In 2002, Wal-Mart was in the media's crosshairs. Almost daily, stories highlighted labor issues in Wal-Mart's stores, major social and environmental impacts caused by its competitive sourcing practices, and the impact on the small-town economy by retail's largest company. Its reputation and profits were suffering: A 2005 McKinsey & Company study undertaken by the company found that as many as 8% of shoppers had stopped patronizing the chain because of negative perceptions.1

Yet by 2010, the company was being praised by some of its previous detractors as a leading corporate citizen. What accounted for this turnaround?

The story of Wal-Mart’s evolution to model citizen is a dramatic example of how a company can successfully combine positive corporate citizenship practices (involving business processes, such as labor issues, environmental impacts from manufacturing, and product impacts on society) with community involvement efforts (cash contributions, employee volunteers, and in-kind donations) to create an effective corporate social responsibility strategy.
The Wal-Mart Foundation announced an initiative to help small-scale farmers in Peru, a direct tie-in to its revised sourcing programs, which now focus on local, sustainable operations. The program will "help 2,300 small-scale farmers in Peru . . . increase participants’ incomes by 30 percent and create more than 300 new jobs," said Margaret McKenna, president, Wal-Mart Foundation.2

These efforts to modify business practices in response to stakeholder concerns have begun to show results. The company has developed a partnership with some of its strongest critics, including the Sierra Club, a nonprofit organization that works to protect the environment. Once seen as a prime example of corporate irresponsibility, Wal-Mart, with its vast reach and newly transformed leadership, is now widely perceived as being in the forefront of corporations working to address the major social and environmental issues of our time.

Like Wal-Mart, other companies are seeing the value of integrating their CCI programs and corporate citizenship programs. Stand-alone CCI programs with little strategic connection to a company’s corporate citizenship agenda are now being integrated into and aligned with corporate citizenship goals, resulting in a more strategic use of resources and a stronger impact on issues of importance to key stakeholders. Companies, such as Coca-Cola and Nike, have utilized sophisticated business processes and corporate community involvement programs to parallel and support an overarching corporate social responsibility (CSR) strategy.

For example, to address public concerns about health and obesity, Coca-Cola has shifted investment and marketing into bottled-water and energy-water drinks; to tackle global water issues, it has developed programs to radically expand its sourcing policies, refitting its stores to increase energy efficiency and to address other environmental issues, improving labor practices, and providing health insurance for more employees. To complement the company’s new business practices, Wal-Mart refocused its corporate community involvement (CCI) priorities in order to align them more directly with its corporate citizenship goals. The result was a more unified and integrated concentration on education, workforce development, economic opportunity, environmental sustainability, and health and wellness.

recycling and water-conservation policies. The Coca-Cola Foundation has moved in tandem away from focusing on general education issues and into new program areas — water stewardship, healthy and active lifestyles, and recycling — that align with the company’s corporate citizenship issues.

While Nike reframed its business model to curb labor exploitation abuses and develop more sustainable products, the company’s foundation moved concurrently to concentrate on “Improving the Lives of Adolescent Girls.” The foundation states that it “began investing in adolescent girls as powerful agents of change in the developing world in 2005. This focus emerged from the company’s desire to support the world’s developing countries, recognizing the benefits that both Nike’s business and consumers derive from emerging economies.”3 Nike carefully aligned its community involvement programs to support the new corporate citizenship goals of the company.

**Begin the Process**

Today’s rapidly changing landscape of corporate social responsibility is forcing companies large and small to grapple with questions like: What does the changing face of corporate citizenship mean for CCI programs, including corporate philanthropy, corporate foundations, contributions, volunteerism, and community relations? What role do CCI programs play in the larger context of corporate citizenship and how can they best meet the evolving needs of a company and society? How can programs best be designed so that they are effective and efficient?

This paper will help the reader answer those questions so that a company can:

- Create a portfolio of programs that...
  - Aligns with the company’s corporate citizenship programs,
  - Assists with or leads the development of the company’s corporate citizenship reputation, and
  - Meets the expectations of multiple stakeholder groups.

- Develop an internal structure and process that...
  - Ensures alignment with corporate citizenship and the integration of CCI into the business,
  - Leverages existing resources, and
  - Builds strong communications with internal and external stakeholders.

Through more than 30 years of working with leading companies, TCC Group has developed a six-step roadmap to help build an integrated corporate social responsibility (CSR) policy:

- **Understand CSR Drivers**
- **Map the Current Portfolio of Corporate Citizenship and CCI Programs**
- **Prioritize Stakeholders and Their Interests**
- **Assess the Current Corporate Citizenship and CCI Portfolio**
- **Define the Role of CCI**
- **Build or Redefine the CCI Portfolio**

**Step 1: Understand CSR Drivers**

Understanding the key stakeholder concerns that arise from a company’s business is central to any corporate citizenship strategy. (See Figure 1)

Stakeholder groups have become more sophisticated about voicing their concerns with business policies and practices that affect them.

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3 Nike website, www.nike.com, About the Nike Foundation
But even when there are no organized constituency groups, an inventory of potential stakeholders — consumers, government officials, local communities, employees — is necessary.

There are other influences that need to be considered as well. Geographic issues, company values and culture, the core competencies of the business and its employees, and existing corporate citizenship reputation also play a role. Each set of drivers will vary according to the company and industry, resulting in a unique approach.

Once identified, stakeholder concerns that relate to business processes can be addressed in two ways:

1. Altering or changing business policies and practices, and
2. Enlisting stakeholder groups through community involvement programs.

FedEx utilizes their unique resources effectively to help address a social problem. In addition to funding support, the company provides pilots, transportation, and plane maintenance to ORBIS International, a nonprofit that works to prevent blindness around the world.

ORBIS developed the first Flying Eye Hospital, a DC-10 aircraft that contains a teaching facility and ophthalmic surgery center. Volunteer pilots from FedEx fly the plane to remote locations across the globe, where medical teams perform surgeries, conduct training sessions, and educate communities about blindness prevention and treatment. Since the Flying Eye Hospital took flight in 1982, more than 6.8 million people worldwide have been treated; 360,000 surgeries have been completed; and 195,000 eye care professionals have been trained aboard the hospital. The FedEx-sponsored ORBIS Pediatric Eye Care and Training Center of Excellence in Guangzhou, China, anticipates that by 2011 it will save the sight of more than 1,000 children and screen more than 200,000 children for eye problems.

FedEx also supports the plane’s maintenance, making it possible for ORBIS to operate the current Flying Eye Hospital at nominal expense and provides complimentary transportation for critically needed medical supplies headed to ORBIS-hospital-based programs around the world.

An example of changing a business practice might be a company’s environment, health and safety department expanding and intensifying its work to identify and reduce environmental impacts of its manufacturing facility, in order to meet the concerns and demands of local residents or employees. Strategic community involvement could include developing a relationship with major environmental organizations, such as the Environmental Defense Fund or Natural Resources Defense Council, to enlist their help in addressing environmental concerns on a local or national basis.
Step 2: Map the Current Portfolio

The metaphor of a "portfolio" is used to describe the full range of programs that address issues of concern to stakeholders. Similar to a financial portfolio, different programs are meant to reach different stakeholders and to show a different "return on investment."

Those portfolios take two forms: 1) Corporate citizenship programs that focus on addressing stakeholder concerns through improving business practices: Appropriate hiring and use of employees, mitigating environmental impacts of manufacturing, and considering the environment and human rights when making sourcing decisions are some typical examples of citizenship programs. 2) A CCI portfolio of programs focused on reaching stakeholders through external programs such as cash donations, volunteer efforts, and product or other in-kind contributions. The portfolio might include some or all of the following: a global or national "signature" program; philanthropic giving in major focus areas such as education, the environment, or health; employee volunteerism and giving campaigns; regional and local giving where employees live and work; and support of charitable events based on requests from important clients.

CCI programs include a number of different types that should be defined:

- **Signature Program** — A high-profile program for which a company would like to be known across a broad range of stakeholders. Often major funding is allocated to this program. Clear goals, metrics, and evaluation of impacts are recommended.

- **Major Issue or Focus Area Programs** — Issue areas that stakeholders expect or desire to be funded, such as health, education, or hunger. Identifying just a few focus areas enables a company to respond more specifically to stakeholder interests or concerns or to create regional or local approaches.

- **Business-Driven Programs** — Companies often feel compelled to support organizations and issues that are of interest to major clients and customers.

- **Good Neighbor or Regional / Local Programs** — Plants or local offices may have programs to address the needs of the local community. These programs are often based on critical issues faced by the community and may not align completely with the priority programs designated by the company.

- **Employee Involvement Programs** — Programs that support the community involvement of employees, including matching gifts, volunteer programs, employee-giving campaigns, skills-based volunteering, and capacity-building programs. An increasing number of companies recognize the value of strong employee-involvement programs in developing "ambassadors" for the company to the community.

A company’s portfolio might include some or all of the programs noted above and can also include a cause marketing program (these are often run out of marketing in collaboration with the community involvement department). A portfolio for a consumer products company, for example, may have a need for a strong signature program to focus on reaching and appealing to customers, like Target’s Take Charge of Education program which connects with customers by providing direct support to the school of each customer’s choice. On the other hand, a B2B company with minimal external stakeholder interest may

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Figure 2: Effective CSR = Alignment of CCI and CSR Programs

Mapping the full range of programs provides senior leaders with a better understanding of where there are gaps as well as opportunities to align existing programs.

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4 Target’s program exemplifies an approach that is becoming increasingly popular: permitting the customer to direct where community involvement funds will go. Similar are Pepsi’s Refresh Project and JP Morgan Chase’s Chase Community giving program, both of which invite customers to vote for the nonprofits that will receive corporate grants.
forego an expensive signature program to focus on developing its employee programs, like Boeing, a company that has focused its efforts on developing programs that support its employees in communities where it has operations.

While signature programs are effective at garnering media attention and communicating a company’s central community involvement focus to a national or global audience, companies that have multiple internal and external stakeholders across the company, region, country, or globe often find that regional, local, or employee-focused programs address their needs better. Multiple demands often can only be addressed with multiple programs and actions. A varied portfolio of programs can address those needs in a strategic manner.

As with Step 1, the current portfolio of programs must be inventoried by gathering information on all corporate citizenship and CCI-related programs.

To get a full picture of the company’s programs:

- Meet with heads of business units and C-suite executives to gather information on any and all of their corporate citizenship and charitable efforts.
- Meet with senior leaders and others who might be involved in reaching internal or external stakeholders with corporate citizenship or charitable / community-focused programs, including those in departments such as Marketing, Advertising, Sales, Government Relations, Corporate Affairs / Public Affairs, Human Resources, Environmental Affairs / Sourcing, Research & Development, Corporate Citizenship, and branch or regional office management.

- Develop a visual model that provides an overview of the various programs that reach specific stakeholder groups, along with budgets and goals of each program.
- Review the model with all parties to ensure an accurate depiction.

Many companies find it difficult to gather comprehensive program and stakeholder information without assistance, especially if the company has numerous locations and business units and there is no centralized corporate citizenship department. Programs are often developed independently to meet specific departmental needs or thrown together quickly in response to stakeholder pressure. Company leaders are often surprised to learn about the range of programs and duplicative efforts within the corporation. One TCC Group client discovered almost $5 million in charitable giving by separate business units that had gone unrecognized in company CSR reporting. Another company found that it was supporting the same nonprofit organization through three different departments.

After finishing the inventory, the need to better align and connect existing programs is usually evident. But to ensure a complete picture of the company’s corporate citizenship and community involvement efforts, it is best to “map” the results in a chart.

Ideally, the CCI portfolio will complement the corporate citizenship program. Often the range of CCI programs depends on the evolution and strength of the corporate citizenship programs: Where a clear and

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Needs / Interests</th>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
<td><strong>Building Good Reputation / Brand for Company</strong></td>
</tr>
<tr>
<td>Employees</td>
<td><strong>Achieving Social Impact</strong></td>
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<tr>
<td>Foundation Board</td>
<td><strong>Integration with Business and CSR Goals</strong></td>
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<tr>
<td>CEO / Board</td>
<td><strong>Employee Pride, Retention, Recruitment, Morale</strong></td>
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<tr>
<td>Senior Management / Executive Team</td>
<td><strong>Learning about Best Practices / Program Involvements</strong></td>
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<tr>
<td>Key Departments: Government Affairs, Corporate Affairs, Marketing, HR, etc.</td>
<td><strong>Addressing Social/Environmental Issues</strong></td>
</tr>
<tr>
<td>Business Units</td>
<td><strong>Improving Business Practices</strong></td>
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<td>Regional / International Offices</td>
<td><strong>Refining Product</strong></td>
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<td><strong>External</strong></td>
<td><strong>Engaging and Communicating</strong></td>
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<tr>
<td>Key Opinion Leaders (Influences)</td>
<td><strong>Transparency</strong></td>
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<tr>
<td>Community Partners</td>
<td><strong>Putting Core Competencies of Firm to Work to Solve Social Issues</strong></td>
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<td>Business Partners</td>
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<td>Grantees / Nonprofit Partners</td>
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A company has numerous internal and external stakeholders. Before prioritizing stakeholders, it is helpful to identify all stakeholders that are important to the company and their specific concerns.
focused citizenship goal is evidenced, CCI programs to support it should correspond. The bottled water industry, for example, responded to pressure from stakeholders about the environmental impact of its product by implementing citizenship goals to refine business processes to use less plastic and more recycled materials. To support this new citizenship priority, many bottlers, such as Nestlé Waters North America, re-focused their CCI programs away from general environmental issues and toward support of recycling and water stewardship issues.

Mapping all corporate citizenship and CCI programs is crucial to identifying gaps or duplications in addressing issues and reaching priority stakeholders.

Step 3: Identify and Prioritize Stakeholders

The next stage in producing an integrated CSR program is to inventory and then prioritize the stakeholders, including assessing the issues they care about, and to determine how well the company is meeting stakeholder needs through current corporate citizenship or CCI programs. Figure 3 (on page 6) shows the internal and external stakeholders that are typical for many companies.

Every company has a wide range of stakeholders and those stakeholders have varying levels of interest and power to affect a company. So two variables — power and interest — need to be defined for each stakeholder:

- A stakeholder’s power relates to the ability to impact a company. The customers who decide whether or not to buy the company’s product, a government official who can influence regulation of a company or industry, or a community leader who can mobilize citizens for or against a company’s activities — the ability of each of these (and any other stakeholders) to impact a company must be measured.

- A stakeholder’s interest relates to a desire to impact a company. How important are the company’s issues to each stakeholder? What effect — positive or negative — is the company having on each stakeholder? Homeowners in close proximity to a plant location, for example, would likely have a high interest in the company and a strong desire to affect many of its activities.
Executives, senior managers, and heads of key departments should be interviewed for this assessment. The key questions to be asked of management are: "How would you categorize the stakeholder level of power and interest?" and "What issues are most important to each stakeholder?"

With this information in hand, stakeholders’ interests and power can be "mapped." Figure 4 (on page 7) is an example of how stakeholders in a consumer products company might be plotted (in a B2B company, employees might move into the upper right corner and the list of stakeholder groups would be different).

Target, for example, identified customers as having a great deal of interest in the company’s corporate citizenship programs and much power to impact it. Its CSR and CCI efforts focus on programs such as Take Charge of Education and the ability to positively influence customers regarding Target’s commitment to corporate citizenship. Boeing, on the other hand, recognizes employees and communities where it operates as the key stakeholders and has created programs with local giving guidelines and employee community funds which speak to those audiences.

Step 4: Assess the Current Portfolio

After identifying and assessing each stakeholder, the next step is to determine whether current citizenship and CCI programs are reaching and relevant to each of them. Interviewing stakeholders and company management is basic to fulfilling this goal. After collecting information, one should be able to answer the following questions:

- Are program goals complementary or duplicative?
- Are all priority stakeholder groups being reached with the current programs?
- Are current programs providing the right mix for meeting the expectations of important stakeholders?
- Does the portfolio of programs cover the major issues of the priority stakeholders?

Figure 5: Portfolio Assessment

After interviewing internal stakeholders, it is helpful to map the existing programs according to their reach and effectiveness.

Step 5: Define the Role of Corporate Community Involvement

The role that CCI programs play will vary by company. In corporations with a strong and well-identified citizenship program, CCI programs often play a supporting role. Where the company has stakeholder concerns that are not fully addressed by its citizenship programs or where citizenship is in the early stages of development, CCI may play a leading role.
Over the past 10 to 20 years, the advent of the internet (and the transparency it brings to companies’ operations) and society’s shifting attitude regarding the role of corporations have led many companies to adopt more aggressive citizenship roles. For these companies, CCI programs play a secondary function. Nike’s citizenship transformation, for instance, began when grassroots groups started accessing information over the internet about Nike’s sourcing practices, including identifying foreign sweatshops used by the company to produce its sneakers. Following a public uproar, Nike moved to put in place new citizenship goals such as changing its sourcing and utilizing low environmental impact materials. After a thoughtful planning process, Nike’s CCI programs were enlisted to support the new, high-priority citizenship objectives.

Conversely, for companies with limited external stakeholder pressure such as B2B companies with no retail presence or companies with little impact on the environment, CCI can still be the primary impetus of corporate citizenship. Sometimes the allocation between business and CCI programs will most effectively be made by determining which department or team is best positioned or best resourced to address stakeholders’ concerns. A plastic bottle manufacturer, whose key stakeholders are concerned about materials reduction and recycling, might ask: Are the concerns of the stakeholders best addressed by changes in business practices or by CCI programs? Are the concerns optimally met by asking the manufacturing technology team to design bottles that are fully biodegradable? Or by the company supporting community organizations that establish recycling centers in key locations?

Or is there a hybrid approach, where the business and CCI teams work together to reach the same stakeholders on those issues? Below, Figure 6 depicts the continuum over which such changes can be allocated. It is important to clarify the roles of business programs and of CCI in reaching key stakeholders to ensure that each employee and department understands their responsibilities and roles in achieving the company’s social responsibility strategy.

**Step 6: Build or Redefine a Portfolio**

Once there is agreement on the inventories and assessments accomplished in the above steps, we reach the final step: The CCI portfolio can be refined or newly designed to consolidate programs that are duplicative, expand programs that are successful at reaching high-priority stakeholders, and build new programs to better satisfy their interests.

Key elements to keep in mind for each segment of the portfolio:

- Develop clear goals for each program. Logic models can be helpful to ensure goals are clearly mapped and articulated and can be communicated clearly to both internal and external stakeholders.
- Involve important internal stakeholders in the process.
- Be realistic about the timing of implementation — develop on-ramps and exit strategies.
- Determine how best to utilize employees’ skills and core competencies.

**Figure 6: CCI Approach — A Continuum of Choice**

CCI programs can be aligned with or independent of business process refinements. The approach can be placed along a continuum which is determined after considering stakeholder expectations and business benefits.
Create effective measurement systems.

Establish good internal technical and administrative systems.

The most important element, however, is to ensure that the portfolio is well integrated into the company. The portfolio of programs does not exist in a vacuum. To be truly effective, even the best CCI programs must become an integral part of the business. What is meant by integrating corporate citizenship and CCI into a company? The Boston College Center for Corporate Citizenship defines the most effective programs as being “mainstream and business-driven.”

**Connect to the flow of information and power within the company**

It will come as no surprise that in many companies CCI programs are not well known within the business. And often the employees charged with running CCI projects have only a cursory understanding of the business side of the company. Building the portfolio of programs provides an opportunity to change that.

Central to the success of CCI programs is the need for ongoing implementation and assessment. One way to ensure this is to constitute the internal stakeholder groups involved in the development of the portfolio into a formal and permanent council or steering committee. Because this group will have a continuing need to know what the leadership envisions for the future, where the company is heading, how its priorities may change, how the stakeholders and their concerns are evolving, and what new challenges the company is facing, it is vital that executive leaders and heads of business units participate fully in the council or committee.

Recently, TCC assisted a company whose corporate giving department had never worked with members of its own marketing and sales departments. Participants in the planning process realized quickly the value of collaborating on the development of new programs: The sales and marketing departments were regularly meeting with key stakeholders and their involvement in the development of new programs enabled them to communicate the company’s citizenship commitment and programs more clearly to those stakeholders. During meetings with prospective customers, they provided information on the company’s citizenship programs, which also helped to differentiate the company from its competitors.

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The combined group now meets regularly to discuss programs and provide feedback. As a result, CCI efforts have stronger internal support and greater strategic alignment with business goals. This level of integration is imperative for CCI and its programs to thrive and be effective.

**Leverage external and internal resources**

Companies whose CCI efforts go beyond simple grantmaking often find that their efforts yield stronger relationships and better results for their social responsibility strategies. Enlisting and supporting nonprofit partners can result in their also becoming ambassadors for a company.

In today’s atmosphere of cynicism about business, it can be valuable to have a credible third party telling a company’s corporate citizenship story. Nonprofit organizations, such as Teach for America and Environmental Defense Fund, regularly communicate to the public and other stakeholders about the support they receive from and the initiatives undertaken by businesses. An additional benefit is that this strategy differentiates the participating company from others. Most companies today give funds to charitable causes. An effort that adds a broader set of resources and involvement with business leaders can set a company apart.

Assistance to external partners can take many forms:

- Communications, marketing, and public relations support.
- Office space that provides the opportunity for nonprofits and volunteers to work and to encourage peer exchange and networking.
- Introductions to other important stakeholders, such as local and state government officials, academics, experts, and consumer groups.
- In-kind donations of products, equipment, and recycled technology.
- Access to employees as volunteers.

**Align the company culture**

Successful CCI programs can only exist in a company with a culture that is welcoming. For most companies, it is simply a matter of uncovering and highlighting its already-existing “culture of caring.” Many companies have been founded on strong social responsibility principles, such as Johnson and Johnson, whose 70-year-old credo “challenges us to put the needs and well-being of the people we serve first.”

But if such a culture is not already in place, it is essential that it be introduced and fostered. Most often this change will come from the top down, but not always: Employees and consumers sometimes provide the pressure that results in a companywide change. That is the path that brought Nike to a more socially responsible culture in the 1990s. When the leadership was slow to respond to the public protest over Nike’s use of child labor, embarrassed and disappointed employees at Nike successfully pressured the company from within to change its culture and practices. Now, twenty years later, Nike’s “culture of caring,” which originated externally, is ingrained in the very fiber of the company.

**Conclusion**

Re-examining and changing corporate citizenship and CCI programs is never easy. It requires the commitment of staff and senior management and is not a hasty process. But with the increasing demands and expectations of both external and internal stakeholders, a company that adapts and fully integrates its programs to address stakeholder concerns will, as TCC Group has observed, reap benefits for years to come.

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Throughout Gap Inc.’s history, the company has given many young people their first jobs. Working so closely with youth has given Gap Inc. a unique understanding of youth culture and what a young person needs to get and keep a job. Gap Inc.’s social investment arm, Gap Foundation, leverages the skills, talent, and knowledge of their employees to help prepare underserved youth for the adult world and provide them with job and life skills training they need for a successful future.

Three years ago, Gap Inc. developed the “This Way Ahead” program, an eight-month, hands-on work readiness and internship program designed to expose underserved youth to the key skills that set them up for employment. Youth learn appropriate work behavior, interpersonal relations, how to dress for the job, how to work well with managers and co-workers, and customer service skills. In the first months of the program, youth meet with Gap Inc. employees who volunteer weekly to share their knowledge and skills, as well as individual coaches assigned from a leading youth development nonprofit organization. At the end of the job readiness phase, youth who pass a rigorous interview and screening process move on to a four-month internship in a Gap or Old Navy store.

Gap Inc. has evaluated the program since its inception and has found that youth who take part are far better prepared for the future, feel more positive about their prospects, gain maturity and responsibility, and are more motivated to continue their education after high school.

*www.jnj.com, “Our Credo Values*
About TCC Group

Formed in 1980, TCC Group provides strategic planning, program development, evaluation, and management consulting services to foundations, nonprofit organizations, corporate community involvement programs, and government agencies. Its consulting staff includes individuals with wide-ranging expertise and experience in a diverse range of issues including education, arts and culture, community and economic development, human services, health care, children and family issues, and the environment.

Corporate Citizenship

TCC Group helps clients develop, implement, and evaluate high-impact strategic Corporate Community Involvement (CCI) programs that align with business goals and interests and meet pressing community needs. Our core services include the following:

- **Planning** – TCC Group can provide planning assistance for the range of individual programs within a company (signature programs, employee programs, regional programs) as well as for the strategic development of corporate citizenship and community involvement departments.

- **Management and Implementation** – Assistance can include advice and counsel, ongoing program management, staff training, new program transition, proposal review and recommendations, and grantee communication.

- **Evaluation** – TCC Group’s evaluation services include evaluation system planning and program evaluation.

How We Work

For each assignment, TCC Group assembles a team of consultants with relevant experience. Depending on the nature of the assignment, we also can draw on the firm’s multidisciplinary staff which has expertise in such areas as economic development, arts and culture, social services, education, youth development, community revitalization, international relief, sustainable development, the environment, primary health care and medical research. Because of the breadth and depth of this experience and our collective knowledge of corporate contributions and corporate social responsibility, TCC Group is strongly positioned to respond to a client’s specific needs.

Our Distinctive Qualifications

TCC has extensive experience in the field of corporate citizenship and community involvement. Our corporate citizenship consultants have strong backgrounds and first-hand experience in planning, implementing, and evaluating corporate community involvement programs for large and small companies in a range of industries. Our consultants also have strong analytical, research, and group facilitation skills. Our firm is committed to developing innovative ideas that will provide the highest possible impact on societal needs, as well as enhance the reputation of the corporation.

Our Clients

Our clients range from large multinational corporations, to industry associations, to regional businesses seeking to launch or expand community involvement initiatives. Projects can last a few months or several years, depending on their scope and breadth. With many of our clients, we also counsel management as new programs are developed. And, for a growing number of clients, we provide evaluation services that measure the impact of programs on the community and the business.