

## **Flashcards**

### **Communicating the Business Value of Pro Bono Service**

View these flashcards electronically with the notes section visible for contextual information and talking points.

Talking points, references and contextual information will appear in this notes section.

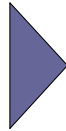
# Using These Flashcards

This series of flashcards is intended to provide content and usage tips to help you effectively communicate the business value of pro bono service within your company.



Use the slide as a flashcard to provide you with benefits and proof points from which to pick and choose in crafting your business case

Refer to the notes section for context and comments on usage and speaking points



While there are many benefits to realize from pro bono service, most stakeholders have only one or two that truly resonate for them. These flashcards are designed to help you to tailor the most appropriate message for your audience, enabling you to cut and paste the relevant messages that meet your needs.

2  
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These slides are intended to provide you with a range of messaging that can be used to best communicate the business value of pro bono service to your target internal audience. With this information, a helpful next step could be to set up a meeting with key stakeholders to walk them through the relevant value propositions so you can gain buy-in and support for your pro bono program.

## Outline

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### **An effective pro bono program maximizes both business value and social impact.**

The following flashcards highlight five critical business benefits to support any company's business case for pro bono service:

- A. Leveraged Impact – “Multiplier Effect”
- B. Enhanced Corporate Citizenship and Reputation
- C. Human Resources Benefits
- D. Improved Collaboration and Communication
- E. Opportunity for Innovation

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<sup>3</sup>  
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While pro bono service has been an integrated part of the legal profession for years, it is a relatively new concept for the rest of the business community. As companies begin to explore this opportunity, it is helpful to understand the business benefits that justifies investing in a pro bono program. The following flashcards highlight and provide data points to communicate these benefits.

These business benefits will be of different priority to each stakeholder, so we recommend that you select and rank them according to your audience's interests.

## Leveraged Impact – “the multiplier effect”

### **Pro bono service helps ensure your community partners have access to the expertise they need to achieve their missions serving your communities**

- Increase the value of your support to community partners while also increasing the magnitude of impact that your community partners have – “the multiplier effect”
- Enable your community partners to expand their impact by building their organizational capacity, lowering operating costs and increasing efficiencies<sup>1</sup>
- Grow your support of community partners outside of fiscal donations
- Exemplify “strategic philanthropy” by supporting your community partners through leveraging all of your corporate assets: funding, pro bono service and “extra-hands” activities
- Increase your community investment efforts through high-impact volunteerism vs. high head-count volunteerism

#### By the numbers:

- 77% of nonprofits believe skilled volunteers could significantly improve their organization’s business practices, but only 12% have been able to put volunteers to use in that way<sup>2</sup>
- 86% of nonprofit executives said it is a top priority for them to improve their organization’s ability to run effectively<sup>3</sup>.
- Pro bono service is considered a cash-equivalent donation and is valued at an average of \$120/hour, as compared to \$19.51 for traditional volunteer activities<sup>4</sup>

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4  
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Leveraged impact means enabling your community partners to be more effective at helping even more constituents, and getting a greater social return on your investment of resources. Pro bono service allows you to have a “multiplier effect” – both by increasing the value of your support to community partners by leveraging more valuable volunteer time, and increasing the amount and magnitude of impact that your community partners have as a result of capacity-building projects.

#### Sources:

1. “Can Corporate Volunteering Support the Bottom Line? The Challenge. The Opportunity. The Case for Investment,” LBG Associates, The Case Foundation and Hands on Network, 2005.
2. “2006 Volunteer IMPACT Study”, Deloitte & Touche USA LLP and the Points of Light Foundation, 2006.
3. “Taproot Foundation Survey of Nonprofits”, The Taproot Foundation, 2008.
4. “The Dollar Valuation for Pro Bono Service”, CECP and The Taproot Foundation, 2009.

## Enhanced Corporate Citizenship and Reputation

### Pro bono service deepens your reputation as a good corporate citizen

*"Playing to core competencies while meeting beneficiaries' needs is the most effective form of corporate philanthropy."*  
Stanford Social Innovation Review

#### Why does this matter?

- Surveys show that corporate citizenship is now the top driver of reputation<sup>1</sup>
- Companies engaged in corporate social responsibility had a 10-year return on equity that was 10% higher than their counterparts and a 10 year relative return to shareholders that was 65% higher<sup>2</sup>

#### How does pro bono service make this possible?

- Most Americans regard the donation of products and employee time more favorably than financial support<sup>3</sup>
- The dollar valuation of an hour of pro bono service is nearly 10x that of traditional volunteer activities, adding significantly to your annual total community giving and impact<sup>4</sup>
- Pro bono service helps companies stay visible in the community, even in the face of cutbacks
- Pro bono service demonstrates the value of your company's core competencies

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5  
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Good corporate citizenship is increasingly recognized as a critical component of the sustainable business.

Pro bono service is a particularly efficient and effective way to improve your reputation as a socially responsible organization through visible, high-impact, low-cost engagements. Your employees' work helping your nonprofit partners is associated with your company, not just the individuals who are volunteering.

Sources:

1. "The State of Corporate Citizenship in the U.S.," The Center for Corporate Citizenship at Boston College, 2005.
2. "Finding the Link Between Stakeholder Relations and Quality of Management," Sandra A. Waddock and Samuel B. Graves. Journal of Investing, 2007.
3. "Reputation Watch Survey", Hill & Knowlton and Yankelovich Partners, 2001.
4. "The Dollar Valuation for Pro Bono Service", CECP and The Taproot Foundation, 2009.

We also suggest referencing: "Reputation Builds Revenue", Boston College Center for Corporate Citizenship, 2009. <http://blogs.bcccc.net/2009/03/new-center-toolkit-on-link-between-reputation-and-revenue/>

## Human Resources Benefits

### Pro bono service provides low-cost, high-impact opportunities for employee recruitment, training and retention

#### Recruitment

- 66% of the Gen Y workforce reports that they would prefer to work at a company that provides opportunities to apply their skills to benefit nonprofit organizations<sup>1</sup>
- 97% of MBA graduates said they were willing to forgo financial benefits to work for an organization with a better reputation for corporate social responsibility and ethics<sup>2</sup>
- 80% of managers said pro bono volunteering program could enhance recruitment of new employees.<sup>4</sup>

#### Learning and Development

- 91% of HR executives believe that pro bono service would add value to training and development programs<sup>1</sup>
- 90% of surveyed corporate HR professionals agree that contributing business skills/expertise to a nonprofit, in a volunteer capacity, can be an effective way to develop leadership skills<sup>1</sup>

#### Retention

- Cost-efficient way to offer professional development and recognition opportunities
- Strengthen relationships between coworkers outside normal scope of job<sup>3</sup>
- Expand employees' diversity of tasks and challenges
- 70% of employees surveyed reported feeling better about working at their company as a result of their pro bono volunteering experience<sup>4</sup>

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6  
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Job seekers are starting to place increasing emphasis on a company's community engagement initiatives when initially selecting an employer, particularly the targeted Gen Y and MBA population.

By leveraging your employees' professional skills, pro bono service provides an excellent opportunity for professional development. Utilizing your employees' core competencies in a new and challenging environment allows employees a visible opportunity to stretch and hone their skills, and at little cost to the company.

This opportunity for recognition and development, along with the opportunity to make a significant contribution to their community, is seen as providing a real benefit to employees and increases their satisfaction with their employer as a result.

#### Sources:

1. "2007 Volunteer IMPACT Study", Deloitte & Touche USA LLP, 2007.
2. "MBA Graduates Want to Work for Caring and Ethical Employers", Stanford Graduate School of Business, 2004.
3. Hewitt Associates
4. "Pro Bono Volunteering Research Report," LBG Associates, 2009.

## Improved Collaboration and Communication

**On pro bono projects, employees have the opportunity to work with team members from across business units, departments and offices**

*“One of the key benefits I see coming out of our employees’ participation on pro bono projects is the opportunity to foster strong internal communication.”*

*Sylvia Reynolds, Chief Marketing Officer  
Wells Fargo*

- Helps to breakdown silos and nurture internal communication across divisions and geographies
- Build and strengthen relationships between employees and teams
- Provides increased ability for departments to be “in service” to one another
- Provides employees with visibility into different aspects of the company and its employee base that they might not otherwise see as part of their daily job responsibilities
- Managers felt that their employees improved their job-related skills as a result of the pro bono experience, including client interaction skills, leadership skills and oral presentation skills; and employees added networking to that list.<sup>1</sup>

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7  
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Pro bono projects provide an opportunity to bring employees together who might not otherwise work with each other, facilitating understanding and future communications between the departments and offices.

In addition, particularly for companies that are not service providers, building the mindset of having different departments be ‘in service’ to one another can help develop more productive relationships internally.

Source:

1. “Pro Bono Volunteering Research Report,” LBG Associates, 2009.

## Opportunity for Innovation

### **Pro bono service provides an opportunity for innovation – both for the company and for the community**

- Enables employees to question assumptions and sharpen skills
- Apply your company's expertise in a new forum
- Apply employees' skills in a new and challenging environment – learn about new market risks and leadership styles
- Introduce fresh perspective and expertise to address persistent challenges
- Bring the power and productivity of the private and public sector together to create social innovation

***“Applying tested skills to a fresh problem sometimes generates innovation that you can apply to the community and your business.”***

*Bobbi Silten, Chief Foundation Officer  
Gap Inc*

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8  
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Innovation has been described as ‘the application of knowledge in a novel way.’ Pro bono projects provide an ideal environment for that to occur, having employees stretch to apply skills they use everyday in a different context for a different client, bringing fresh perspective from one sector to focus on issues in another

Michael Porter and Mark Kramer sum up the links between competitive advantage and corporate social responsibility (CSR). “...they would discover that CSR can be much more than a cost, a constraint, or a charitable deed – it can be a source of opportunity, innovation and competitive advantage.”

Pro bono service creates the opportunity for employees to be entrepreneurial and exposed to new lessons on market risks and opportunities as well as new insights into business models and leadership styles of the future. All of these lessons are then brought back and applied to the business.

Source:

1. “Corporate Social Responsibility Strategy and Practice”. Michael Porter and Mark Kramer, Harvard Business Review, 2007.

## References

### Sources referenced in these flashcards:

1. "Can Corporate Volunteering Support the Bottom Line? The Challenge.The Opportunity.The Case for Investment," LBG Associates, The Case Foundation and Hands on Network, 2005.
2. "2006 Volunteer IMPACT Study", Deloitte & Touche USA LLP and the Points of Light Foundation, 2006.
3. "Taproot Foundation Survey of Nonprofits", The Taproot Foundation, 2008.
4. "The Dollar Valuation for Pro Bono Service", CECP and The Taproot Foundation, 2009.
5. "The State of Corporate Citizenship in the U.S.," The Center for Corporate Citizenship at Boston College, 2005.
6. "Finding the Link Between Stakeholder Relations and Quality of Management," Sandra A. Waddock and Samuel B. Graves. Journal of Investing, 2007.
7. "Reputation Watch Survey", Hill & Knowlton and Yankelovich Partners, 2001.
8. "The Dollar Valuation for Pro Bono Service", CECP and The Taproot Foundation, 2009.
9. "2007 Volunteer IMPACT Study", Deloitte & Touche USA LLP, 2007.
10. "MBA Graduates Want to Work for Caring and Ethical Employers", Stanford Graduate School of Business, 2004.
11. Hewitt Associates
12. "Corporate Social Responsibility Strategy and Practice". Michael Porter and Mark Kramer, Harvard Business Review, 2007.
13. "Reputation Builds Revenue", Boston College Center for Corporate Citizenship, 2009.
14. "Pro Bono Volunteering Research Report," LBG Associates, 2009

9  
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Do you have additional useful data sources or references? Send them to us at [pbat@taprootfoundation.org](mailto:pbat@taprootfoundation.org) and we will continue to update this list to serve as a helpful repository of relevant resources.

## About the Communications Toolkit

At the inaugural 2008 Pro Bono Roundtable in Chicago, leading companies from across the country gathered to discuss the value of pro bono service and the challenges they face in fostering the pro bono movement. One of the key challenges identified was the need to communicate the business case for pro bono service in order to build internal buy-in. The Pro Bono Action Tank committed to developing a communications toolkit as a key initiative for its 2008-2009 Action Plan to help companies overcome this challenge. This guide is the result of that effort.

**We want your feedback:** Help us continue to build the business case that meets your needs. Do you have more data? Do you have more examples or stories to tell? Are there other questions you need help answering or objections you need help addressing?

**We want to hear from you:** Please contact us at [pbat@taprootfoundation.org](mailto:pbat@taprootfoundation.org) with questions, comments and additions.

10  
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As the national understanding of the value of pro bono service grows, so too will the buy-in and support within your own company. If you face any challenges to buy-in that we have not helped address through this toolkit, let us know! The Pro Bono Action Tank is your resource and advocate for creating and building effective pro bono service programs.

## About the Pro Bono Action Tank

### *Creating a market for pro bono services*

Established in 2008 by the Taproot Foundation, the Pro Bono Action Tank is leading the effort to increase access to high-quality pro bono services for public benefit organizations working to address our society's social, environmental and economic issues.

We work to inspire and enable the business community to engage in pro bono service, develop standards to ensure high-quality service delivery, and make it easier for public benefit organizations to access the professional expertise they need to achieve their missions.

For more information, visit [www.probonoactiontank.org](http://www.probonoactiontank.org)



The **Pro Bono Action Tank Leadership Group** is an advisory body of leaders across industries who are dedicated to spreading the pro bono ethic and improving the supply and quality of pro bono service around the world.

We would like to thank the Leadership Group members for their continued commitment to living the PBAT's mission internally and sharing the value of leveraging pro bono service to maximize social value and business impact.

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11  
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For more information about the Pro Bono Action Tank and access to additional resources, visit [www.probonoactiontank.org](http://www.probonoactiontank.org)