80 percent of the population was vaccinated in four months. Rollout across sub-Saharan Africa continues, and the vaccine is expected to avert 140,000 deaths, 300,000 disabilities, and $120 million in treatment costs over the next ten years.

Organizational Effectiveness. To help social-sector organizations become more effective and deliver better outcomes, we work with them on multiple projects over time. Since 2008, for instance, BCG has partnered with Save the Children to support its transformation from a loose alliance of 29 national members with their own programming operations to an integrated and more efficient strategy of shared program implementation through a central entity, Save the Children International.

Through a series of projects and multiple secondments, BCG is helping to bring together the global programming team that will cover seven regions, employ 14,000 people, and deliver pro-
grams in excess of $2 billion. The changes will allow Save the Children International to better leverage the collective strength of its independent national members to serve the needs of children around the world.

Achieving real impact is the ultimate goal of BCG’s investments and approach.

Jasmine Whitbread, CEO of Save the Children International, said of our work, “Getting all 29 members of Save the Children to agree to one shared strategy that involved huge organizational change would never have been possible in such a short time without the invaluable help of BCG. BCG’s insight, process reengineering, and change management capacity, not to mention credibility and can-do approach continues to support us through this ambitious strategy to achieve more for children.”

Global Challenges. Through a series of projects with several social sector partners, BCG is helping to address a number of key challenges in global development and health. By working closely with the World Food Programme to increase its effectiveness, for example, we are supporting the fight against hunger. Since no single organization will overcome the challenges of global hunger, however, we also support efforts like the G20 resolution to develop an Emergency Food Reserve in West Africa to mitigate food crises brought on by global price volatility and several global multi-stakeholder movements targeted at child hunger and enhanced nutrition practices in general. This type of global coordination and partnership has proven successful in battling other global challenges such as those presented by HIV and malaria, and we expect to see similar impact in the future in alleviating world hunger.

In the fight against malaria, we’ve been working with the Bill & Melinda Gates Foundation and other international organizations, including Roll Back Malaria, the World Health Organization, Unitaid, and the Medicines for Malaria Venture (MMV). Over the last decade, BCG has contributed to progress in all of the key areas required to control and eradicate this deadly disease. Only through the combined efforts of all these organizations is it possible to have real impact. According to the 2010 World Malaria Report, the number of annual deaths from malaria has steadily declined since 2000.

Other Social Impact Activities

Emergency Response. When major disasters strike, BCG supports local response efforts by working with organizations that have emergency relief capabilities and by sharing our resources, skills, and people. After Haiti’s 2010 earthquake, for example, we supported the relief efforts of Save the Children by providing project teams and secondees with needed skills, codifying the lessons learned for future response efforts, and helping to develop a medium-term strategy for serving Haiti. BCG also matched employee donations, beyond our regular donation matching, to organizations responding to the disaster.

We also partnered with Save the Children after Japan’s 2011 earthquake and tsunami, providing teams to work with the NGO community on the recovery effort and fundraising for the longer-term needs of children orphaned by the disaster, and matching employee donations. After the Pakistan flooding in 2010, we supported both Save the Children and the World Food Programme by loaning staff members to support the disaster recovery.

Local Volunteer Activities. BCG’s offices around the world organize a variety of volunteer initiatives carried out by staff members. Many offices host a Community Service Day that enables staff members to volunteer with local organizations. For example, the staff in Mexico City built houses with Un Techo para mi País, the staff in Toronto served meals to the homeless and mentored job seekers, the Seoul and Moscow offices supported local orphanages, the offices in Spain sponsored their third annual 15-day trip to Ethiopia to help an orphanage and school, and the New York office ran a mentoring program for at-risk high-school students.
BCG also encourages interested employees to serve on the governing and advisory boards for not-for-profit organizations. For example, BCG’s Chicago office runs a Board Fellows program, which matches consultants with the boards of not-for-profit organizations to provide the individuals exposure to the sector and the organizations assistance on special projects.

**Sustainability and Greening.**

BCG has for many years worked with clients to drive value through sustainability, and in 2012 sustainability became a formal practice area providing consulting support in the areas of strategy, efficient use of resources, “green” consumer products, effective stakeholder management, and business model innovation. The Sustainability practice also partners with leading publications and institutions such as *MIT Sloan Management Review*, the World Economic Forum, and WWF.

We use our private-sector capabilities for the benefit of our partner organizations.

Also, our global “BCG Green” initiative embodies our commitment to reducing the environmental footprint of our firm. As part of this commitment, “Green Teams” in offices around the world develop and implement environmentally sound activities at the local, regional, and global levels. The progress of all our green initiatives is monitored by the firm’s executive committee.

**The Social Impact Practice Network**

BCG’s Social Impact Practice Network (SIPN) organizes and coordinates the social impact activities of the firm. The network enhances the effectiveness with which we use our private-sector capabilities for the benefit of our partner organizations, while at the same time building and leveraging relevant domain expertise in the social sector.

The SIPN functions on several levels. A small global team orchestrates our global activities, supports the global network, and drives knowledge development and sharing. In each BCG office, a key member of the social impact network shares information about our work and coordinates activities locally. A number of interest groups and topic experts also work to advance our capabilities in these areas. (See Exhibit 2.)

**How to Get Involved**

BCG employees have several ways to get involved with social impact work. Project work is the main avenue for engagement. Our global staffing team seeks to ensure an appropriate and equitable distribution of global and local opportunities across all offices and interested individuals. On a local level, employees have the opportunity to participate in a variety of volunteer activities such as mentoring students or participating in community service days.

In addition to project work, BCG offers several unique opportunities to people interested in dedicated and longer-term commitments:

**The Social Impact Immersion Program.**

Introduced in 2011, this program deploys a...
A small group of high-performing employees on social impact projects at the global and local levels for 9 to 12 months of work. Each program member is staffed on projects in our global portfolio of social impact work as well as on local social impact projects in his or her home office. Members of the pilot class worked with partner organizations such as the Bill & Melinda Gates Foundation, Save the Children, the World Food Programme, GAIN, and the Cape York Institute in Australia.

**Social Impact Secondment.** This program allows select employees to work with one of our global partners in social impact for up to a year while remaining employed at BCG. Positions vary depending on the needs of our partner organizations. Recent secondments have included working as international change managers and project managers at Save the Children International.

**Social Impact Leave of Absence.** Employees may also opt to take a leave of absence to work at a social impact organization of their choice for up to 12 months; our social impact team facilitates these arrangements with a wide network of NGOs and foundations. Recent participants have worked in Latin America with Endeavor, which seeks to catalyze long-term economic growth by selecting, mentoring, and accelerating high-impact entrepreneurs; in Europe and Africa with the World Food Programme on improving operational effectiveness; in Africa with TechnoServe, which empowers people to build businesses that create jobs; and in Africa with The Clinton Health Access Initiative.

**The Goals and Purpose of this Report**

The purpose of the *Making a Difference* report is to provide an overview of our work in social impact during 2010 and 2011, share some of the insights we’ve gained, and foster an ongoing discussion about how to create meaningful impact in the social sector. Part I of the report explores the approaches and tools that drive change in specific areas, from improving disaster response to managing global health threats like malaria.

Part II offers client and alumni perspectives on creating social impact from Wendy Kopp, cofounder and CEO of Teach For All; and David Young, COO of World Vision International and a former BCG senior partner.

Part III provides an overview of many of BCG’s social impact projects from 2010 and 2011.

We hope you find the report and the efforts, causes, and organizations it describes both interesting and inspirational. BCG is committed to making a difference, and we actively seek ways to increase our impact. We welcome your comments, questions, and suggestions on our work and activities described in this report. If you have ideas to share, please contact us at social_impact@bcg.com.
PART I

PERSPECTIVES FROM OUR SOCIAL IMPACT WORK
Palm Oil: Low Cost, High Demand

The demand for palm oil is growing rapidly. It is a silent ingredient in cookies, cosmetics, cleaning supplies, animal feed, and other products sold around the world. Although palm oil is used mostly for cooking in Asia and India, about half of all packaged goods sold globally also contain it; it is frequently listed simply as “vegetable oil” among the ingredients.

Palm oil is popular for a wide range of reasons. Governments of producing countries like the crop because it results in high employment in rural areas and provides a steady income to even small producers. Consumers buy it because of its low cost relative to other oils such as sunflower, soy, and rapeseed. For farmers, palm oil is easy to produce and delivers high margins. Compared with similar crops, it yields ten times more oil per hectare, is more resistant to disease, and requires fewer pesticides. And because global demand for palm oil exceeds supply, the plantations that grow it are also very profitable.

Sustainable production techniques can help prevent future environmental damage.

Given the rising demand for palm oil and the financial attractiveness of growing it, eliminating its production or finding substitutes are unlikely options. Because the palm farms produce exceptionally high yields, producing the same volume of vegetable oil with any substitute crops would require far more acreage. Still, steps can be taken to sharply reduce the environmental impact.

To this end, WWF, the world’s largest conservation organization, and a handful of other NGOs and companies such as Unilever...
formed the Roundtable on Sustainable Palm Oil (RSPO) in 2003. The RSPO introduced standards for sustainable palm-oil production and certification—an important first step. Almost 12 percent of global production is now certified, but this is still not enough to offset the ongoing environmental damage.

**Increasing Sustainability: A Strategic Approach**

BCG is supporting WWF’s efforts to develop a more global, strategic approach for promoting the sustainable production of commodities that can, when they are not produced responsibly, harm the environment through soil degradation, deforestation, agrochemicals, groundwater contamination, and loss of biodiversity. Most major global commodities are produced in one part of the world, processed and traded in another part, and ultimately consumed in yet another. Although the processing steps and industry dynamics of each commodity are different, every industry has a supply chain with three main stages: production; trading and distribution; and consumption.

As shown in the exhibit “Some Supply Chain Segments Are Highly Concentrated; Others Are More Fragmented,” six key types of players make up the supply chain for palm oil: lenders, producers, processors, traders, manufacturers, and retailers. Lenders provide financial support to producers, who plant, harvest, and mill the crops. About 85 percent of palm oil production occurs in Indonesia and Malaysia. Processors act as palm oil refineries, turning the milled crop into oil and other derivatives that can be bought and sold in global commodity markets. Traders such as Cargill and Wilmar International sell the oil to manufacturers of consumer and industrial products sold in retail stores throughout the world. Some of the major players in the supply chain are also vertically integrated. For instance, Wilmar is involved in production, processing, trading, and manufacturing.

Our approach to increasing sustainable production in global commodities involves answering three key questions about an industry’s supply chain:

- Where is the supply chain activity the most concentrated; that is, in which area would efforts have the greatest impact?
- What drives the behavior of the players at each stage of the supply chain?
- How could that behavior be influenced?

Applying this analysis to the palm oil industry reveals that the growers are the most fragmented, and therefore the most difficult to directly influence on a meaningful scale. Besides the larger and medium-sized producers, 2 mil-

By 2015, environmental advocates hope to reduce deforestation from palm oil production by half.
lion to 3 million small landholders—mostly in Southeast Asia—are involved in planting and harvesting palm crops, producing 20 percent to 40 percent of the overall output.

There’s also a low concentration of activity in the manufacturing phase—the top five manufacturing companies account for only 15 percent of the total value of products made with palm oil. The retailing end of the value chain is also highly fragmented.

Key leverage points in this supply chain are the processing and trading phases.

The analysis found, therefore, that the key leverage points in the palm-oil supply chain are the processing and trading phases, where activity is far more concentrated. The top five processors account for about 55 percent of the market, and the four largest traders command 75 to 80 percent of the market. Because of their strong market position, these key players have enough power to influence producers. But they are also subject to market pressures from the demand end of the value chain—the manufacturers and retailers they interact with.

In addition to the three main parts of any commodity supply chain—production, trading and distribution, and consumption—certain supporting activities such as regulation and certification cut across the chain. For instance, growers can become certified by committing to using sustainable production methods; traders can choose to deal only in commodities that are certified “sustainable,” and consumer products can be marketed as “environmentally friendly” if they use only commodities that have been produced sustainably.

Levers for Success

Once a commodity’s supply chain has been analyzed and the key influence points identified, a global strategy can be developed for industry transformation. For the palm oil industry, this analysis yields five key levers.

Increase demand for palm oil that is sustainably produced. In the developed markets of Europe and the U.S., demand for sustainable palm oil by retailers and consumer-products companies is growing. But until demand-side pressure increases in emerging Asian markets—which account for 80 percent of global consumption—producers will have little incentive to focus on sustainability. To this end, educating the major retailers in these markets about the business case for sustainable palm oil and gaining their support can increase their...
awareness and willingness to source sustainably. The governments in these emerging markets can also play a critical role by creating regulations, taxes, and incentives that help increase demand for sustainable products. For instance, the government in the Netherlands has stated its intent that all imported palm oil must be sustainable by 2015.

**Urge traders to deal only in sustainable palm oil.** Large palm-oil traders such as Wilmar, Cargill, Musim Mas Group, and IOI Group account for about 80 percent of the global trade and are pivotal to transforming the market. Acknowledging the importance of sustainable production, Cargill recently committed to selling only sustainable palm oil—that produced by so-called smallholders (small producers)—to Europe and the U.S. by 2015 and to the rest of the world by 2020. Cargill’s commitment shows that a meaningful shift is possible at this critical stage. If the company gains a competitive edge through this decisive move—as is widely expected—other traders will take notice and may follow suit.

**Implement policies for sustainable land use.** The supply-side governments of Indonesia and Malaysia, the epicenters of the global production of palm oil, can drive real change by rethinking their land-use policies and recognizing the High Conservation Value (HCV) areas that the RSPO supports. Studies show that continued growth of palm oil production through 2020—and the profits, jobs, and government revenues it generates—can be achieved without deforestation by using so-called degraded land and by improving yield through better management practices.

Degraded land in Indonesia is land that has lost forest cover but not necessarily its fertility. Indonesia has anywhere from 6 million to 55 million hectares of degraded land—far more than the estimated 3 million hectares needed to continue growth in palm oil production through 2020. But unlike simply clearing the land of trees, starting a plantation on degraded land is a costly, complex, and time-consuming process that involves lengthy land-tenure negotiations with each community and the government.

**Governments need to reduce barriers and provide incentives for using degraded land.**

Governments need to reduce these policy and institutional barriers and provide incentives for using degraded land. Moreover, demand-side governments can also apply pressure to producing countries to change their policies. For instance, the Norwegian Agency for Development Cooperation (NORAD) will provide Indonesia with up to $1 billion over the next seven to eight years, depending on the extent to which Indonesia is able to reduce greenhouse gas emissions from deforestation and land degradation. Financial incentives such as these could also be used to reinforce sustainable land-use policies or help promote the use of degraded land.

**Set up an organization for managing degraded land.** Right now, producers have no incentive to use degraded land. But its use would be as attractive an option as forest conversion if the delays caused by settling land-tenure issues were reduced. One way to achieve this might be through a government-
By 2015, environmental advocates hope to reduce deforestation from palm oil production by half and to achieve sustainable production for at least 30 percent of global output.

Such an organization would make degraded land more available by ensuring that land is classified correctly; managing sales of degraded-land concessions, the permit process, and community negotiations and compensation; and making sure that inactive concessions are revoked and redistributed to producers who are committed to cultivation. Setting up an organization like this on a scale large enough to cover all of Indonesia’s planned growth would cost from $100 million to $300 million per year and could prevent further deforestation.

Strengthen the RSPO. The RSPO could further strengthen its definitions and benchmarks for sustainable practices—as well as the certification process—and better audit its members to ensure compliance. The possibility also exists to significantly increase its global membership by setting and achieving aggressive recruitment targets among palm oil producers. Key RSPO members such as Unilever and Wilmar can play an important role in driving these changes.

These levers can be translated into concrete action plans with prioritized activities, as we did for the major producing countries of Indonesia and Malaysia and the major consuming countries of India and China and in Europe. Working with WWF, we designed a set of specific strategies that aim to increase demand-side pressure by influencing key retailers and manufacturers in each country, as well as government regulations and incentives.

By 2015, environmental advocates hope to reduce deforestation from palm oil production by half and to achieve sustainable production for at least 30 percent of global output. The key to success will be to use these five levers together to raise awareness and build momentum for change on all fronts within the palm oil industry.

Although the global supply chains of other commodities are structured differently and will require industry-specific levers, they would benefit from the same analysis and methodology we have applied to palm oil. Likewise they stand to gain from the same strategy of securing the commitment of important supply-chain players and government agencies in support of a common goal: saving the environment through the sustainable production of global commodities.

This article was contributed by Thijs Vera, Ulrich Villis, and Wouter-Jan Schouten. Thijs Vera is a principal in the Amsterdam office of The Boston Consulting Group. Ulrich Villis is a principal in BCG’s Munich office and the European leader of the firm’s social impact practice. Wouter-Jan Schouten is a partner and managing director in BCG’s Amsterdam office.
OVER THE PAST FEW years, CEOs have been paying increasing attention to corporate social responsibility, sustainability, and ethics. In a recent global survey of business executives conducted by BCG and MIT Sloan Management Review, more than two-thirds of the 4,700 respondents agreed that sustainability is essential to competitiveness. Moreover, nearly three-quarters said that it is permanently on their agenda and that their commitment will increase in the year ahead. Executives in resource-intensive industries were especially likely to make this claim.

There is little consensus, however, on just what sustainability, or the many other terms that are used to characterize the relationship between business and its broader context, mean in practice. (See Exhibit 1.) This confusion is manifest in the multiplicity and limitations of—as well as the inconsistency among—the principles that companies implicitly rely on when making decisions involving “beyond business” issues:

EXHIBIT 1 | Executives Have Differing Views on Sustainability

Note: Definitions suggested by 149 business executives in the BCG-MIT survey (not including respondents from academia, government, and not-for-profit institutions).
- **License to Operate.** Merely following society’s implicit rules and expectations can cause a business to miss opportunities to create positive advantage.

- **Business Ethics.** Doing what is right is laudable, but ethical principles don’t necessarily provide a framework for making tradeoffs. Furthermore, creating social or ecological value is not automatically rewarded.

- **Reputation.** Excessive concern with reputation can mislead a company into making decisions on the basis of shifting perceptions rather than substance and competitive advantage.

- **Sustainability.** A commitment to future generations is admirable but doesn’t necessarily address tradeoffs between present and future value—and thinking in terms of sustainability tends to be biased in favor of environmental issues.

- **Shared Value.** Combining profits with social contributions is desirable, but the shared-value approach doesn’t prescribe practical ways to achieve a desirable union.

- **Shareholder Value.** Some executives assert that maximizing shareholder value is the only legitimate goal for business. But the time horizon for maximization is debatable and in practice is often too short to deal adequately with social and ecological feedback loops.

This lack of clarity can have serious consequences. Companies that are uncertain about how to make tradeoffs in a calibrated, holistic, and integrated manner can end up with the following challenges:

- **A Gap Between Intention and Action.** Without practical guidelines, intention doesn’t necessarily translate into actions or desired outcomes. Although two-thirds of our survey respondents believe that sustainability is essential to competitiveness, only a quarter said that greater competitive advantage had actually been achieved as a result of their company’s sustainability efforts.

- **Misaligned and Insufficient Actions.** Without a clear framework, managers run the risk of focusing on the wrong issues or not focusing sufficiently on the right ones.

- **Sustainability Issues Underweighted.** Without clarity and precision, sustainability loses its credibility in the boardroom. Despite proclaiming its importance, only 14 percent of survey respondents perceive sustainability as a top management challenge over the next two years.

Meanwhile, the pace at which business models become obsolete and market positions decay is accelerating, as we have noted in earlier articles in the BCG Strategy Institute’s series on adaptive advantage and the future of strategy. Indeed, the key sustainability challenge for corporate leaders today is the preservation of the viability and vitality of the business itself!

### Approaches to Ecosocial Advantage

In an increasingly turbulent world, a company must continuously adapt its business model to changes in the ecological, social, and economic spheres over both short and long time horizons. We call the ability to do this “ecosocial advantage.”

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A company must adapt to changes in the ecological, social, and economic spheres.

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Without adaptation, business models become obsolete. We can think of this process of adaptation as a continual retuning to avoid imbalances and limits in the flows of materials, labor, economic value, and trust in and out of those three spheres of activity. (See Exhibit 2.) In the ecological sphere, companies must replenish resources as they extract them and restore the environment as they degrade it. In the social sphere, they must create more trust than mistrust in order to attract talent and maintain their license to operate. In the economic sphere, they must adapt their business...
Creating social and ecological value doesn’t automatically confer economic rewards, but—with the right business model—it can. Although there are many ways of achieving such balanced flows, we have found that there are some common models of success. The cases studies below exemplify eight typical approaches to building a sustainable business model.

The Ecological Sphere. A company must manage ecological resources for the sustainability of its business model.

- **Minimize consumption by improving resource productivity.** Finding itself with limited access to low-cost energy, Shree Cement, one of the biggest cement manufacturers in northern India, developed a world-class, energy-efficient manufacturing process. It was the first cement company in the world to be certified EN 16001, the latest standard for excellence in energy management. With an average EBITDA margin of 39 percent from 2005 to 2009, Shree has both minimized its energy consumption and achieved remarkable financial success.²

- **Substitute resources.** The rare-earth metals are a collection of 17 chemical elements that are used in batteries, magnets, and lasers. China currently produces most of the world’s supply. In 2009, however, China began reducing its export quotas to ensure an adequate supply for its own industry. That led Toyota to back-integrate into mine ownership in order to protect the inputs needed for its motors. Two years later, Toyota announced that it was developing a new electric-motor design with significantly reduced dependency on rare earths.

- **Replenish resources.** Zhangzidao Fishery Group is a Chinese seafood-farming and processing conglomerate with subsidiaries around the world. It employs integrated multitrophic aquaculture (IMTA), a more sustainable form of biodiverse farming that uses the waste of one species to feed others. IMTA techniques allow the company to increase its productivity while decreasing waste through the conversion of byproducts into harvestable product. This also reduces the need to introduce artificial feeds into the system. While helping to preserve the quality of ocean ecosystems, Zhangzidao has been able to increase revenue annually by 40 percent, compared with an industry average of 13 percent, and to generate an EBITDA margin of 31 percent between 2005 and 2010.

- **Reduce pollution and waste.** Bottled water is enormously popular in Japan, but the nation’s recycling rate has been lower...
than that of other developed countries. Coca-Cola attacked this problem by reducing bottle weight by 40 percent, thereby saving 3,800 tons of carbon dioxide per year. The new bottle is also easily crushed, making it more efficient to transport and recycle. Although the source of Coca-Cola’s mineral water is not branded (unlike many of its competitors’ waters), the product has become the fastest-selling water in the Japanese beverage industry. The company won a DuPont Award for Packaging Innovation in 2011 for its innovative packaging technology.

Adaptation to the economic and competitive environment is vital.

The Social Sphere. A company must maintain society’s trust in order to attract customers and talent and maintain the license required to operate and thrive.

- **Help customers and employees realize their ethical and ecological aspirations.** Toyota has turned “conspicuous conservation” into a market-winning strategy. Thanks to the unique design and distinctive look of the Prius, drivers of the car signal to others that they care about the environment. As a result, Prius has a larger share of the market than its competitors’ hybrids, although those cars employ a similar technology and sell for comparable prices.

- **Create new markets and access.** In the Philippines, Manila Water Company decreased its levels of “nonrevenue” water (water that was not reaching customers because of leaks or illegal tapping) from 63 percent in 1997 to just 12 percent at the end of 2010. It accomplished this feat by providing low-income areas with affordable access to water and by turning potential water tappers into partners who help prevent illegal tapping. While expanding affordable access, the company delivered a total shareholder return of 24 percent in 2010 and grew the business by 20 percent from 2005 to 2010.

The Economic Sphere. Economic sustainability is essential in order for a company to survive, flourish, and create social and economic value. Adaptation to the economic and competitive environment is therefore also vital.

- **Continuously adapt the business model.** In the early 1990s, profitability in the computer hardware business began to decline as the technology became commoditized. So IBM adapted its business model to focus on software and services. It created a new global-services business, acquired PricewaterhouseCooper’s consulting division, and eventually sold its PC business to Lenovo. IBM’s income from hardware fell from $2.7 billion to $1.6 billion, whereas its income from software increased from $2.8 billion to $9.1 billion between 2000 and 2010. Celebrating its one-hundredth birthday in 2011, IBM is one of the longest-surviving technology companies in the world.

- **Build an adaptive ecosystem.** Multicompany ecosystems can be very adaptable in fast-changing and unpredictable environments. Li & Fung, a global design, development, sourcing, and distribution company for a variety of consumer goods, built an adaptive system of more than 15,000 suppliers to ensure the resilience and sustainability of its business. Because its suppliers are organized in a dynamic, modular, and redundant structure, the company is able to shift production from one location to another within a very short time. Another reason for the system’s adaptability is the presence of strong feedback loops on supply chain conditions and performance. As a result of its unique approach, Li & Fung has achieved 21 percent revenue CAGR over the past 19 years, a period when economic conditions, demand, and the supply competitiveness of different locations were constantly shifting.
Assessing the Sustainability of Your Business Model

Managers can assess their business’s sustainability by examining how effectively it adapts to changes in the ecological, social, and economic spheres. If they discover imbalances in the flows of material, economic value, labor, or trust that impose limits on the current business model, they should develop strategies that will transform these red flags into new sources of ecosocial advantage. For companies just beginning this journey, the following questions will serve as a road map to building a sustainable business model:

- How does our business balance its flows of materials, labor, economic value, and trust within changing ecological, social, and economic spheres?

- How could any imbalances limit our ability to sustain the company?

- Do the imbalances represent unexploited business opportunities and on what time horizon?

- Which of the approaches to ecosocial advantage described above might we employ to improve our business model’s resilience and sustainability, make it more competitively advantaged, and optimize its economic, social, and ecological value generation?

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NOTES
GLOBAL FOOD SECURITY
HOW BUSINESSES CAN INCREASE FOOD ACCESS FOR THE POOR

The world faces a conundrum: even as the food supply expands every year—
theoretically, already providing enough to feed every person on the planet—the number of hungry people has grown over the last decade. Today, nearly 1 billion people are undernourished, and the world will almost certainly fail to reach the United Nations Millennium Development Goal of halving the proportion of people who suffer from hunger by 2015. This reality has severe consequences for the health and survival of countless individuals, as well as for the social and economic development of entire nations.

With the world’s population expected to reach 9 billion by 2050, the problem of undernourishment will remain a priority—particularly in regions that lack widespread food security, such as South Asia and sub-Saharan Africa. Furthermore, as people in emerging economies become wealthier and as the share of meat in their diets increases, their advancing lifestyles will put even greater pressure on food demand and likely also on food prices.

Achieving universal food security will require every bit of agricultural, technological, and

In Bangladesh, Grameen Danone Foods’ fortified yogurt provides both employment and healthy nutrition to the poor.
economic innovation possible. Among the many actors working to solve this challenge, businesses will need to play a key role—not only in securing sufficient increases in food production, but also in finding novel ways to ensure that those most in need have access to an adequate diet.

Improving global food security will require agricultural, technological, and economic innovation.

In this article, we focus on business strategies that aim to make food more accessible to those who can least afford it. We start with an overview of the components affecting food security, describe the socioeconomic groups that hunger strikes, and then discuss how these groups can best be served by specific business approaches.

The Food Security Puzzle
In recent years, BCG has worked with partners from the public and private sectors on multiple aspects of food and nutrition security. While a multitude of levers can improve global food security, no single strategy alone will bring about the required change. Overall, both the production as well as the consumption sides of food security must be addressed. Four major areas interlock on each side of the food security puzzle. (See Exhibit 1.)

Food Production. On the supply side of the equation, food production should ensure both the basic availability of sufficient food and the stability of food prices and output. With continued focused efforts, growth in production can be achieved by raising the effectiveness of agricultural production methods and by reducing food waste. The use of appropriate fertilizers, irrigation, and adapted seeds are just a few examples of improved production techniques. Price stability can be improved through measures such as regulating speculative activity on financial markets, increasing the transparency of global foodstock levels, and managing price risks. For example, tailored insurance products can help reach the last goal.

Food Consumption. On the demand side of the equation, food consumption is a function both of whether people have sufficient access to food and whether the existing food choices provide sufficient nutrients to meet their physical needs through the proper utilization of food. Critical to these two aspects are the availability of nutritious food at convenient locations, consumers’ ability to afford the available food, and their knowledge of the best nutritional practices.

Exhibit 1 | Four Areas Define Food Security

<table>
<thead>
<tr>
<th>Availability</th>
<th>Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production systems and food markets</td>
<td>Physical accessibility and purchasing power</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stability</th>
<th>Utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced volatility of prices and output</td>
<td>Consumption of adequate nutrient mix</td>
</tr>
</tbody>
</table>

Source: BCG analysis.
Although businesses have traditionally played a central role on the production side of food security, they can typically do much more on the consumption side to ensure that the world’s hungry consume adequate, nutritious diets, as well.

To devise targeted and sustainable approaches in this area, it is helpful to take a more differentiated look at the socioeconomic groups hunger affects.

The Landscape of Hunger

As one may expect, hunger commonly strikes those who live in “extreme poverty,” often called the “bottom billion.” The World Bank defines the population living in “extreme poverty” as individuals who live on less than the equivalent of $1.25 a day, adjusted for purchasing power.

In the case of India alone, about 450 million people fall into this category. More than half of Indian children under the age of 5 who live in extreme poverty are stunted, meaning that they have not grown to the expected height for their age. Even though households living in extreme poverty often spend up to 60 percent of their income on food, this spending can be insufficient to provide children the required nutritious, high-calorie diet. Looking at a subset of representative countries, Save the Children U.K. estimates that such a diet costs between $0.73 and $1.26 per day for each child.

The good news is that a variety of proven measures exist to combat undernourishment. Among these are effective, highly nutritious products known as complementary and supplementary foods, which can be added to children’s diets and can have a significant effect on overall health and development. Due to the lack of disposable income, however, developing products that the poorest consumers can afford has proven difficult. Ready-to-use products, costing in the range of $0.20 to $0.50 a day, can consume more than one-third of the budgets of the poorest of the poor.

The bottom billion is certainly important, but it is not the only group stricken by hunger. A surprisingly high share of hunger in the developing world also occurs among those who are better off, in relative terms. For example, more than a quarter of children in middle- and upper-class Indian families are stunted due to undernourishment. Exhibit 2 summarizes this situation in India, which plays out consistently across many other developing countries.

Hybrid Business Models for the World’s Poor

Taking a differentiated view of the world’s hungry allows businesses to devise tailored

<table>
<thead>
<tr>
<th>Income per person per day ($)</th>
<th>Income pyramid level</th>
<th>Underweight children under age 5 (%)</th>
<th>Stunted children under age 5 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10+</td>
<td>Global consumer</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>&gt;5–10</td>
<td>Upper-middle class</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>&gt;2–5</td>
<td>Middle class</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>&gt;1–2</td>
<td>The next billion</td>
<td>34</td>
<td>41</td>
</tr>
<tr>
<td>0–1</td>
<td>The bottom billion</td>
<td>49</td>
<td>54</td>
</tr>
</tbody>
</table>

strategies that can adequately address the needs of people with diverse income levels.

With upper-income consumers, businesses can rely on traditional for-profit models featuring high-margin products and using brands similar to those that global consumers demand. Different strategies typically work with the middle class, as well as with the so-called “next billion”—people who do not yet have the incomes of global consumers but who still possess considerable purchasing power. For these segments, companies can still sell products profitably, but organizations often need to customize and target the offerings to the specific needs and abilities of these customers.

For consumers in the bottom billion, however, companies can generally not expect to immediately realize the full margins they generate from their typical business activities. They must therefore devise new strategies to address the very low purchasing power of this segment. Just as they do for the next-billion consumers, companies often must adjust product offerings and marketing approaches to the bottom billion.

In most cases, however, these steps are not enough. The prices that the poor can afford are often equal to or below production costs, so the forgone profit must be “subsidized.” Three models can help tailor marketing and pricing approaches to this segment. The forgone profit can be covered by external sources such as governments and social-sector organizations, other consumers, or the company itself.

The External Subsidy. In the simplest case, governments, foundations, or other social-sector organizations can provide external subsidies, in such forms as cash transfers or vouchers to people in need through existing or new social-welfare programs. Alternatively, these organizations can buy the products directly and distribute them for free to those most in need, while the companies can sell the products to consumers who can afford it.

The France-based company Nutriset, for example, produces ready-to-use foods, branded as Plumpy’Doz, which are specifically formulated to address the needs of young, undernourished children at a critical stage of their development. The company sells the product, for example, to UN agencies and other social-sector organizations, which in turn distribute it to the most needy, generally free of charge.

Companies need to devise new strategies to address the low purchasing power of the poor.

The Cross-Consumer Subsidy. Under this model, the subsidy is provided by consumers with higher incomes, such as global consumers or the middle- and upper-income consumers in a developing country. Wealthier consumers subsidize poorer ones by paying either an implicit or an explicit premium. Companies can achieve this form of price discrimination through a variety of measures, including the following:

• **Branding.** Companies can create separate commercial brands, often using similar ingredients, but marketed and priced differently for consumers at a range of income levels.

• **Retail Channels.** Companies can restrict sales of lower-priced products to areas where poorer people shop, so as to not cannibalize sales among the wealthier segments.

• **Package Sizes.** Companies can price regularly packaged units differently from smaller sizes, which can be targeted to the poor.

• **“Social Premium.”** Companies can offer varied pricing based on the ability to pay, so that wealthier customers knowingly cover the subsidy for lower-income customers.

Two Degrees offers an example of the use of a social premium. The U.S.-based organization has developed a simple model: for every nutrition bar it sells at roughly $2 each, Two Degrees gives a nutrient-rich meal to a hun-
ogy child. Using this model, the company provided about 250,000 meals in 2011 to people in such countries as Haiti, India, Kenya, Malawi, and Somalia.

The Social Business Model. In the case of a social business model, the company itself accepts a lower profit and thus covers the required subsidy. Social businesses, as for example proposed by Grameen Bank founder Muhammad Yunus, are nondividend companies created solely to solve societal or environmental problems, rather than to maximize profits. Investors get their invested capital back over time, but all further profits are reinvested in the company for expansion and improvement. The company can make profits, but it does not distribute them to investors. It can therefore accept a lower profit margin and can pass this through to customers in the form of lower prices.

The approaches empower the poor and offer a clear path toward sustainability.

Grameen Danone Foods offers an illustration of the social business approach. The company was founded in February 2006 in Bangladesh as a joint-venture between Danone and Grameen, with a mission of reducing poverty and bringing healthy nutrition to the poor. The company has developed a fortified yogurt enriched with nutrients typically missing from the diets of undernourished children.

More than 80,000 units of the yogurt are sold daily, both by door-to-door “Grameen ladies” and through more than 12,000 shops. Once the company repays the initial investments, it does not expect to return a profit to investors. Instead, it will direct any profits it may generate into growing the social business.

While the models described above represent individual routes toward making products and services more affordable for the very poor, they can also be combined in practice. In fact, Grameen Danone mixes a social business model with a cross-consumer subsidy approach, selling its yogurt in rural areas at much lower prices than in cities. For example, in 2012 one package of yogurt sells for 7 taka (US$0.08) in rural markets, while an only slightly larger package sells for 15 taka in megastores in Dhaka, Bangladesh’s largest city.

Creating Social Advantage

Although these hybrid models are still emerging around the world, the approaches offer an innovative and promising way for companies to help the poor meet their basic survival needs through sustainable, market-based solutions. Compared with purely philanthropic activities or donations in the context of corporate social responsibility, the hybrid approaches present an opportunity to achieve both greater social impact as well as greater business benefits.

Greater Social Impact. The hybrid models discussed here allow for a more effective use of resources than do purely donation-focused activities. The customer segments that can afford to pay for the products and services at typical market prices enable a higher share of the available subsidy to be directed toward the very poor. As seen in the Danone example, this allows organizations to provide food products to poor, rural segments at much lower prices than those charged to customers with higher incomes.

These approaches also have a built-in mechanism to evaluate their effectiveness—the sales figures themselves. When consumers buy a product, regardless of the price they pay, their purchases reflect tough choices about where to spend their money and their conclusion about how effectively an offering enhances their well-being.

The models empower the poor, since they offer choices rather than charity. And they present a clear path to sustainability. As the share of consumers in higher-income groups rises over time—due to economic development, as well as the stronger economic growth that typically goes along with increased food security—the overall required subsidy will gradually decline.
Greater Business Impact. As global companies play to their core strengths, they learn new ways to innovate and to customize products and business models in ways that serve the neediest in developing markets. Hybrid models offer an opportunity to better understand the needs and purchasing behaviors of the poor, as well as to develop ways of reaching lower-income consumers. For example, the Grameen Danone team that developed the approach for Bangladesh subsequently applied successful insights to the commercial Danone business in India.

When companies enter a new region, the hybrid models also represent a viable way to gain insight into another legal, regulatory, and political environment. And since products can also be marketed to customers in higher-income groups as well as the poor, companies can use these approaches to open up markets that may eventually grow into fully profitable businesses as the share commanded by wealthier segments grows over time. Lastly, with adequate internal and external marketing, companies can build stronger brands and create exciting engagement opportunities for staff and potential recruits.

Hunger is not confined to the very poor. Therefore, a differentiated strategy allows companies to combine profitable business approaches with subsidized support for those most in need. Hybrid models that serve the poor are not only a smart social-engagement strategy but also a potentially powerful way to build a stronger market position over the long term.

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HOW NGOS CAN PREPARE FOR THE NEXT DISASTER

THE MONTHS SINCE A massive earthquake and tsunami devastated the northeast coast of Japan have served as a sobering reminder of the power of emergencies to disrupt even the most advanced societies. Although no one can predict when the next Japan earthquake, BP oil spill, or Myanmar cyclone will occur, the time to prepare for future disasters is now. In this article, an installment in a series about the impact of the Higashi-Nihon earthquake on Japan and the global community, we look at what nongovernmental organizations (NGOs) can learn from the earthquake and how they can position themselves to tackle the next calamity more effectively and efficiently.

Of course, the specific programs needed will vary from disaster to disaster, but the management challenges that confront NGOs are remarkably similar across catastrophes, and they can be anticipated before the next emergency.

Typically, NGOs make limited advance preparations because their resources are so constrained, but there is a better way. NGOs and their key donors—governments, foundations, and corporations—need to collaborate and commit the time and money necessary to systematically catalog the issues they face. They can then use that knowledge to develop the tools, processes, and capabilities that will enable them to respond more effectively to future emergencies. NGOs can also learn important lessons from companies that are on the frontline and have been able to execute their own contingency plans rapidly.

The Management Challenges of Disaster Relief

Large organizations that lead global disaster-response initiatives are extremely effective at delivering critical aid, such as food, medical services, and temporary shelter. But in any emergency or crisis situation, such NGOs confront myriad challenges, and they can enhance the way that they manage and scale up their response.

In order to deliver disaster relief, NGOs have to marshal vast resources and enormous teams almost overnight, rapidly ramping up such critical support systems as HR, finance, procurement, supply chains, and logistics. Yet they often don’t have in place the tools and processes required to get the job done efficiently and effectively. For example, many organizations still rely on manual processing of donations instead of utilizing automated, mobile, and online donation services. They also lack finance and HR tools that are flexible and easy to deploy on the ground. Such tools can assist organizations in quickly processing expenses and payroll, registering new staff, and tracking spending levels—thereby providing a clear and accurate picture of all available resources.
Consider the earthquake that ravaged Haiti in January 2010. To deliver emergency services, one major relief organization had to boost its on-the-ground staff more than eightfold, adding more than 1,000 people in a matter of weeks. The organization faced a huge challenge in vetting and training so many new recruits; it also had to quickly deploy experienced managers to Haiti, leaving gaps in other regions. In addition, its system for processing donations buckled under a deluge of calls, forcing employees to handle some donations manually.

The organization also faced some difficult communication challenges. Telecommunications and IT infrastructures are of course critical to any effective emergency response so that the on-the-ground team can access and share manuals, programs, and other documents, and can interact with the home office, donors, and PR and marketing departments. After Haiti’s earthquake, a multi-NGO initiative successfully established the infrastructure for communicating via phone and Internet—replicating past successful efforts—and thereby boosted the effectiveness and efficiency of the disaster response efforts.

Japan’s earthquake has presented its own challenges—not least of which has been coordination across NGOs. The NGO sector is highly fragmented in Japan, and few big organizations have local capabilities. Hundreds of small nonprofits instead serve local needs, and many of these organizations are subscale, have few employees, and are staffed mostly by volunteers. All of this makes coordination among all the stakeholders and the delivery of resources to the areas in greatest need extremely difficult.

The sector is highly fragmented in Japan, and few big NGOs have local capabilities.

Immediately after the disaster in Japan, volunteers lined up to travel to Rikuzentakata, the area devastated by the tsunami. But support services there—food, water, and accommodations—had been wiped out entirely. Several NGOs improvised and collaborated to set up a coordination center an hour away in Tono, where volunteers could stay and travel to and from the devastated area. The coordination center determined which organizations would provide which services to which locales. In emergency response efforts, this type of direction is essential to optimizing the allocation and distribution of limited resources. Typically, the United Nations Office for the Coordination of Humanitarian Affairs
(OCHA) plays a critical role when it comes to coordination on a global scale.

Investing in Advance Planning
To strategically and systematically overcome management challenges like the ones encountered in Haiti and Japan, NGOs—in collaboration with their major donors—need to institutionalize their successes and invest more heavily in advance planning. But the reality is that the funds necessary for such critical preparation are often not available. Relief organizations’ resources are, of course, limited, and donors often find giving far more appealing and urgent when images of destruction flood TV screens. But this reactive approach leads NGOs to repeat prior mistakes. Farsighted donors can help break this vicious cycle by providing money before catastrophes occur, so that relief organizations can plan ahead and develop the leaders and systems needed to tackle the next disaster with greater speed and effectiveness.

Advance planning must be augmented with improvisation, but both are critical.

The Bill & Melinda Gates Foundation and ECHO, the European Commission’s department of humanitarian aid, have taken an important step in this direction by funding what is called the Emergency Capacity Building Project. Disaster relief requires higher levels of such funding—and on a larger scale. Ultimately, the payoff of planning ahead and building the needed tools would certainly include a faster response and a resulting reduction in suffering.

Around three months after a disaster first hits—just after the most immediate needs for relief have been met—NGOs should start planning for the next catastrophe. Of course, in emergency situations, advance planning must always be augmented with improvisation, but both are critically important—and complementary. The best advance planning

sets the stage for the most effective improvisation and should include the following steps:

- **Catalog and prioritize the management challenges that arose during the most recent emergency.** Such challenges will likely include meeting staffing needs more rapidly, assembling urgently needed supplies, fast-tracking funds, setting up a stable communications infrastructure, installing supply processes and infrastructure in challenging environments, and providing early updates to media and major donors.

- **Create a financing mechanism to deploy resources immediately after an emergency has hit—but before funds are actually received.** Having such an advance credit facility will enable NGOs to start and scale up their response and to procure food and materials immediately, without having to wait for donations. Having a scalable process and tools for receiving donations is also critical for mobilizing donations when the donations begin to come in.

- **Develop tools, processes, and capabilities that will enable the organization to quickly mobilize to deliver aid.** The agenda might include creating a more flexible supplier network, standardizing items that can be purchased globally, and establishing a back-office procurement hub that will bundle purchases. Critical to these types of solutions are tools and processes such as supplier databases and prenegotiated contracts, IT solutions for warehouse management and inventory tracking, and computerized templates for HR and finance that are easy to upload to the home office. Having standardized procedures and clear roles and responsibilities is the key to any successful emergency response.

- **Mobilize experts in HR, finance, and administration.** These experts could be pulled either from other parts of the organization or from a network of freelancers. The ability to improvise and respond flexibly to the myriad challenges that arise in any response effort is imperative. When disaster strikes, the team of leaders will
then need to recruit the majority of the response staff locally, from areas in or near the emergency region.

- **Prepare a coordination plan across organizations.** Which organizations participate in relief efforts will of course vary depending on the location and nature of the next disaster. But being prepared to coordinate with other organizations is essential to all response efforts. Organizations must develop a “trained response” ahead of time across NGOs and UN bodies. They must also recommit to strengthening and supporting the coordination efforts of OCHA, while also enhancing their own capabilities to achieve bilateral and multilateral coordination within the NGO community.

- **Plan ahead with companies to enlist their assistance in emergency response efforts.** When companies invest the time to build long-term relationships with NGOs, they can quickly collaborate to identify and deploy the support that will be needed when an emergency strikes. Companies can target the delivery of cash donations to emergency efforts—either before an emergency happens or once the disaster has occurred. Such donations could come in the form of direct contributions or matching employee gifts. In addition, corporate partners possess skills related to finance, HR, logistics, and supply chain management—and such skills can be more valuable than cash to NGOs involved in disaster relief. Corporate employees who have the requisite expertise can be loaned to relief efforts on either a short-term (from one day to one month) or medium-term basis (up to 12 months).

What NGOs Can Learn from Companies on the Frontline

The world’s best-managed companies have long recognized the need to develop contingency plans in the event that their operations are disrupted—whether by labor unrest that hobbles a critical port, the inability of a key supplier to meet a sudden surge in demand, or a hurricane that forces them to temporarily close a pivotal factory. Such companies have typically been able to implement alternative plans quickly, without sustaining any major damage to their sales or their customer-service capabilities.

To be sure, some companies were caught off-guard when the Higashi-Nihon earthquake struck northeast Japan—but not all. And NGOs can learn some important lessons from the companies that were able to react nimbly in the aftermath of the earthquake.

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**NGOs can learn from the companies that reacted nimbly after the earthquake.**

Consider the extraordinary response of Aeon, one of Japan’s leading retailers. Just 15 minutes after the quake struck, the company had already set up an emergency office, and store managers were able to direct hundreds of customers to safety on the rooftops of their stores, while also confirming that employees were safe and accounted for. To minimize disruption to its customers, it then redirected product deliveries, ensuring that supplies and products would reach the disaster area. The retailer also established a clear schedule for reopening its stores, launched fundraising campaigns for victims, and kept the public fully informed by issuing 36 news releases in the first month after the quake.

NGOs need to apply the same rigorous approach to emergency response. Disasters will always be unpredictable. But advance planning and preparation can ensure that the response to the next disaster will be more effective.

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This article was contributed by Sophie Ebeling, Kosuke Kato, Emily Serazin, and Kim Wagner. Sophie Ebeling is a principal in the Düsseldorf office of The Boston Consulting Group. Kosuke Kato is a senior partner and managing director in the firm’s Tokyo office. Emily Serazin is a principal in BCG’s Washington office. Kim Wagner is a senior partner and managing director in the firm’s New York office.
OVER THE PAST DECADE, the global community has mobilized impressively to fight malaria. World governments and the Bill & Melinda Gates Foundation have boosted their contributions to antimalaria initiatives. President George W. Bush pledged to double U.S. aid to stricken African nations. Everyone from the United Nations Secretary-General to Hollywood celebrities has focused on the disease, funding new research and raising millions to buy insecticide-treated mosquito nets and distribute them to remote villages.

The results have been substantial. Deaths attributed to malaria dropped from nearly 1 million in 2000 to 781,000 in 2009, according to the recently released World Malaria Report: 2010 published by the World Health Organization (WHO). From 2004 to 2009, funding for antimalaria programs increased more than sixfold to nearly $1.6 billion, and more than 40 percent of homes in affected African nations now own treated mosquito nets, up from 1 percent in 2000 (with most of the improvement coming in the last five years).

Despite all the progress, however, the war on malaria is far from being won. Reaching the target of near-zero preventable deaths will be a daunting challenge. Funding levels for diagnostic, prevention, treatment, and research programs are nowhere close to the amount necessary—some $6 billion annually for at least the next several years, according to estimates developed by BCG as part of our involvement with the Roll Back Malaria Partnership (RBM). Complacency can spell disaster. The global campaign must scale up dramatically—and not only to achieve aggressive targets but also simply to sustain the progress achieved thus far.

A recently released WHO study highlighted one reason why the gains are fragile: artemisinin-resistant strains of the malaria parasite *Plasmodium falciparum* have emerged at the Thailand-Cambodia border. Artemisinins are the primary ingredient in the most effective antimalarial drugs, which are known as artemisinin combination therapies (ACTs). The exact mix varies depending on what drugs are still effective in a given region, but artemisinins are common to all of them. New evidence suggests that drug-resistant parasites may also have spread to several other border areas in the Greater Mekong Subregion. The even greater fear is that resistant parasites will spread to Africa, where malaria transmission rates are higher and prevention and treatment programs are weaker.

This could be catastrophic. Five decades ago, the elimination of malaria seemed possible. But transmission could not be broken, and malaria parasites developed resistance to chloroquine and other antimalarial drugs.
used in the developing world. Malaria roared back, exacting an enormous death toll in Asia and Africa. Scientists are desperately working to develop a replacement for artemisinins, as well as a vaccine, but it could be years before these tools are ready. “The threat must be taken seriously,” the WHO warns. “The world needs to mobilize immediately.”

Given the urgent nature of this threat, the WHO’s Global Malaria Programme, with support from BCG, the Gates Foundation, and more than 100 other members of the malaria community, has developed a Global Plan for Artemisinin Resistance Containment (GPARC). The plan, released in Geneva, provides a high-level road map for managing drug resistance.

New threats are emerging on other fronts of the war against malaria.

The search for new drugs is only part of the solution. One of the primary recommendations of the GPARC is to ramp up current control efforts even faster in areas at risk. Slowing the overall transmission of malaria can reduce the chance that resistant parasites will spread—in addition to reducing malaria deaths. The distribution of hundreds of millions of mosquito nets in Africa and Southeast Asia has been a major advance in the rollback of malaria. Unfortunately, some households still don’t have nets, and the nets are not always used properly in those that do. As financially strapped developing nations divert resources to address other urgent needs, health clinics find themselves without sufficient resources to properly diagnose and treat malaria. Many unsuspecting patients purchase ineffective drug formulations—or even counterfeits.

While malaria-endemic countries are at the center of the fight and will take primary responsibility for managing resistance, they need support and funding from the broader global community. Government and individual donors, multilateral organizations (such as the WHO and other United Nations organizations), NGOs, foundations, research institutions, and the private sector all have important roles to play in resource mobilization, advocacy, implementation, and research. Many developing nations, for example, lack the laboratory-based surveillance networks needed to identify and track drug resistance. Efforts to prevent the spread of the disease by infected populations must also be expanded. Diagnostic tools must be more readily available, and ACTs must be administered more consistently. In all, the WHO estimates, managing the drug resistance problem could cost upward of $175 million a year. But that will be a modest investment compared with the human and economic costs of losing our most effective drug in the fight against malaria.

New threats are emerging on other fronts of the war against malaria, too. Mosquitoes resistant to pyrethroids, the most effective public-health pesticide for the past three decades, have appeared in western and southern Africa. If these populations of resistant mosquitoes spread, programs that keep malaria-carrying mosquitoes in check—including the distribution of treated nets—will suffer “catastrophic failure,” warns the Innovative Vector Control Consortium. A well-coordinated process similar to that undertaken for artemisi-
nin resistance is needed to evaluate the problem of pesticide resistance and to develop a global action plan.

Drug-resistant “superbugs” have long been a challenge in HIV and tuberculosis.

The problem of resistance is not unique to malaria. Drug-resistant “superbugs” have long been a challenge in HIV, tuberculosis, and other infectious diseases. The malaria community has an opportunity to learn from—and inform efforts in—approaches to other diseases. Given the multisectoral nature of the required response, the problem of drug resistance will not be solved by remaining focused on disease-specific silos but should be approached with a broader lens across diseases. Breaking down these long-standing silos will require advocacy and political commitment at the highest levels within health agencies, governments, and the broader global health community.

The commitment by the global community over the past decade has been remarkable and is paying off in the form of real progress against malaria. Efforts must be redoubled, however, to take the fight to the next level.

 Winning the war will require a comprehensive, coordinated, and sustained attack on the part of the global community. The alternative scenario—an unraveling of the progress that has been achieved—is bleak. Infectious diseases have proven time and time again that the fight is not over until it is over. Diseases once thought to be conquered can reemerge as parasites mutate and health authorities let down their guard. It happened just a few decades ago with malaria. The global community must come together now to ensure that history doesn’t repeat itself.

This article was contributed by Trish Stroman and Wendy Woods. Trish Stroman is a principal in the Washington office of The Boston Consulting Group and a core member of the firm’s Health Care practice, with a focus on global public health. Wendy is a senior partner and managing director in BCG’s Boston office and leads the firm’s social impact practice.
HOW CORPORATE-STYLE DATA ANALYSIS IS SAVING STUDENTS’ LIVES

Reducing the senseless gun violence that kills and injures thousands of young people each year may seem like an impossible challenge when you read news reports such as this: “[A]t least 52 . . . shot and 10 killed in just three days.”

But as we found in Chicago, real progress is possible if you can isolate the problem, define its characteristics, and target your resources more effectively.

During the 2007–08 and 2008–09 school years, some 500 Chicago students were shot; more than 50 died.

In June 2009, Ron Huberman, who was chief executive of the Chicago Public Schools (CPS) system, decided to tackle the spiraling problem. He enlisted our help.

Using corporate data-analysis techniques, we identified the main risk factors, as well as the highest-risk students and most dangerous hot spots in the city. This enabled public officials to focus their efforts and resources where they were needed most.

The early results are encouraging. Shootings and homicides fell 16 percent in the 2009–10 school year from the previous year. During the 2010–11 school year, shootings were down an additional 11 percent at midyear.

Officials hope eventually to reduce the number of student shootings by 50 percent or more. That may sound overly optimistic, but many shootings are retaliation for earlier acts of violence. So, as the numbers fall, there should be a ratcheting-down effect.

The program started with the development of an analytical model—which large companies use to tackle complex problems—comparing the small number of students who had been shot with the broader secondary-school population of about 116,000.

The analytical model helped identify the 1,200 students who were most at risk.

This helped identify the small subset of students, approximately 1,200 total, who were most at risk. Of these, some 200 students fell in the “ultra high risk” category, meaning they were statistically some 50 times more likely to become gun-violence victims than the average student. This helped redefine the challenge and channel extra resources where they were needed most.

CPS adopted a two-pronged strategy. First, the 1,200 “at risk” students were assigned...
personal mentors, since the analysis had shown that most didn’t have any meaningful adult relationships in their lives. Not surprisingly, these students often missed school and got into trouble when they did show up.

The mentoring helped. When one ultra-high-risk student received death threats, for instance, his mentor helped relocate him to Colorado to live with his brother. As a result of the mentoring program, students today feel safer and are more engaged in school.

The second component of the program was increasing security in certain hot spots where students felt particularly unsafe. While it was important to maintain security across the entire sprawling school system, the program significantly increased security in certain danger zones, providing students with “safe passage” across gang boundaries, for example, on their way to and from school.

The program also helped increase collaboration among the city’s 120 high schools and identify best practices for improving safety. One key to this was the creation of a “safety metric” that adjusts each school’s safety score based on its location. It’s now possible to compare the safety record of a school in a notoriously dangerous neighborhood with that of a school in a tranquil neighborhood.

What we learned from this is that underperforming schools typically rely on guards and security cameras, while top performers focus on helping students deal with the social and emotional problems that fuel violence.

To be sure, significant challenges, including funding, remain. With the city of Chicago facing a reported $654.8 million budget deficit in the 2011 fiscal year, there will be pressure to reduce the $40 million outlay for the program.

Officials are hopeful that they can reduce costs by encouraging volunteers to help staff the safe-passage program. But mentoring remains expensive, since working with ultra-high-risk students is a demanding, full-time job.

Meanwhile, other cities are looking at Chicago’s violence-prevention program as a model for their own communities. With thousands of children and teenagers killed or injured by guns each year, let’s hope they do more than look.

This article, which originally appeared on The Washington Times website in April 2011, was contributed by Aaron Brown and Mark Ostermann. Aaron Brown is a partner and managing director and Mark Ostermann is a principal; both work in the Chicago office of The Boston Consulting Group.
As U.S. educators and policymakers seek ways to boost student achievement, against a backdrop of tight budgets, perhaps it’s time to consider a new model—harnessing the power and popularity of technology.

In most classrooms today, cell phones, iPads, and other electronic devices are considered distractions. Their use is discouraged, if not forbidden.

That’s too bad: because we think technology may be the best way to reach and teach our kids, rather than the textbooks, chalkboards, and projection screens previous generations preferred.

Technology has succeeded in reshaping other industries, including banking and travel. Even the book-publishing industry is being transformed, as the proliferation of devices such as Amazon’s Kindle and Barnes & Noble’s Nook drives sales of e-books.

Technology can change education as well. But it can’t be used willy-nilly. If parents, educators, entrepreneurs, and policymakers want to realize technology’s full potential, it needs to be deployed systematically, in a “closed-loop” system that uses technology at every level to provide continuous improvement in instruction and outcomes.

This requires establishing clear objectives, developing content that enables teachers to meet the objectives, training teachers to use these new resources effectively, and using technology to provide real-time continuous feedback and one-on-one intervention, where necessary. The main challenge isn’t how to put the latest, greatest software or device to use, but employing...
available technologies to address specific needs.

So why has education been left out of the technology revolution?

One explanation is the misallocation of education dollars. In most school districts, technology spending accounts for only a tiny fraction of the budget. Gartner Inc. estimates that in 2010 U.S. primary and secondary schools spent some $9.2 billion on IT, just 1.6 percent of total spending. Comparable labor- and knowledge-intensive industries, such as professional services and health care, spent 4 to 6 percent on technology. If U.S. school systems invested in technology at the same level as other knowledge industries, the total investment would be $25 billion to $30 billion annually.

Few schools use the new technology to reshape the school day or classroom.

An even more critical factor is the fact that schools typically use technology to automate and support existing practices, rather than to transform learning. Computers and interactive “whiteboards” have been placed in classrooms and have been plugged into the Internet, but little has been done to use the new technology to reshape the school day, the classroom, the curriculum, or the ways in which students and teachers interact. The chief opportunity for innovation in education doesn’t center on automating the status quo, but redesigning the process.

Change is coming. And driving such change is the sheer number of companies now in the education IT business, most of which didn’t exist five years ago. Several providers, such as K12 and Connections Academy, offer a full range of products, including digital curricula, lesson plans, instructional tools, and teacher training. School systems can take advantage of these resources at greatly reduced costs, rather than go it alone.

In California, the Riverside Unified School District has a pilot program in which students access digital content using either a personal device, such as an iPod Touch, or a unit provided by the school. Officials estimate the new approach could save as much as 30 percent over traditional textbooks.

Rocketship Education, a charter school network near San Francisco with national expansion plans, is reinventing how learning takes place in the classroom, asking its students to spend 25 percent of each day in a “learning lab,” where they work on customized, computer-delivered material. During this time, the students are supervised by monitors, rather than teachers, saving significantly on costs.

More than half the states already have virtual high schools. Florida Virtual School, the first and largest state-run online school in the country, offers more than 100 courses to students throughout the United States and more than 40 foreign countries. One study estimates the school has saved Florida taxpayers some $38 million over the past four years.

The classroom that does not embrace technology is becoming progressively out of touch
with the way America’s children learn and interact at home and away from school.

Of course, we can’t let technology become the distraction many educators fear. We don’t want kids texting or engaging with friends on Facebook when they’re supposed to be studying. There need to be guardrails.

Still, there’s no legitimate reason education can’t adapt to the modern era. When it does, we’ll see students who are more engaged, more proficient, and more likely to graduate and succeed as adults. Technology can help educators get the job done: better, faster, and at a lower cost.

This article was contributed by Allison Bailey and J. Puckett. Allison Bailey is a senior partner and managing director in the Boston office of The Boston Consulting Group. J. Puckett is a senior partner and managing director in BCG’s Dallas office and leader of the global education practice. The original version of this article was published by the McClatchy-Tribune News Service and appeared in many U.S. newspapers. The authors of the commentary are also coauthors of BCG’s report Unleashing the Potential of Technology in Education.
Intractable social problems abound in every country; and corporate leaders, community leaders, and civic leaders continually look for new ways to tackle these issues and facilitate sustainable solutions.

In Australia, the indigenous population accounts for around 2.5 percent of the nation’s total population, and its health and social outcomes, on average, fall far below those of the nonindigenous. Life expectancy for indigenous Australians is about 10 years shorter than for nonindigenous Australians, and issues such as unemployment, disease, poor education, domestic violence, and drug abuse are endemic. These economic and social problems are long-standing and are stubbornly resistant to the genuine efforts of government, volunteer organizations, philanthropists, and the indigenous communities themselves.

In 2001, the indigenous thought leader Noel Pearson and a small group of corporate and civic leaders from organizations including BCG and Westpac Banking Corporation helped create an innovative new indigenous-corporate partnership model that has proved to be a powerful weapon in tackling the problems confronting Australia’s indigenous peoples.

Jawun—meaning friend or family—was started by a group of individuals committed to change. Building on Noel Pearson’s passion for indigenous self-determination, they created a powerful combination of local indigenous leadership and a commitment by corporate Australia to contribute in a meaningful way over the long term. Operating in a sector in which welfare and government intervention had dominated, Jawun acknowledged that one of the greatest contributions a corporation can make to social issues is the contribution of its people.

A company’s greatest contribution to social issues can be the contribution of its people.

Formerly known as Indigenous Enterprise Partnerships, the founding group included not only Noel Pearson, the patron of Jawun, but also Colin Carter, former senior partner and now senior advisor to BCG, and Ann Sherry, the former CEO of the Bank of Melbourne and current CEO of Carnival Australia. These founders have remained involved with Jawun through today. From its origins in the Cape York Peninsula in Australia’s far north Queensland, Jawun now has seven full-time employees and has extended its programs to three other regions: the Goulburn Murray in Victoria, the East Kimberley in...
Western Australia, and Redfern-Waterloo in inner Sydney.

With a focus on enablement and self-determination, Jawun engages corporate partners to provide skills and expertise to indigenous communities through volunteers known as “corporate secondees.” Acting as a boots-on-the-ground presence, these individuals are engaged for varying periods of time to assist indigenous communities in advancing the economic and social agenda of their respective regions and achieving specific outcomes. The first round of corporate secondees from Westpac and BCG commenced in Cape York in 2001.

To date, 800 secondments have been undertaken by a broad range of corporate and government agency partners, bringing a wealth of skills including financial, business, and project management expertise as well as a commitment to helping indigenous communities achieve their own goals. Feedback from indigenous leaders indicates that a significant part of the appeal of Jawun’s support is that it allows them to develop and accelerate their plans for change—whatever those plans may be. They appreciate the opportunity that Jawun affords them to test their ideas and refine them into a more defined and cohesive structure. Indigenous leaders will acknowledge that they know what they want to do but frequently have trouble articulating that action and building a framework around it. Corporate secondees can step in to assist them with defining and crystallizing their ideas as well as providing support in turning those ideas into actions. (See the sidebar “The Main Elements of the Jawun Model.”)

Corporate secondees can help in defining ideas and turning ideas into action.

The Cape York Aboriginal Australian Academy (CYAAA) illustrates the success of the Jawun model in effecting change in an indigenous community. Established in January 2010 as a partnership with Education Queensland, the CYAAA brought a new educational approach to the Cape York communities of Aurukun and Coen. Noel Pearson had been working toward educational reforms in Cape York for some time, and the concept of the academy was developed as a holistic transformation that addresses both the “demand side” (families and community) and the “supply side” (school and teachers) of education. This concept was developed into a robust business case and implemented by indigenous organizations in Cape York with the as-
sistance of 14 secondees from BCG, Westpac, IBM, and KPMG. The secondees brought analytical rigor, project management, human resource expertise, and legal and financial modeling experience to the project.

The academy’s primary methodologies are a teaching approach known as “Direct Instruction” and a carefully designed program to close the achievement gap between indigenous and nonindigenous school students and to support the bicultural identity of indigenous children in the Cape York region.

To date, the program has enjoyed remarkable success. Literacy and numeracy levels have increased, school attendance is up, and families are more involved and invested in their children’s education. The program has impressed education authorities in Queensland, and the decision was made to extend the CYAAA to a third school in 2011. The high-profile success of the CYAAA in 2010 has spawned a growing interest from schools and educators around Australia wanting to learn more about it and the Direct Instruction programs. To achieve this goal, BCG secondees have worked on a model and business case to create an Australian Institute for Direct Instruction, which is modeled on similar organizations in the U.S., where the method originated. The Australian institute will facilitate the rollout of the program to more schools around Australia.

A second example of the success of the Jawun model is a family-income-management program in Cape York, created by Westpac in conjunction with Cape York Partnerships to help individuals and families manage money for basic material needs, build capabilities through financial literacy, and build assets through disciplined money management and saving. Westpac secondees spent time in communities codesigning the program and using their corporate experience to roll it out. The

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THE MAIN ELEMENTS OF THE JAWUN MODEL

- Key leaders from across the indigenous, corporate, and philanthropic sectors created the model to try a different approach to corporate-indigenous philanthropy.

- Corporate partnerships are based primarily on the contribution of people and skills rather than money.

- Jawun communities are carefully selected to ensure strong community leadership and desire to change.

- Jawun has a local director in each region who facilitates the matching and deployment of each corporation’s people and skills to the needs of the indigenous community.

- Each director is very connected to the local community and its issues.

- Reform initiatives are suggested and led by the community, not imposed by outsiders.

- Corporate partnerships are anchored at the most senior levels.

- Benefits accrue to the indigenous community when major change initiatives are accelerated, to the individual secondees when their time on secondment provides them a life-changing experience, and to the corporations when broader contributions are made to society—as well as when employee satisfaction and retention are enhanced.

- Jawun gets strong support both from senior government sponsors—both through funding and, recently, through secondees—and from key philanthropic groups.
The program has operated since 2002 and has been rolled out to seven locations. More than 280 Westpac employees have participated in this program, working and living in remote indigenous communities for one month to as long as two years.

The Keys to Success
Throughout the evolution of Jawun over the last decade, several key elements of its model have been integral to its success. These lessons may be applicable to other corporate-community partnerships that tackle social challenges elsewhere around the globe.

The role of an intermediary greatly enhances the corporate-community partnership. One of Jawun’s unique features is that the organization acts as an intermediary between indigenous communities and corporate Australia. This role has been invaluable in reducing the barriers to entry for both sides. Without it, small indigenous organizations would find it impossible to gain access to corporate Australia, much less to manage relationships with multiple companies in order to take advantage of differing skill sets. Similarly, corporations that have not previously worked in the indigenous space might be unfamiliar with indigenous organizations or lack the relationships required to offer their staff secondment opportunities. Jawun also assists corporations in adapting to cultural sensitivities and provides reassurance that the secondees will be sufficiently supported on the ground.

Within indigenous communities, Jawun plays a key role in managing the operational side of the secondee engagements. As a facilitator, Jawun has developed and continues to develop strong and trusting relationships with key indigenous stakeholders to ensure that a cohesive working relationship is established between the secondees and the communities they serve. This role is coordinated by a central management team working with regional directors located in each of the four participating regions to induct and support the numerous rotations of corporate secondees. These four local directors are very connected to their local communities and issues.

An important aspect of this intermediary role is that Jawun does not impose its view and reform agenda on the specific indigenous communities. Rather, Jawun engages with community leaders and then helps each community meet its needs and its own reform agenda. Frequently, the indigenous leaders are acutely aware of their problems but require assistance in building capabilities and developing strategies to cope with and overcome these problems. In these scenarios, Jawun has made a powerful impact by demonstrating a genuine willingness to listen to and support—rather than to drive or dictate—efforts for social change. As Millie Ingram, CEO of the Wyanga Elders Group in Redfern, New South Wales, said, “[Jawun] didn’t come in with preconceived ideas and they didn’t come in with their view of telling us how it should be done—that was a big change from any [group] I’ve ever dealt with before.”

Jawun supports—rather than drives or dictates—efforts for social change.

Corporate partners need to make a long-term commitment for the best results. Jawun’s corporate partners are the backbone of the organization, enabling highly skilled secondees to give of their time. Jawun asks for three-to-five-year commitments from its corporate partners—some organizations, including Westpac, KPMG, and BCG, have been involved for much longer. Jawun supports and cultivates its valuable relationships with corporate Australia through speaking engagements and networking. As the success of the Jawun model expands, the list of committed blue-chip Australian corporate partners continues to grow; it currently includes major banks, law firms, consultancies, and some of Australia’s largest corporations as well as key federal and state government agencies.

As the Jawun experience has shown, deep and sustained corporate involvement has been driven by the personal commitment of the senior leaders at its corporate partners to
provide support through their people and skills, rather than money. To encourage engagement at the most senior levels, Jawun provides “senior executive visits” in which senior corporate managers tour indigenous communities and get the opportunity to see the value that their contributions deliver on the ground. Throughout the visit, senior leaders can participate in informal networking within the community, interact with current secondees, and hear indigenous leaders share their vision for the future. For existing partners, the visits reinforce the value of their commitment. For prospective partners, the visits are an impressive showcase for Jawun-supported programs.

Committed indigenous communities, clear goals, and strong leadership are critical. In selecting new regions for participation in its programs, Jawun has developed a set of key criteria that take a holistic view of indigenous engagement. They were developed based on the lessons and insights gleaned from previous engagements. When Jawun is assessing an indigenous community to approach, it carefully selects communities that have strong leadership and a desire to change and pursue an agenda of social and economic reform. Unless a region has a functional indigenous leadership model in place and a vision for self-determination, the Jawun model is unlikely to add value. Jawun has found that working alongside reform-minded indigenous leaders assists in promoting and advancing social and economic development.

The indigenous stakeholders that Jawun engages are highly respected indigenous community members who act to provide the organization with a point of contact for involvement and to highlight the needs of a specific group. They work collaboratively with Jawun and its corporate partners to further the aims of their individual communities while also embracing a reform philosophy focused on shifting from a passive welfare economy and striving to achieve social and economic independence through education, employment, and the establishment of robust social norms.

The model delivers benefits for corporate partners and government. One of the truly exciting aspects of the Jawun model is that it benefits both indigenous communities and nonindigenous participants. Corporate social responsibility is so often about the donation of money, but Jawun provides the opportunity for corporate partners’ employees to be involved in social change and to have a unique and rich experience in an indigenous community. As Tim O’Leary, the former general manager of community and corporate responsibility at the National Australia Bank, put it, “Jawun allows us to provide a richer, deeper experience for our staff with respect to indigenous Australia while driving social and economic outcomes.” Jawun also has very strong support from senior government sponsors, who supply both funding and secondees.

Testimony from Jawun and its corporate partners indicates that the secondments are a life-changing experience for the vast majority of secondees. In addition to altruistically making a social contribution, returning sec-
ondees have indicated the significant value that they receive from engaging with indigenous communities and the sense of worth they gain from delivering much-needed skills. Many also have noted that the experience has enhanced their relationship-development skills and broadened their cultural and socio-economic awareness. These enhanced skills have an immediate impact on an individual’s effectiveness and are put to great use when he or she returns to the corporate world.

**The best partnerships move “from strength to strength” by continuing to build on successes and taking a thorough and analytical approach to growth.** Although not every project is a success, and mistakes have certainly been made, Jawun ensures that it learns from its experiences by engaging in careful reflection as it continues to expand. As programs develop in indigenous communities, Jawun ensures that it capitalizes on invaluable opportunities for cross-regional learning. The opportunity for leaders, emerging and existing, to have access to and learn from lessons in other indigenous communities has been extremely powerful.

An increasing number of key indigenous leaders are now Jawun advocates.

In a 2004 review of the Jawun organization, BCG identified a “growing demand for Jawun-style partnerships” and a “desire among indigenous leaders for philanthropic partnerships and expert, nongovernment assistance.” Encouraged by the success of the program, an increasing number of corporations want to get involved, and senior government officials are taking notice. The quality and long-term success of Jawun has meant that an increasing number of key indigenous leaders are now Jawun advocates—opening the door for more communities to get involved.

As Noel Pearson notes, “Jawun has played a decisive role over the past decade in our work in Cape York Peninsula. It gave us people from the private sector who have helped us to see beyond the welfare horizons that used to dominate indigenous affairs when our sole source of input was government. The combination of key organizations, their sustained commitment over a long period of time, and the commitment of their most valuable resource—their people—makes Jawun a new model for corporate-community partnerships aimed at tackling disadvantage.”

The Jawun model benefits the indigenous community by accelerating major change initiatives. It also benefits corporations by enabling opportunities for employees and deepening the commitment from them. And it benefits the individual secondees who participate, making a contribution to their country and enjoying a life-changing experience. With this genuine commitment from all the stakeholders, indigenous Australia may finally have found the kind of long-term support and empowerment that it has so desperately sought.

This article was contributed by Tom von Oertzen, Ross Love, Anthony Roediger, and Madeline Penny of The Boston Consulting Group. Tom von Oertzen and Ross Love are senior partners and managing directors, Anthony Roediger is partner and managing director; all work in BCG’s Sydney office. Madeline Penny is an associate in the firm’s Melbourne office and a member of BCG’s Social Impact Immersion Program.
CORPORATE VOLUNTEER PROGRAMS CAN create significant value—for the causes served, the company sponsoring the programs, the employees who volunteer, and the nonprofits that participate. According to a recent BCG survey, members of the Millennial generation believe that working for social and environmental causes is an integral part of life, and they like to actively engage in cause campaigns by volunteering their time.

Many companies give back to their communities through corporate social responsibility (CSR) efforts, which can take many forms, ranging from foundations making monetary donations to nonprofits or social causes to corporations making gift-in-kind contributions of products or services. Other companies go even further, making their commitment to social causes, the environment, and the community an integral part of how they do business in every step of their value chain. Some organizations encourage their employees to get involved through corporate-sponsored volunteer activities—both locally and globally. These volunteer activities
can complement the company’s broader social impact efforts, connect to community outreach programs, and give employees an opportunity to see client-service organizations in action.

**Building a Volunteer Program**

What does it take to develop a volunteer program that engages employees and delivers ongoing value to both the corporation and the nonprofit partner? BCG’s own experience indicates that the following four factors are critical to long-term success:

**Set a clear mission and goals.** What is the company trying to achieve with its volunteer program? Are there particular issues that connect to the core business or resonate with employees? For example, a toy company may choose to work with a child-oriented nonprofit, or an industrial goods producer might focus on the environment. A clear mission statement clarifies the purpose and goals of the program, what resources the company will provide, and what guidelines will be followed. Making deliberate choices about what activities or causes the company will and will not contribute to is important.

**Choose the right nonprofit partners.** After identifying the goals of the program and the issues to focus on, companies take the next step by selecting nonprofit organizations that meet these criteria. Identifying the best nonprofits to partner with is a matchmaking process—matching the skills a company has to offer with the needs of a nonprofit. As a management consulting firm, for instance, BCG has found that it can help improve the effectiveness of nonprofit organizations by contributing consulting skills in such areas as strategy, finance, IT, operations, or change management. Companies should get to know potential partners and make sure that expectations are aligned. In our experience, long-term, strategic partnerships deliver the most value to a nonprofit, so corporations should choose a focused number of organizations to work with.

**Support the program with dedicated staff.** Assigning dedicated staff to manage volunteer programs helps ensure that the volunteers’ time is used effectively for maximum value to the nonprofit. It also sends the message that the program is taken seriously and professionally managed by the corporation. Focused resources also create awareness of the program, communicate volunteer opportunities clearly, generate enthusiasm, recognize those who participate, and celebrate the program’s successes. In addition, dedicated resources also help build an internal knowledge base, stronger relationships with nonprofit partners, and program continuity over time. Staffing can consist of full- or part-time employees—depending on the size of the company and the scope of the program—and can be increased during slower periods of the year.

**Long-term, strategic partnerships deliver the most value to a nonprofit.**

**Develop a portfolio of volunteer opportunities.** To make volunteer activities available to all employees at every level of the corporation, the opportunities must utilize a wide range of skills and appeal to a variety of interests. A broad portfolio of volunteer activities ensures that there is something for everyone, with options for varying time commitments. And since volunteering is an opt-in activity, the volunteering opportunities selected must be connected to employee interests. Conducting a survey of the staff is the easiest way to understand what people care about and how they want to contribute.

When setting up their volunteering programs, companies take a range of creative approaches to encourage employee participation while also creating value for the volunteers, the company, and the nonprofit. IBM’s On Demand Community provides resources to make volunteering easy and accessible for current and past employees while leveraging the company’s expertise in technology and other topics. It has developed a range of “activity kits” on technology-related topics such as Internet-safety coaching, hands-on science experiments, and engineering concepts. The kits
include presentation scripts and directions that employees can download and present, making content accessible for use locally, as well as relevant to many different groups in the communities.

Microsoft’s Volunteer Manager website matches the company’s employees and alumni with local volunteering needs by offering a portfolio of opportunities. Nonprofits post their needs to the online board and employees select the activities that match their skills, time, location, and interests. The system lets employees search, view, and apply for activities, and record their volunteer hours.

Creating an Opportunity Portfolio

To develop a portfolio of volunteer opportunities, companies can use a matrix like the one shown in the exhibit “A Portfolio of Opportunities Makes Volunteering Accessible to All Staff,” plotting activities on two dimensions: how skill-specific activities are and the time commitment they require. Ideally, the result will be a selection of opportunities that range from activities that require social skills and only a short time commitment to those that require highly specific, often business-based skills and a long-term time commitment. On the one end of the spectrum might be cleaning up a camp for children with life-threatening illnesses; on the other, a secondment to work full-time for a nonprofit in a particular area, such as IT or change management—and everything in between. (See the sidebar “A Portfolio of Volunteer Activities at BCG.”)

By offering a range of short-, medium-, and long-term opportunities in a variety of skill categories, companies can ensure that all employees can find a volunteer activity that fits individual interests and schedules. Some people will be interested only in one-time efforts such as the office coming together to help set up classrooms and prepare a school to open; others will want activities that require a few hours per week or month, such as mentoring students or becoming a board member for a nonprofit.

Still others will want to explore the social sector in greater depth, and there may be opportunities to take a leave of absence and volunteer on the other side of the world. At BCG, we have found this last approach to be a very attractive program for our staff and a great value to the NGOs with which we partner.

Pfizer’s Global Health Fellows program offers three- to six-month assignments that address a range of global health issues in partnership with local organizations. These programs provide employees with valuable skills and contribute to the organizations’ mission. By offering these opportunities, companies can encourage employees to make a significant impact on the communities they serve.

The portfolio of opportunities includes a variety of activities tailored to different skill sets and time commitments. For example, employees can participate in short-term activities such as office volunteer days (e.g., painting) or longer-term activities like secondments to work full-time for a nonprofit in a particular area, such as IT or change management. The matrix provides a clear visualization of the different types of opportunities and their corresponding skill sets and time commitments, making it easier for employees to find activities that align with their interests and availability.

Source: BCG analysis.
In addition to BCG’s project-based consulting support for organizations in the social sector, BCG offers our staff a portfolio of volunteer opportunities, which vary by office around the world. The following examples are a sampling of volunteer activities from a few offices:

**One-Time Activities.** Many activities requiring relatively little time are regularly available. These include contributing to seasonal food and gift drives, spending a day teaching students about business principles through Junior Achievement, and providing short-term support to social entrepreneurs.

**Volunteering Days.** Many BCG offices close for a day so that employees can participate together in organized volunteer activities with local nonprofits. Typical activities include painting or cleaning community facilities and helping at food pantries. For the last several years, our staff in Buenos Aires has collaborated with Un Techo para mi País, a Latin American philanthropy, spending a weekend working to build a house for a family in need.

Juan Manuel Valverde, a consultant in the firm’s Buenos Aires office, said of his experience:

> I had heard from multiple people how enriching and eye-opening the experience could be. It has a double benefit: on the one hand, we get to actually build a house for a family that is still living under a very precarious roof—often, one which leaks when it rains. On the other hand, we get to meet this family and work side by side with them.

The reality that they are facing day after day sinks in, in a way no article, picture, or video will ever fully convey. It is an amazingly satisfying experience to inaugurate a proper home together with the family by the end of the weekend.

This type of experience reinforces my belief that BCG and BCGers truly believe in changing the world. Mostly, we do this through what we do best: consulting. But when the opportunity presents itself, both the organization and each employee will go out of the way to effect change where it is most needed. It makes me proud to work at an organization that truly cares, deliberately takes concrete action, and leverages collective resources to effect change.

**Ongoing, Monthly Activities.** Many BCG offices organize recurring, monthly volunteer opportunities such as one-on-one mentoring of high school students.

Andreas Wilms, a consultant in BCG’s Berlin office, reflected on his experience.
with Joblinge, a BCG initiative to support unemployed youths in developing skills and finding jobs:

Getting involved with Joblinge was an opportunity for me to apply not only my consulting skills but also my previous experience working with disadvantaged young people. Through working with Joblinge, I have learned to engage with a broad and diverse range of stakeholders—actually a broader and more diverse range than any I had experienced before.

Before I became involved with Joblinge, I knew about BCG’s social impact activities. But I didn’t know about the reason behind these activities. Now I know that it is not part of a marketing strategy but that the people in BCG are really convinced that these social activities are important and of value themselves. It is a good feeling to work for a company where social impact is “rooted in the heart.”

Secondment or Temporary Transfer. Some of the company’s employees are given the opportunity to join one of BCG’s global partner organizations for up to one year at a reduced salary.

Michelle Bowman, a project leader in the firm’s New York office, explained her experience on secondment with Save the Children International:

To me, a secondment represented an opportunity to have a positive impact on the
A PORTFOLIO OF VOLUNTEER ACTIVITIES AT BCG (CONTINUED)

world while continuing to hone skills that will be valuable at BCG and throughout the rest of my career. While on secondment, I have had the opportunity to contribute to an organization that is doing great work for the world—and I have greatly enjoyed my time there. At the same time, I have also developed skills that will be extremely valuable once I return to BCG.

Process design is much more real when you actually have to implement and live with the process moving forward. Organization design has a different impact when you are sitting in the office with the people you are moving around. This secondment has really made me appreciate the opportunities offered at BCG, and it has helped me understand that BCG truly does care about its staff and their development.

Vacation or Leave of Absence. Employees can spend a week or two of their vacation time—or up to one year on a leave of absence—working with a nonprofit on a wide range of issues from health care to economic development. BCG can help find an assignment or staff can identify the opportunity themselves in any country around the world. Recent assignments have included locations in Argentina, Chile, Cote d’Ivoire, Haiti, Italy, Rwanda, South Africa, Switzerland, Turkey, and Zambia.

Begona Llenderas, the office coordinator for the firm’s offices in Spain, commented on her experience with a BCG Iberia initiative that enabled BCGers to volunteer in an orphanage in Ethiopia for 15 days over the summer:

We took care of the children, from feeding and hydrating sick kids to playing with them. We also painted the walls in the bedrooms to make the place happier, and we helped with the cow “house.” I learned a lot about the culture and values of a very different country.

The experience created a great bond within the group of BCG volunteers who shared very special experiences and moments.

Begona Llenderas painting a bedroom in an orphanage in Meki, Ethiopia.
with development organizations in more than 40 countries around the world. The program gives Pfizer’s employees an opportunity to apply their skills in a direct way to help those in need.

The Intel Education Service Corps program enables teams of employees to spend two weeks in a developing country, installing Intel-powered classroom PCs. Working through local NGO partners, the teams install the rugged laptops designed for education and train teachers in their use. Through this program, Intel employees are working with their products in the field and using their specific skills to have an impact. Teams are formed from the staff around the world, and employees spend several months training for their roles. Didier Da Costa, a participant from Intel Ireland said of the program, “This was one of the best experiences I’ve had in my whole life.”

Volunteering can stretch skills in new environments and requires collaboration.

Collaborating with partner nonprofits, companies can develop different opportunities to support both organizations, in mutually reinforcing ways, by drawing on the skills and availability of their employees. For instance, BCG’s own San Francisco office has sent more than 50 volunteers to work with the Oakland Zoo on a wide range of projects. Groups of volunteers spent a day painting, feeding animals, clearing invasive species of plants on the grounds, and completing other activities. Another small team helped the organization improve its fundraising strategy over several weeks, and another helped the Zoo restructure its education programs to complement the mission of the organization. In addition, a BCG partner serves on the zoo’s Board of Trustees.

Wide-Ranging Benefits
From working in a soup kitchen to mentoring inner-city kids and from helping out on community service days to sitting on the board of a nonprofit, volunteer work is both personally and professionally satisfying for employees. Activities such as these give employees an opportunity to use their capabilities in different contexts, develop new skills, and broaden their horizons. Corporate-sponsored volunteering also enables employees to work side by side with a wide range of people from both within and beyond the company. Sharing these activities with colleagues can strengthen employees’ sense of connection and help them to collaborate more effectively back at the office. Volunteering can also be a developmental opportunity for the staff, stretching their skills in new environments and requiring more collaborative and consensus-building approaches. They then bring these skills back to their day jobs.

Volunteer programs provide a range of benefits to corporate sponsors as well. Companies are able to give back more broadly to the community and enhance their reputations locally. At the same time, they are providing employees with experiences that enrich their lives, increase their engagement, and strengthen their loyalty and retention. And because volunteer activities are opportunities that involve all functions and all levels of the organization, they offer greater accessibility and involvement than CSR programs, which typically involve a smaller number of people. Volunteering is also an effective team-building activity that can foster stronger bonds among employees, thereby strengthening the culture of the firm.

Finally, the nonprofit organizations that companies partner with achieve significant, continuing benefits from the programs. Besides additional manpower, skills, and donations, the nonprofits also gain long-term, supportive partners that develop a deeper understanding of their needs over time—and can increase the value of the corporate contributions as a result. Specific skills such as finance, marketing, or IT can also deliver more value to a nonprofit than cash. Having ongoing access to those skills—through board members with specific skills or temporary transfers such as secondments—can be invaluable.
CORPORATE volunteer programs offer a wide range of benefits to companies, employees, and nonprofits. The key is to create a varied, equal-opportunity program that appeals to the diverse skills, interests, and availability of all employees at all levels of the organization. Making a difference in the world is something we all aspire to do, and volunteer programs provide an opportunity to make a contribution.

This article was contributed by Brenda Thickett, manager in the New York office of The Boston Consulting Group and the manager of BCG’s Social Impact Practice Network.
Recent news of the financial problems and near dissolution of the American Folk Art Museum in New York was a sobering reminder that even venerable cultural institutions can and do fail. Given the downward trend in arts funding and growing demands for accountability in nonprofit organizations, how can museums find ways to survive and possibly thrive? Although the factors that lead to success are fairly straightforward—vision, leadership, financial resources, and effective marketing come to mind—they can be difficult to master. How can success itself be managed and measured?

While the idea of finding a way to measure a museum’s performance is somewhat controversial—how does one assign monetary value to artistic and cultural offerings?—it is also long overdue, largely because comprehensive and reliable methodologies are in such short supply. Financial ratios and shareholder value may be good yardsticks for business, but evaluating a cultural institution is more complex. Any measurement of performance must consider artistic and intellectual contributions, not just financial strength. Fortunately, a proven business tool—the Balanced Scorecard—may be just what museums need to better measure their success in achieving target objectives. And the insights gleaned through this approach can help funders and administrators make more rational, productive decisions about how to allocate scarce resources.

Adapting the Balanced Scorecard

The Balanced Scorecard (BSC) is a planning and management system widely used by large corporations around the world to align business activities with corporate vision and strategy, improve internal and external communication, and monitor performance against strategic goals. The scorecard provides a “balanced” view of performance because it includes subjective measures and the input of external stakeholders, not just financial metrics. For instance, the BSC measures satisfaction and retention of both customers and employees. Moreover, the scorecard is balanced because it brings attention to possibly conflicting dimensions, such as productivity and employee satisfaction; high revenues and high perceived value, as measured by customer satisfaction; and low maintenance costs and minimal equipment downtime.

This balanced perspective is critical for cultural institutions, which must consider the needs of a broad range of stakeholders—donors, employees, artists, local businesses, researchers, the public, and local authorities—and their often-competing objectives. The public may seek education or entertainment, for instance, but local authorities are more likely to care about the impact that the institution has on the local economy. And donors want to be assured of financial sustainability before committing their support.
With these challenges in mind, The Boston Consulting Group adapted the BSC to the specific needs of museums, creating four dimensions of value against which to measure performance.

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**What does the museum contribute to the community?**

**What’s the public benefit?**

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**Artistic Contribution.** *How have the assets of the museum been developed and shared?* A museum’s assets include its collections, intellectual capital, and brand. Performance measurements in this dimension would typically include metrics such as the percentage of works on display, the number of pieces on loan to other art museums, the number and quality of institutions to which the museum has lent art and artifacts, the number of pieces purchased in the last year, and the percentage of permanent collections acquired and catalogued. Since research and knowledge development are also important, this dimension could also include metrics such as the number of articles published by museum staff in scholarly journals or the number of collections catalogs published.

**Public Benefit.** *What does the museum contribute to the community?* A successful cultural institution forges a relationship with the public by offering programs and visitor services, by providing positive experiences, and by preserving collections for future generations—all of which lead to a favorable perception within the community. Metrics in this dimension typically include the range and variety of programs offered, the percentage of the museum’s budget devoted to marketing, the percentage of return visitors, the increase in first-time visitors, and the number of schoolchildren who visit per year. More qualitative measures—such as increases in the community’s cultural knowledge and awareness or greater public appreciation for a particular author or art movement—are also valuable.

**Learning and Growth.** *Is the museum a place where employees can flourish?* An organization is only as good as its people, and providing an environment that promotes development and offers opportunities for professional and personal growth will pay major dividends in the long run. This dimension ensures that the culture supports the museum’s mission, organizational learning is ongoing, and equal opportunity is provided to all. Typical metrics include the percentage of the museum’s budget dedicated to training and career development, the percentage of satisfied employees, the use of “360-degree feedback” (that is, from subordinates and peers as well as superiors) to evaluate staff performance, and the degree to which...
employees are involved in the museum’s governance.

**Finance and Governance.** How well-run and financially sustainable is the museum? A cultural institution must use its resources efficiently and effectively to achieve the trust of the public. Moreover, its finances must be transparent and the governance organization must be accountable. Typical metrics include the ability to meet fundraising targets, balance the operating budget, and meet revenue targets through diversified sources such as admission, shop and restaurant sales, and special events.

To deliver value in all four dimensions, museums must create the right metrics, set performance targets, define specific initiatives for achieving those targets, and then closely monitor results.

**BSC in Action: The Benaki Museum**

Strolling through Greece’s Benaki Museum is like taking a journey through the country’s rich history and culture, from the Stone Age to today. Greece’s second most-visited museum and its oldest operating as a foundation under private law, Benaki was founded in the early 1930s. Over the years, it has expanded to fill six buildings with a wide range of unique collections, including prehistorical artifacts, art from the Byzantine era to the present, paintings, toys, and artifacts of Islamic culture. But shrinking private and public donations in the context of Greece’s challenging economic situation have taken a toll on Benaki. With rising costs and stalled revenues, the museum saw its financial future become precarious.

A close analysis revealed a number of challenges. First, the museum needed to define and promote a more focused vision and mission. With such diverse collections—all very high quality—Benaki needed to define a common thread so that it could communicate a compelling value proposition to visitors and donors while also articulating a focused program of exhibitions, events, publications, and educational programs.

The museum also had to find new ways to generate revenues. Despite the museum’s central location, Benaki didn’t tap the full potential of the tourist market. Instead, visitors tended to be locals. Moreover, Benaki’s publications, events, educational programs, restaurant, and store earned less than might be expected, given the museum’s quality offerings and strong brand. Finally, Benaki’s fundraising efforts were not optimally developed.

Ultimately, Benaki had to manage its costs more closely and strengthen its approach to governance, while empowering more of its employees. The BSC offered Benaki a workable approach because it provides clear targets to drive greater transparency and accountability; it also encourages greater entrepreneurship, creativity, and initiative among employees.

**The Scorecard Drives Results**

Benaki’s Balanced Scorecard addressed the museum’s challenges in the context of the four dimensions of museum value: artistic contribution; public benefit; learning and
growth; and finance and governance (See the exhibit “Benaki’s Scorecard Addressed Four Dimensions”). The BSC included specific metrics and targets in each dimension and reinforced them with a set of clear improvement initiatives.

Benaki set an objective of lending its collections to top institutions around the world.

For instance, to ensure a strong artistic contribution, Benaki set an objective of lending its collections to top institutions around the world. One metric measured the number of institutional borrowers, with a target of lending to the world’s top-ten peer institutions. The museum also reinforced the prioritization of events and exhibits.

In the dimension of public benefit, a key objective was to present first-class exhibitions. Metrics included both the number of positive reviews by critics per year and visitor satisfaction ratings; annual targets were set to achieve at least 80 percent positive reviews and 70 percent satisfaction rates, respectively.

To advance learning and growth, Benaki aimed to increase employee satisfaction and retention, as measured by job satisfaction ratings and staff turnover rates. The museum’s target was achieving employee satisfaction ratings at or above 80 percent and experiencing employee turnover below 15 percent per year. To improve communications and employee engagement, Benaki displayed a scoreboard in each building to share information on current and upcoming exhibitions and programs, messages from the curator, employee suggestions, best practices, and fundraising progress. The museum has also focused on making sure that employees understand the museum’s mission, what’s expected from them, and how they can contribute to the museum on both an individual and collective basis.

To improve finance and governance, Benaki hired a fundraising manager to increase external donations and a finance manager to instill more discipline. One critical early success was an ambitious new fundraising program, which offers customized packages to companies and individuals. The new financial manager established a budgeting

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Benaki’s Scorecard Addressed Four Dimensions

<table>
<thead>
<tr>
<th>Artistic Contribution</th>
<th>Public Benefit</th>
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<tbody>
<tr>
<td>6 museum buildings, 1 under construction, 4 active archives</td>
<td>350 cultural events each year—conferences, presentations, theatrical and dance performances, concerts, movies, and press conferences</td>
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<tr>
<td>1,500 artworks travel around the world each year, strengthening Benaki’s bonds with other museums</td>
<td>130,000 volumes in the largest museum library in Greece</td>
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<tr>
<td>84,946 artworks—from the Stone Age through 2012</td>
<td>More than 30 temporary exhibitions in the museum spaces</td>
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<tr>
<td>1,000 copies of Benaki’s annual magazine are distributed in Greece and abroad</td>
<td>20 new books each year; 427 existing publications</td>
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<tr>
<td>7 museum employees participated in high-profile international conferences and seminars</td>
<td>350,000 visitors each year, making Benaki the second most visited museum in Greece</td>
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<tr>
<td>To boost team dynamics, all main buildings are equipped with the museum’s information scoreboard</td>
<td>22,000 children and adults participating annually in educational programs</td>
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<tr>
<td>2 annual information-sharing meetings for all staff</td>
<td>90% of critics’ reviews were positive</td>
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<td></td>
<td>95% satisfaction ratings by visitors</td>
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<td></td>
<td>Finance and Governance</td>
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<tr>
<td>3 museum shops promote top-quality replicas and new artists’ designs</td>
<td>The 2 cafes—in Koumbari and Piraeos—have a reputation for good food and a pleasant environment</td>
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<tr>
<td>Fundraising activities have been relaunched—corporate and individual programs—online too</td>
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Source: BCG analysis.
and control process aimed at managing costs more closely and increasing transparency.

With greater financial controls in place and higher revenues being generated through fundraising, ticket sales, restaurant operations, and store and online sales, the museum is paving the way for a strong, sustainable future.

**Ongoing Benefits**

Museums that use the BSC to measure performance can fundamentally change the way they think about the value they deliver—and how they communicate that value to stakeholders. Moreover, the scorecard can help align the staff’s efforts in support of the museum’s mission and goals—and can increase employee satisfaction overall. For Benaki, these cultural changes are as important as the renewed focus on the bottom line and the enhanced financial sustainability.

*The development of the BSC framework was supported by a Marie Curie Intra-European Fellowship within the European Commission’s Seventh Framework Programme. This article was contributed by Camille Egloff, a partner and managing director in the Athens office of The Boston Consulting Group, and Alessia Zorloni, a research associate funded by Marie Curie Intra-European Fellowship.*
PART II

SHARING VIEWPOINTS
WENDY KOPP IS CEO and cofounder of Teach For All, which is fueling a global movement for ensuring educational excellence and equity. The organization seeks to accelerate the impact of national organizations that are enlisting their nations’ most promising future leaders in the effort.

Kopp founded Teach For America in 1989 to marshal the energy of her generation against educational inequity in the United States. Today, 9,000 Teach For America corps members—top recent college graduates from all academic disciplines—are in the midst of two-year teaching commitments in the highest-need urban and rural regions in the nation. Teach For America has proved to be an unparalleled source of long-term leadership for educational change. Just four years into its development, Teach For All is a growing network of 23 independent organizations around the world, including the cofounding organizations Teach For America and the U.K.’s Teach First.

J. Puckett, a senior partner and managing director in the Dallas office of BCG, recently spoke with Kopp about the challenge of equity in education around the world. The following are excerpts from their conversation.

What is Teach For America, and what role does it play?

The big idea behind Teach For America is to enlist the energy of our country’s most promising future leaders in addressing one of our nation’s most fundamental problems: that where kids are born really determines their educational prospects and, in turn, their life prospects.

“[W]here kids are born really determines their educational...and...life prospects.”

This year, almost 50,000 people applied to Teach For America. We select those who possess the leadership skills necessary to succeed with kids in our lowest-income communities—and who have the potential to exert real influence in the long term. Right now, we have 9,000 teachers—each of whom has made a two-year commitment—working in 43 urban and rural regions. These teachers are going above and beyond traditional expectations to meet the extra needs of their kids—and they have the potential to have a huge and life-changing impact on them. At the same time, the experience is completely transformational for the teachers. We now have 24,000 Teach For America alumni, two-thirds of whom are working full time in education. Of those who are not working in education, half have jobs in related fields.
Why does a high-quality teacher make such a difference in high-quality education?

For kids who are growing up today and facing the extra challenges of poverty, their only hope is to meet enough teachers who are willing to go out of their way to help them attain the extra support and opportunities they really deserve.

It’s probably not conceivable to have the 1 million teachers in the U.S. who work with low-income kids—not just for two years, but year after year after year—undertake the superheroic efforts it takes to make up for all that’s wrong with the system. What we have seen, however, is that high-quality teachers go on and become school principals, system leaders, business leaders, and political leaders who advocate for policy change and actually understand this issue and have a picture of what it would take to fundamentally solve the problem. That’s our aim.

As you look across the urban-education landscape in the U.S., what key challenges have to be tackled today?

If you look at the aggregate data, we have not closed the achievement gap at all. If anything, the number of kids in poverty has grown, and therefore the achievement gaps have certainly not closed in the last 20 years.

We have some cities in the U.S., though, such as New Orleans and New York City, that have made meaningful progress against the achievement gap. Here in New York, which is a huge system with 1.1 million kids, 1,700 schools, and 80,000 teachers, fourth-graders are a full year ahead of where they were seven years ago. The graduation rate, on average, has increased 15 points in that time—and is up 20 points among the kids of color in the system. These are meaningful changes.

What’s making the difference in these communities is committed, informed leadership within the school system and the political system. With a systematic effort to develop strong leadership capacity everywhere, we can begin closing the achievement gap on an aggregate scale.

Teach For America and Teach First in the U.K. are the foundation of Teach For All, which now has partners in more than 20 countries around the world. What’s behind that movement and what do you hope to achieve with it?

Teach For All started because Brett Wigdortz in the U.K. and I started meeting very passionate and inspiring social entrepreneurs from many different countries, and operating in diverse contexts around the world. They were determined to launch this model in their own countries and were looking for help. That started us thinking about how to respond.

And that ended up generating the idea for Teach For All. As we’ve progressed, we’ve come to realize all the more the universality of this problem of educational inequity. We all know that kids who grow up in poverty have fewer educational opportunities, and we think of this as a huge issue in the world’s highest-need, least-developed countries. But we’ve discovered the same problem in virtually every country: socioeconomic back-
grounds determine educational outcomes. And we’ve learned that not only is the problem universal in its existence, but it is also universal in its nature. This means that the solutions will be sharable.

Given the universal nature of the problem, a global network can significantly increase the pace of change. We imagine programs in all these different countries channeling some of their top talent against the problem. Given the diversity of cultures and contexts, these individuals prioritize and think about things differently, which leads to innovation. At Teach For All, we’re envisioning thriving movements to expand educational opportunity in dozens of countries around the world that are accelerating all the more quickly because they’re informing one another.

How can corporate leaders get involved and make a real difference in changing education?

I have seen single business leaders, philanthropists, and small groups generate transformational change in communities. One person or one group of people with influence and know-how can make an enormous difference, and a great way to start is to seek out Teach For All programs and other interventions that are getting great results and then work to grow their impact.
DAVID YOUNG IS a former senior partner and managing director at The Boston Consulting Group. He worked at the firm from 1988 to 2005; his many roles and positions included serving as the managing partner of the Seoul office; the managing partner of the Boston office; a member of BCG’s global executive committee; global leader of the firm’s Industrial Goods practice; and a consultant, manager, and partner in the Chicago office. Prior to joining BCG, he worked for The Timken Company, a global manufacturer of bearings, alloy steels, and related components, where he held roles in research and development, strategic management, and North American operations.

In 2006, Young joined World Vision International, a relief, development, and advocacy organization dedicated to working with children, families, and communities to overcome poverty and injustice. He currently serves as its global chief operating officer.

In an interview with BCG’s Tom Lewis, Young shared his reflections on his career and the value of private-sector skills in the social sector.

You moved into the social sector after a long and successful career in the corporate sector and in the consulting industry. What motivated you to make the move from BCG into the social sector?

I think it is important to go through constant self-reflection. We should all be asking ourselves, “Are my skills and talents being applied to the best and highest use?” I think there is no better profession than consulting to constantly build skills and talents that enable us to work with organizations, to create large-scale change, to think creatively, and as importantly, to enter into organizations and into relationships that can be productive and healthy and provide good outcomes. Consulting is a constant reflection about how to add value.

In any career, you get to the point where you need to say, “What does the world around me
need? Given those needs, am I using my gifts, skills, experience, and education to their highest potential?” That’s a very rational way of looking at it.

And there’s another way, one that says you need to be led by your passions. And I think one of the gifts in consulting is that it is a good place for people who have deep passion and want to effect change. Consulting allows you to position yourself—and also provides you the opportunity—to look more deeply into issues. Also, the experience and travel allow you to become more and more aware of the world. It prepares you to confront some of the real problems that are out there, outside the walls of a single corporation.

“Many of [our] business processes are very similar to what corporations do.”

For me, it was a combination of the constant search for solutions through clients, the constant search to learn what was going on in the world, and the constant search to learn who I am and where my career was heading that led me to the recognition that I simply had to do something about the pace at which the world was engaging on issues of poverty affecting children. In my mind, the problem was not an issue of making more money available. I felt it was an issue of the kind of smart thinking and good, productive change that we have seen in commercial clients that could be brought into the NGO sector. I saw an opportunity to get a much higher multiplier on those skills and those activities in that sector than I’d had to date in the corporate sector.

I should point out that we already had windows to this in our work at BCG—we could see the huge impact we could have with the World Food Programme, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Bill & Melinda Gates Foundation, and the Rockefeller Foundation. But is achieving these outcomes possible without the “special sauce” that a BCG upbringing can deliver? Probably not. So I said to myself, “I could have a big impact with those skills, with that experience, with that perspective in a sector that ultimately could have a big impact on the lives of many, many people.”

As with any other decision, choosing to move to the social sector is not always the perfect choice. It can be pretty painful to make these kinds of moves because you tend to love what you are doing in the corporate sector. But you also find yourself confronting the bigger reality about the condition of things and your own ability to create change. And that is what led me to do it.

I’m a person of very deep faith, and I always have been, and I do believe that I am also called to express my faith in the way I live and the choices that I make. Sometimes that choice requires you to do something that doesn’t pay as well and doesn’t have as many benefits attached to it as your other options do. Ultimately, that choice delivers on the values and principles that are part of your wiring. So for me, it was a bit of a complex undertaking. It was all of those things coming together that caused me to make this decision.

Having made the move, can you tell us about your role at World Vision?

There is probably an impression from outside the social sector that it must be very different on the inside, that the challenges of organizations in the social sector can’t be as tough as those faced by a corporation. I am now the COO of an organization that has 44,000 employees worldwide and operates in a range of activities that include long-run transformational development, humanitarian emergency response—we responded to 76 large-scale emergencies last year—and advocacy, particularly around child health. We also have a large microfinance division that provides microloans to more than 600,000 clients a year and affects about 1.3 million children through the families we assist. So in total, we touch the lives of more than 100 million individuals in poverty each year. Our annual budget is $2.8 billion, and we have experienced constant growth throughout the recession.
We believe that all of our operations have multiple missions: to change the lives of the children of the poor, to make it possible for people of means to experience changing the life of a child of the poor, and to raise social awareness about the levels of injustice and inequality that exist—and our opportunities to make a difference.

Having said that, being a COO at World Vision isn’t much different than being one at a global corporation, with the exception that I’m not working with the public markets and my organization does not measure our outcomes in profit. Any large organization has the same challenges: How do you build alignment, excitement, vision, and unity across a staff from 96 different nations? How do you have a strategy that makes sense when you are dealing with complex issues?

In our case, the issues and causes of child poverty are particularly complex. We operate in a broad range of contexts including those challenged by war, those of mass migration, those of radical climate change, those of productive and exciting economic growth that is leaving some behind. Fortunately, I’m constantly amazed at the level of passion and motivation our employees mobilize against these challenges.

So, in summary I would say that you have all of the normal things that you would have in a business environment, except that you are not interacting with the public markets, you’re not measuring the outcome in profit and the organization is generally powered by phenomenal employee engagement.

At World Vision, we use the same tools that many corporations would use in assessing our levels of employee engagement and our benchmarking against global corporate standards. For our business processes, we run global treasury activities with hedging operations and with a SWIFT banking system that create total cash transparency worldwide. In fact, many of the business processes are very similar to what corporations do, and the lessons are directly applicable.

You have 44,000 employees representing 96 different nationalities and operating in a wide range of environments. What does that mean for complexity at World Vision?

I know that everybody’s world is complicated, but I would argue that World Vision is more complicated than any corporation I have ever seen. It’s the breadth of the mission, the complexity of the problem, the world of cultures and context in which we are operating and the outcomes.

I envy those organizations that can measure their entire performance on the basis of the
P&L statement and the balance sheet. At World Vision, we can’t do that. We are measuring our performance now on four specific areas of child well-being, against some very specific targets. That’s one part of our success. The other part is making sure that we are working with the highest levels of accountability, stewardship, staff care, donor engagement, and integrity. The allocation of resources is a big challenge. In the corporate world, you are allocating resources in a very rational way against clear-cut investments with associated risks that can be reasonably quantified. In this world, you are allocating resources against phenomenal human needs with uncertain outcomes.

It has taken everything I have ever learned and everything I have ever done at BCG in order to succeed in my role at World Vision. Absolutely all of it. I think that we should recognize that what we build through the consulting experience is a tremendous toolkit to go into the most challenging, undefined problems and organizational situations and actually add value by putting good thinking and care and insight into them. These skills can come only from working with good colleagues and from solid training and experience.

**What advice do you have for others considering a move to the NGO sector?**

First, make sure that you understand what you are doing. What you will bring as a BCG consultant to one of these organizations is the gift of thinking like a consultant and the skill set of solving problems, both of which are needed. So don’t doubt the value you could bring.

Second, make sure that the value you bring is deep enough. These organizations don’t need interested amateurs, they need really astute professionals. I think there is a right time to cross over to this space: when you’ve really mastered not just the basic skills of consulting but also how to work well with clients and in an organization. I’ve seen a lot of people from the corporate world try to come into the NGO sector and do it very badly. And I’ve seen people come from the professional services side of things—legal firms, consulting, advertising—and do it quite well.

I’ve concluded that one of the things you are taught in consulting is the art of entering an organization. We gain an ability to come in and have enough empathy, willingness to listen, and desire to get to a deep understanding of the situation first before we start acting. So before people make the move, they need to take a good healthy look in the mirror, and ask themselves what they have done that will create real, deep value in a way that delivers impact.

Third, check that you have a big dose of humility. Very bright, very talented, very capable, and very passionate people have founded, built, and sustained these organizations. You may be bringing certain gifts to the table that they might not have, but you must understand that no matter what you do, the most important thing is sustaining, respecting, and appreciating the passion of the people who actually touch the lives of those in need.

“[Nonprofits] don’t need interested amateurs, they need really astute professionals.”

Fourth, have a holistic appreciation for the rewards you will receive. They are not going to be financial rewards—understand that from the beginning. You might need to interpret your sense of satisfaction differently and be focused on the outcome and on the mission. You are also going to be operating without the resources that were available to you in the corporate world, so you are going to have to be a bit clever and have street smarts to pull that off.

I think all of us need to appreciate that the world is a dynamic place, and that we should look at our participation in anything as “for a season.” So how do you live best in that season? Could I see myself now doing something else? Yes, I certainly could. But I would do it with a full knowledge that I made a contribution for a season that mattered.

When people are considering making this move, they shouldn’t look at it as “Gee, I am
leaving the professional services world, so the
door is closed.” If anything, I honestly believe
that once you are in this space and have suc-
cceeded in this space, you have a whole bun-
dle of new insights to bring back to the corpo-
rate world.

Although I’ve talked a lot about all that you
can bring with a consulting background, I be-
lieve you are a fundamentally different per-
son and a fundamentally better professional
having put yourself into a situation where
you have to think differently, have to integ-
rate your skills with a host of skills that
wouldn’t have been part of your training, and
have been forced to confront some really dif-
ficult truths in life that we are sanitized from
in the corporate world. So you will emerge
from the experience a better human being,
you will come out a different person, and you
will come out with a bag of lessons and en-
counters that can be applied elsewhere.

Dave, on a very personal level, you must
have seen and experienced a lot over
these last six years which have both
moved you and confirmed how worth-
while it has all been. Can you tell us a bit
about that?

In this job, there are daily affirmations. When
you see the way that people who have never
before had easy access to water rejoice at a
bore hole that opens up and spews into the
sky because they realize that from that mo-
ment on their lives will be fundamentally dif-
ferent—that there is really a chance for their
children to be healthy, for their animals to be
sustained—it is really stunning.

When you sit next to a young adult who was
formerly a child laborer but, thanks to your
agency’s programs, was freed from the bond-
age of child labor and has been given the
chance to have an education, start a business,
and even employ other adults and provide
care for children—that’s pretty stunning, too.

It is incredibly rewarding when you sit with a
circle of women who have formed a self-help
group in southern India, and they look to the
wall at the list of needs in their community
that they are systematically meeting one by
one, and you realize that your organization
has been part of that.

And it is wonderful when, in the harshest mo-
ments of disaster, you see that your organiza-
tion has been able to be on the frontline dis-
tributing food or engaging in work-for-food
programs that bring both dignity as well as
relief at a time of huge pain.

It is hard to select one example, there are
countless moments every day when you can
say that lives have been changed, what could
have happened has not happened, and—per-
son by person—change is really happening.
There are children who will be alive tomor-
row because of what your organization does
today. I think those are the kinds of things
you appreciate every single day. Despite the
frustrations, the lack of necessary resources,
and the narrow skill base of certain profes-
sions, there are constant rewards.
PART III

PROFILING BCG’S WORK FOR SOCIAL IMPACT
OVERVIEW OF PROJECTS

IN THIS SECTION WE feature brief descriptions of many of the social impact projects undertaken by BCG in 2010 and 2011. Some projects, including our work in corporate social responsibility, have been excluded for reasons of client confidentiality.

We group the organizations with whom we have worked by topic area, and we list them alphabetically. For each organization, we specify the country or region targeted by each initiative. In the case of organizations such as Save the Children, which span several topic areas, we list them in the category we believe best captures their overall mission.

We have applied a broad definition of “social impact” to some projects in the Community and Economic Development category. Our view is that economic development helps generate jobs and boost employment, which improves individuals’ livelihoods and benefits society overall.

The Environment

City of Chicago Chief Sustainability Officer
United States
• link the Chicago Climate Action Plan to jobs and economic development, prioritize strategies, and estimate the economic impact of achieving the plan’s goals

Civic Action’s Greening Greater Toronto
Canada
• measure and improve the environmental health of the Greater Toronto region through the Living City Report Card

Civic Consulting Alliance
United States
• design Chicago’s Commute Trip Reduction pilot program aimed at reducing carbon emissions and congestion and improving employee commutes

Organica Water
Hungary
• develop the feasibility concept for a new technology institute created by a wastewater treatment company that is focused on sustainable urban-water management

Society for the Protection of Prespa (SPP)/WWF Greece
Greece
• study the feasibility of establishing a trust fund for SPP

WWF
Malaysia, Singapore
• support WWF’s global strategy and national action plans on sustainable palm oil for India, China, Indonesia, and Malaysia

WWF
Poland
• determine the feasibility of WWF Poland hosting a national WWF office
Poverty and Hunger

**Action Contre la Faim (Action Against Hunger)**
France
- develop strategies to increase the organization’s impact in the fight against hunger
- develop strategies and specifications for the organization’s new website

**Action Against Hunger**
United States
- create a strategy for further developing cause-related marketing and other corporate partnerships

**Action Tank—Entreprise et Pauvreté**
France
- support the organization, which fights poverty through corporate involvement, through support of projects and conducting a study on the adverse pricing effect on poor families

**Alliance of Consultative Group for International Agricultural Research (CGIAR) Centers**
Global
- design and establish a consortium of CGIAR centers

**CARE**
United States
- provide local, Atlanta-based support to the executive team of this global relief agency to ensure maximum effectiveness

**Feeding America**
United States
- innovate the organization’s business model to continue to meet its hunger-relief mission within the changing food environment in the U.S.

**Global Alliance for Improved Nutrition (GAIN)**
Global
- develop the global strategy and design a new organizational structure for a leading nonprofit targeting malnutrition

**Habitat for Humanity**
Canada
- develop the business case for organizational realignment in Canada

**Intellectual Ventures**
United States
- support new innovations to increase dairy farmer incomes in East Africa

**Loaves and Fishes Southwest Detroit**
United States
- develop a business-case assessment for a community food pantry

**OCP Group**
Morocco
- participate in a joint effort by the OCP Group, Richard Attias & Associates, and BCG to organize the inaugural meeting of the Global Food Security Forum, a community bringing together experts, officials, practitioners, and stakeholders from more than 50 countries for action-oriented discussion and collaboration on the challenge of feeding, in a sustainable fashion, a growing world population

**Plan International**
United States
- develop a new business operating model for a child welfare organization

**Principles for Social Investment Secretariat/United Nations Global Compact**
Global
- develop a governance structure and support the stakeholder engagement strategy for the United Nations Global Compact’s Australian-based Principles for Social Investment Secretariat

**Save the Children International**
Global
- develop a comprehensive and transparent 18-month launch plan for the global transformation of the organization
- create an economic model to forecast the financial impact of the transformation process on Save the Children
- centralize international programming resources and provide PMO support in a global transformation project
- assess and quantify cost savings to support the ongoing transition to the new international operating model
- support development of a 2015 vision and road map for venture partnerships

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**THE BOSTON CONSULTING GROUP | 71**
• support strategy development to save 16 million mothers and children over the next five years
• support Save the Children in the aftermath of Haiti’s earthquake and assist the organization in learning and preparing for future emergency-relief efforts

**Save the Children**

*China*
• assess and recommend different registration options in China

*Save the Children*  
*Hong Kong*
• define a five-year fundraising strategy in Hong Kong

*Save the Children*  
*Japan*
• support recovery programs following the 2011 earthquake and tsunami  
• revise the corporate strategy and structure for Save the Children Japan

*Save the Children*  
*Jordan*
• support a new strategy, new organization, and new programming in Jordan

*Save the Children*  
*Korea*
• develop an objective for 2015 and comprehensive strategies for program-portfolio restructuring, revenue target setting, and fundraising. Define enabling mechanisms to implement strategies. Define 20 key initiatives to implement the 2015 strategies and provide change-management support  
• develop the organization’s structure and process to provide clear roles and responsibilities to employees and to drive better performance by enhancing required capabilities

*Save the Children*  
*Mexico*
• assist in aligning the organization’s governance, structure, and long-term strategic planning in Mexico

*Save the Children*  
*The Netherlands*
• define a strategy to strengthen the organization’s position in the Dutch private and corporate fundraising market

*Save the Children*  
*Pakistan*
• support Save the Children in the aftermath of severe floods in Pakistan

*Save the Children*  
*South Africa*
• develop an organization structure and strategic growth plan in South Africa

*Save the Children*  
*United Kingdom, United States*
• synthesize lessons learnt from previous collaborations across countries to strengthen the Every One campaign

*Save the Children*  
*United States*
• analyze new options for government contract delivery

*Scaling Up Nutrition (SUN)*  
*Global*
• support the development of a global, multi-stakeholder road map for the movement

*Second Harvest Heartland*  
*United States*
• define a comprehensive three-year plan to fight hunger in Minnesota

*Unique Identification Authority of India*  
*India*
• leverage the Unique Identification Number to achieve financial inclusion in India

*Un Techo para mi País*  
*Chile*
• align the organizational model to support further expansion by this nonprofit that builds transitional housing for families living in extreme poverty

*Women for Women International*  
*United States*
• develop a strategic plan for an international nonprofit focused on helping women survivors of war

*World Food Programme*  
*Global*
• assess the effectiveness and return on investment (ROI) for WFP’s largest safety net programs  
• assist in the development of a complementary feeding program for children under two years old
• continue supporting the next generation of school feeding programs, including the development of a decision framework tool to guide program design at the country level

• develop a road map to scale up WFP’s capabilities for cash and vouchers and its homegrown procurement programs

• work with the X Prize Foundation to help identify prize-winning ideas for addressing the challenges of infant hunger

• strengthen the organization’s impact and performance management, and improve performance reporting to donors

• review the allocation of responsibilities and accountabilities in the key management processes

• redesign HR performance management framework and systems

World Food Programme
Bangladesh
• develop a fact base and stakeholder alignment to drive scaling of interventions against child hunger

World Food Programme
India
• develop a five-year strategy and a detailed financial model for operations in India

World Food Programme
Italy, Mali
• develop a blueprint for establishing a network of regional food reserves to mitigate the effects of global food-price volatility on vulnerable populations

World Food Programme
Italy, Philippines
• develop a procurement strategy for ready-to-use supplementary foods to ensure sufficient supply for children under two years old during food crises

World Food Programme
Japan
• create a marketing strategy for individual donations in Japan

World Food Programme
Pakistan
• identify and pursue opportunities to immediately scale up availability of ready-to-use supplementary food for children affected by the 2010 floods

World Food Programme
Bangladesh
• develop a private-donor strategy with an industry-based approach focusing on financial service institutions worldwide

World Food Programme/United Nations Humanitarian Resource Depot Network
Global
• develop options to achieve long-term sustainability for the logistics network used by the World Food Programme, other UN agencies, and NGOs to deliver non-food items in emergencies

Global Health
Bill & Melinda Gates Foundation
Global
• support the assessment and redesign of the strategic-planning process

• develop a dynamic organizational-staffing model and approach to help determine the necessary human resources for each of the foundation’s nearly 30 teams

• assess the state of disease surveillance and enhancements to improve estimates of the disease burden and possible interventions

• assess diagnostic needs for malaria eradication

• develop the critical path and business case analysis for multiple projects and technologies that target mosquito vectors

• support establishment of the Vector Ecology and Control Network

• develop the global strategy to fight artemisinin resistance to antimalarial drugs

• support the development of a strategy for malaria drugs and diagnostics, including creating a reference database

• analyze options for lowering the cost of goods of artemisinin-based combination therapy (ACTS) and the impact of semi-synthetic artemisinin production

• evaluate the pneumonia diagnostics strategy

• analyze the critical path for introducing a meningitis vaccine into Africa

• support development of a five-year strategy and execution plan for neglected infectious diseases
• identify regulatory improvements for drugs and vaccines targeting tropical diseases
• assess the need for an HIV-vaccine central-service facility to support product development activities
• support development of a five-year investment strategy for HIV vaccine clinical development
• support the initial development plan and public-private partnership for HIV pox-protein vaccine platform
• develop the critical path and business case analysis for passive immunization of broadly neutralizing antibodies (bNabs) for HIV
• refine the strategy and critical path for improving the incidence measurement of HIV
• analyze the landscape and development pathways around dual-protection products that are intended to prevent both HIV infections and pregnancies
• support development of an investment strategy for contraceptive R&D
• support analysis for clinical development of pre-exposure prophylaxis (PrEP) and delivery planning for HIV
• develop the operating model for launching oral pre-exposure prophylaxis (PrEP) drugs
• support the critical path and launch strategy for microbicides, a tool to prevent HIV transmission in women
• develop an integrated advocacy and partner-engagement strategy to address HIV, tuberculosis (TB), and malaria
• support three of the foundation’s teams—those focused on nutrition; family planning; and maternal, newborn, and child health—set priorities and allocate resources
• develop strategies to engage the private sector in nutrition and family planning, as well as maternal, newborn, and child health
• update contraceptive technology strategy and create a cost reduction framework for the Family Planning team
• develop and support the foundation’s five-year strategy to combat undernutrition
• develop an integrated approach for investments in diagnostics
• conduct an organizational assessment of the Foundation for Innovative New Diagnostics (FIND)
• conduct a strategy update for R&D, and articulate the roles of external players in addressing priority topics
• assess an R&D partner’s progress on a key clinical technology
• support the ongoing initiative to establish and manage preferred provider arrangements with select contract research organizations
• facilitate enhanced functional collaboration and leadership interaction across multiple product-development partnerships
• revise the grant agreement and facilitate a framework for collaboration between the foundation and a leading nonprofit targeting malnutrition
• support development of a comprehensive regulatory strategy
• facilitate the development of a network of global health regulatory experts
• support the drive to harmonize drug-regulatory processes with regional economic communities (RECs) in Africa
• support the development of a strategy for engaging private-sector health care players

Bill & Melinda Gates Foundation/World Health Organization
Global
• support the development of the global strategy to address growing insecticide resistance among mosquitoes, a carrier of malaria
• identify ways to rationalize the innovation process in public health vector control, with the goal of bringing more products to market more quickly

Cancer Research UK
United Kingdom
• develop the five-year strategy for a major fundraising product of a leading cancer-research organization

Decade of Vaccines Collaboration (DoVC) Secretariat/Bill & Melinda Gates Foundation/PATH/ISGlobal
Global
• support the development of the Global Vaccine Action Plan that defines what the
immunization community wants to achieve over the next decade

ELA—Association Européenne Contre les Leucodystrophies (European Society Against Leukodystrophy)
France
• support development of a strategic plan

Foundation for the National Institutes of Health
Global
• develop the business case and plan for a new method to treat dengue

Fundación de Ayuda contra la Drogadicción (FAD)
Spain
• redesign the governance model of a nonprofit fighting drug addiction

Global Fund to Fight AIDS, Tuberculosis and Malaria
Switzerland
• develop a strategy for 2012–16
• develop and implement an operational risk-management framework and change program

Global Radio
United Kingdom
• develop a plan to maximize contributions to charitable activities

Initiativkreis Ruhr (IR)
Germany
• support the concept, design, and development of a hospital guide for the Rhine-Ruhr region in Germany

Japanese Red Cross Hospitals
Japan
• improve the operational efficiency and quality of the patient experience in hospitals

Medicines for Malaria Venture
Global
• assess the global demand for antimalarial drugs through 2020

Myelin Repair Foundation
United States
• assess whether a new translational research platform will improve the probability of success for their medications

Partnership for Maternal, Newborn and Child Health (PMNCH)/Norwegian Agency for Development Cooperation (NORAD)
Global
• coordinate the development of the UN Secretary-General’s Global Strategy for Women’s and Children’s Health

Primary Care Development Corporation (PCDC)
United States
• support market analysis and strategic plan development for a nonprofit organization dedicated to improving primary care in underserved communities

Roll Back Malaria Partnership
Global
• develop a strategic work plan and budget for 2011

Sabin Vaccine Institute
Global
• evaluate the vaccine-financing advocacy program for a global health organization

SOS Children’s Villages International
Belgium, Togo
• support the reorganization of a hospital for mothers and children in Togo to improve quality and access to care

Surmang Foundation
China
• conduct research on the current operational model of Surmang Clinic and four public-township clinics that have provided free medical services to more than 150,000 impoverished Tibetans in Qinghai over the past ten years, and develop a five-year strategic plan and fundraising mechanism for rural health services to the very poor

Aldo Sutter, CEO of Sutter S.p.A.
Italy
• prepare a business plan for a new center of excellence for the treatment of autism

Unitaid
Global
• forecast the global demand for malaria drugs

World Health Organization (WHO)
Switzerland
• refine the strategy and organization structure of the HIV department
**Education**

**After School Matters**  
*United States*  
- develop a long-term strategy for Chicago’s leading after-school program for teens

**business@school (an Initiative of The Boston Consulting Group)**  
*Austria, Germany, Italy, Singapore, Switzerland*  
- advance the initiative’s ability to give high-school students insight into the business world

**Cape York Aboriginal Australian Academy**  
*Australia*  
- prepare the business case to support the establishment of the Australian Institute for Direct Instruction  
- embed the culture component into the Direct Instruction curriculum at three schools

**Chicago Public Schools**  
*United States*  
- assess the feasibility of centralizing the high-school admissions process, and create a potential road map for implementing the project

**The Citadel Foundation**  
*United States*  
- conduct review of school finances to determine the sustainability of the funding model, the drivers of revenue, and the highest-priority opportunities for contributing to financial sustainability

**Citizen Schools**  
*United States*  
- develop the vision and five-year strategic plan for the New York City region of a growing education nonprofit

**Cleveland Metropolitan School District/The Cleveland Foundation/The George Gund Foundation**  
*United States*  
- support the adoption and implementation of the U.S. school district’s Academic Transformation Plan  
- conduct analysis and research to support the development of the school district’s fiscal strategy

**DreamYard Project**  
*United States*  
- guide the development of a five-year strategic plan and a flexible financial model for an arts education program serving children in the Bronx, New York

**École Centrale Paris**  
*France*  
- improve the teaching methods of a leading engineering school by leveraging new technologies

**EngineeringUK**  
*United Kingdom*  
- develop an approach that encourages U.K. students to opt for engineering as a career through the Tomorrow’s Engineers program

**ESMT European School of Management and Technology**  
*Germany*  
- assess strategic options for an international management school

**Excel Academy Charter Schools**  
*United States*  
- identify staff-retention investments that will allow Excel to maintain instructional quality as it grows while preserving a sustainable financial model for the program

**Greater Cleveland Partnership/Cleveland Metropolitan School District**  
*United States*  
- support development of an immediate and long-term fiscal strategy for the Cleveland Metropolitan School District

**Hillsborough County (Tampa) Public Schools/Bill & Melinda Gates Foundation**  
*United States*  
- develop a strategic plan for boosting teacher effectiveness in the school district

**Illinois P-20 Education Council**  
*United States*  
- lead a statewide multistakeholder effort to develop a report card to measure school and district performance in Illinois and coordinate its approval in the state legislature
Instituto Ayrton Senna  
*Brazil*
- institute an organizational transformation for growth at a Brazilian NGO for children’s educational development

Pacific Charter School Development  
*United States*
- define a new business model for a nonprofit developer of charter school facilities

Pathways to Education  
*Canada*
- update the seminal 2006 Pathways to Collaboration analysis, which details the financial impact of the program

Rocketship Education  
*United States*
- assist the charter school management organization in developing a framework for evaluating expansion cities

School Home Support  
*United Kingdom*
- review the strategic approach to revenue growth for an organization providing early intervention and family support to disadvantaged students

Sutton Trust  
*United Kingdom*
- support the Education Endowment Foundation by diagnosing the issues faced by disadvantaged pupils and then identifying potential solutions

Teach For All  
*Global*
- review and revise the network structure and partnership criteria to support the global network of social enterprises during a time of rapid growth

Tender to Nave Italia  
*Italy*
- define a new fundraising strategy for a nonprofit that promotes the sea and sailing as an educational and therapeutic experience for disadvantaged children

Tulane University  
*United States*
- develop a comprehensive strategy to build world-class development capabilities at the university

Türk Eğitim Derneği  
*Turkey*
- develop a remote managerial-education platform for high-school principals and vice principals in the school network

Umoja Student Development Corporation  
*United States*
- develop an expansion strategy for the student development organization

UNCF  
*United States*
- develop a strategy and funding proposal to “turbocharge” the performance of historically black colleges and universities (HBCUs)

Uncommon Schools  
*United States*
- redesign the organization structure of a rapidly expanding network of nonprofit charter schools

University of Cologne  
*Germany*
- evaluate the quality and business impact of academic and research institutions in Cologne

Uplift Education  
*United States*
- redesign and implement the strategic budgeting process for an organization that operates college-preparatory public schools in underserved communities

Community and Economic Development

Association House  
*United States*
- lead board development and build a three-year strategic plan for a leading health and human-services provider

Berlin Civil Society Center  
*Germany*
- prepare and support the facilitating of workshops on strategies and megatrends for leaders of global NGOs

Cape York Institute  
*Australia*
- develop a strategy to increase private-sector investment in indigenous enterprises
determine the scope of a project to design an alternative to the current welfare system

Cape York Partnerships  
*Australia*
- assist with the rollout of the Bush Owner Builder program, helping indigenous families construct homes on traditional land

City of Chicago  
*United States*
- develop a business plan to transform a city department into a standalone organization

City of Los Angeles, Department of Recreation and Parks  
*United States*
- evaluate the operating model of one of the nation’s largest park systems to determine its long-term sustainability

City of Munich  
*Germany*
- support the Munich application committee for the 2018 Winter Olympic Games

Cook County (Illinois) Board President’s Office  
*United States*
- develop and implement a performance-management system for a county government serving more than 5 million residents

Dallas Citizens Council  
*United States*
- conduct a strategy review to maximize the council’s benefit to the Dallas community

Dallas Regional Chamber  
*United States*
- develop a ten-year strategic plan for the chamber

Endeavor  
*Argentina*
- provide continuous support to entrepreneurs sponsored by Endeavor, aiding with the selection process, initial assessment of the business needs, and development of strategic plans; and provide coordination and support to BCGers on leaves of absence to work with Endeavor entrepreneurs

Endeavor Mexico  
*Mexico*
- develop a growth strategy for tuna processors in Mexico

Expo 2015  
*Italy*
- conduct benchmarking to support Expo 2015’s event-planning process

Fundación Seres  
*Spain*
- define and implement a knowledge map for this foundation focused on using business strategies to aid disadvantaged groups

Golden Gate National Parks Conservancy  
*United States*
- develop and prioritize business model options for enhancing visitor experience and attractions for the Golden Gate Bridge

Government of India  
*India*
- assist the Planning Commission with the development of the twelfth five-year plan for the manufacturing industry in India

Government of Malaysia  
*Malaysia*
- formulate strategies and engage stakeholders to strengthen logistic and infrastructure links among key socioeconomic corridors in Malaysia

Groupe La Varappe Développement (LVD)  
*France*
- support the strategy and business plan of France’s 2010 Social Entrepreneur of the Year

Initiative for a New Economy  
*United States*
- identify growth opportunities for a nonprofit promoting minority-business enterprise

Iwate Prefecture  
*Japan*
- develop industry policies to quickly rebuild businesses and create jobs in areas affected by the 2011 earthquake

Japan Guide Dog Association  
*Japan*
- support and develop a public-awareness and fundraising strategy
Jawun
Australia
• develop a web-based navigator platform to support large business access to indigenous employment organizations
• design and implement a place-based employment strategy in two locations

Jewish Community Center of Chicago
United States
• develop a long-term strategy focusing on increasing enrollment, optimizing programming, and defining the right real-estate footprint for the organization

Joblinge
Germany
• develop, initiate, and drive an initiative founded by BCG and the Kuenheim Foundation to fight youth unemployment effectively in Germany

London Organising Committee of the Olympic and Paralympics Games
United Kingdom
• provide ongoing support to the committee in advance of the 2012 Games

Lumity
United States
• design a three-year strategic plan for a Chicago nonprofit aimed at increasing the capacity of charitable organizations through technology and financial services solutions

MatchBridge at United Way of the Bay Area
United States
• define the three-year strategy for tripling the number of participants in a youth employment program and for expanding into new industries and counties
• host the White House Council’s San Francisco conversation for the Summer Jobs+ Initiative

Metro Atlanta Chamber of Commerce
United States
• design the five-year economic-development strategy for this regional chamber of commerce

Metropolitan Family Services
United States
• support strategic planning for 2012–15 for a leading family-service organization serving Chicago and its suburbs

Ministry of Development and Competitiveness of Greece
Greece
• develop an action plan for economic development in Greece, with a focus on how to protect and to further attract foreign direct investment. The study was sponsored by the Hellenic-Dutch Chamber of Commerce

A National Charity Foundation
United Arab Emirates
• develop a strategy and organization structure for the foundation focused on economic development, health, and education

PlaNet Finance
Italy, United States
• create the business plan for a new micro equity fund to be launched in Italy
• develop a strategy for the microfinance NGO to adapt a successful social-venture fund model to NYC market

Le Relais
France
• design a growth strategy and define a new organization structure to help this past winner of the Schwab Social Entrepreneur Award create sustainable jobs for marginalized people

Schwab Foundation for Social Entrepreneurship
Germany, Switzerland
• support the Schwab Foundation in Germany with the nomination of the German Social Entrepreneur of the Year for 2010 and 2011
• support the Schwab Foundation in Switzerland with the nomination of the Swiss Social Entrepreneur of the Year for 2011

Southern California Committee of Olympic Games (SCCOG)
United States
• redefine the strategy and organizational model of the committee

SPS (Stiftung Produktive Schweiz)
Switzerland
• assess the potential for online tools to help advance workplace productivity at the Swiss productivity foundation
Toronto Financial Services Alliance  
*Canada*
- develop a mobilization strategy for the new government-industry partnership focused on growing the financial services sector in Toronto

Victorian Bushfire Reconstruction and Recovery Authority, State Government of Victoria  
*Australia*
- develop the Marysville Economic Recovery Strategy in the wake of the 2009 Black Saturday bushfires

Volunteering Australia  
*Australia*
- develop a business plan for a second-generation website for a national volunteer-matching service

Wunan  
*Australia*
- develop a welfare reform framework for the East Kimberley region, building on our Cape York experience

**Arts and Culture**

Benaki Museum  
*Greece*
- develop a “sustainability program” aimed at building a sustainable operating platform for the museum

Bozar Center for Fine Arts  
*Belgium*
- support the organization for financial sustainability analysis 2011–15

California Science Center  
*United States*
- assess guest preferences and food-service options to enhance guest experiences and increase the center’s income

Centre National des Arts Plastiques  
*France*
- develop a branding and merchandising strategy for an annual contemporary art exhibition

Chicago Public Library Foundation  
*United States*
- re-evaluate the library foundation’s mission, vision, and values, and create an aligned five-year strategic plan

Chicago Symphony Orchestra  
*United States*
- provide a sustainable operating model for an orchestra’s in-house recording label
- facilitate a Board Retreat for the CSO trustees to review the institutional operating model and prepare for visioning and strategic planning
- develop a strategic plan to support the institution’s vision over the next decade

Fondazione Bagatti Valsecchi  
*Italy*
- define a new vision for the museum and a plan to involve private partners in its funding and governance

Fondazione Palazzo Strozzi (FPS)  
*Italy*
- develop a “digital marketing” action plan, including communication on the Web and social media

Het Concertgebouw  
*The Netherlands*
- perform scenario analysis assessing the impact of cost-cutting measures by the government and align the organization model with the expected reduction in demand

IKSV (Istanbul Foundation for Culture and Arts)/Istanbul Museum of Modern Art  
*Turkey*
- define a vision, mission, and strategy for two cultural organizations in Turkey

Konzerthaus Berlin  
*Germany*
- develop the strategic positioning of the concert hall

Kunsthaus Zürich  
*Switzerland*
- create a business plan for the planned extension of the museum in 2015

Melbourne Symphony Orchestra  
*Australia*
- develop a financial model and strategy

Oakland Zoo  
*United States*
- develop and implement improved planning and project-management processes to support the zoo’s rapid growth
Orchestre National de France  
_France_
- develop a sponsorship strategy for attracting significant and stable private funding

Royal Opera House  
_United Kingdom_
- design a new scheme to enable skills-sharing with other organizations in the arts

Solomon R. Guggenheim Foundation  
_Finland_
- conduct a feasibility assessment for a potential Guggenheim museum in Helsinki

Stadsschouwburg Amsterdam  
_The Netherlands_
- assess the theater’s current organizational structure, plan for future subsidy reductions, and identify new options to reduce costs and increase revenues

Stavros Niarchos Foundation  
_Greece_
- assess the economic, social, and environmental impact of the foundation’s €566 million donation to build the Stavros Niarchos Foundation Cultural Center in Athens

Sydney Opera House  
_Australia_
- identify efficiency and revenue opportunities to enable expansion of an artistic program
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FOR MORE INFORMATION

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