



PRO BONO SPOTLIGHT

The Ad Council

The Business Partner

The Ad Council brings together volunteer creative talent from the advertising and communications industries, donated ad space and time from media outlets, and the resources of the business and non-profit communities to conduct public service campaigns that address pressing social issues. The Ad Council is responsible for some of the most memorable and highly effective public service advertising campaigns over the past 60 years, from such well-known icons and slogans as Smokey Bear's "Only You Can Prevent Forest Fires," and McGruff the Crime Dog's "Take a Bite Out of Crime" to "A Mind is a Terrible thing to Waste" and "Friends Don't Let Friends Drive Drunk."

Good Works

Campaign for Freedom

Following the tragedies of September 11th, the Ad Council developed a series of public service campaigns designed to help the country heal. One PSA (public service announcement), created by Austin-based ad agency GSD&M, celebrated the ideals that keep this country strong by highlighting the nation's extraordinary diversity. Showing people of all ages, races, and religions stating, "I am an American," the ads helped the country to unite in the wake of the terrorist attacks. The PSAs aired just ten days after the tragedies thanks to an unprecedented response from the Ad Council's pro bono partners and approximately \$29 million in donated media.

Generous Nation Campaign

In the aftermath of Hurricane Katrina and the 2004 tsunami, Americans selflessly responded with extreme generosity and compassion. The Ad Council saw an opportunity to inspire and motivate all Americans to be more philanthropic on a regular basis—not just in times of crisis. The *Generous Nation* "Don't Almost Give" campaign provides opportunities for the public to donate or volunteer through partnerships with Network for Good, Volunteer Match, and USA Freedom Corps.

Good Business

The Ad Council's partners donate their talents and services because they share the Ad Council's passion to help others and to tackle some of the most challenging social issues of the times. But, there are also business advantages to working on the Ad Council's campaigns. The Ad Council offers extensive networking opportunities for ad agencies and media companies, and the pro bono partners gain prestige through their affiliation with the Ad Council's work. For instance, at the Ad Council's Annual Public Service Award Dinner, pro bono partners are recognized for their contributions before over 1,200 of their peers.



Great Results

Some examples of the impact that Ad Council campaigns have had include:

- In the first six months of the Ad Council's mentoring campaign, Big Brothers Big Sisters experienced a 75% increase in applications to become a mentor.
- The Wireless AMBER Alerts campaign, which encourages citizens to receive alerts about abducted children on their cell phones, resulted in over 400,000 sign-ups.
- Since the launch of the U.S. Department of Health and Human Services' Adoption campaign, more than 8,000 new families have started the adoption process.

Words of Advice

Be sensitive to partners' bottom lines and commitments to their paying clients. Be flexible and establish reasonable expectations when working with pro bono partners. Constantly recognize the contributions of the pro bono partners and make it worthwhile for them to continue to give their valuable time, energy and resources.

Contact

For more information, contact Kate Emanuel, Senior Vice President of Government and Nonprofit Affairs, at 202-331-4152 or kemanuel@adcouncil.org. Also visit www.adcouncil.org.



PRO BONO SPOTLIGHT

General Electric

The Business Partner

General Electric (GE) is a diversified media and financial services company focused on solving some of the world's toughest problems. With products and services ranging from aircraft engines, power generation, water processing, and security technology to medical imaging, business and consumer financing, and media content, GE serves customers in more than 100 countries and employs more than 300,000 people worldwide.

GE applies its long-standing spirit of innovation and unique set of capabilities to its pro bono work in communities around the world.

Good Works

The Pro Bono Partnership

Over ten years ago, leaders at GE led the creation of the Pro Bono Partnership to stimulate and encourage pro bono service to nonprofit organizations by corporate counsel. Working with the Lawyers Alliance for New York, GE established the Pro Bono Partnership to assist nonprofit organizations serving poor or disadvantaged individuals and families, civic groups, arts organizations, and environmental or conservation groups; to provide a wide range of opportunities for attorneys in corporations and law firms to work on rewarding pro bono business and transactional matters; and to focus in particular on engaging volunteers from corporate legal departments.¹

The GE Africa Project

In Africa, GE has committed to invest \$20 million in product donation and services to improve clinics and hospitals. Through this venture, GE applies solutions from its business expertise to rural African communities to improve access to reliable power, clean water, up-to-date healthcare equipment, and communication technologies. GE involves community members in many parts of the development process to strengthen local sense of ownership. This approach also provides opportunities for local citizens to gain valuable skills through their involvement and ensures that GE solutions are well implemented and sustained over the long term. In 2006, GE announced an expansion of the Africa Project that will complete upgrade work in more than 30 hospitals and clinics across Africa.²

¹ See www.probonopartnership.org.

² See www.ge.com/company/citizenship/communities/index.html.



Great Results

The Pro Bono Partnership served 81 clients in its first full year of operation ten years ago.³ Since then, its services have grown dramatically. According to the partnership's 2006 Annual Report, 1,250 attorneys have volunteered on more than 3,200 legal matters since 1997, and the resource call center responds to more than 1,000 calls annually from nonprofits around the country.⁴

To date, the GE Africa Project has resulted in 12 upgraded hospitals in Ghana and 13 newly initiated projects in countries including Kenya, Malawi, Mali, Rwanda and Senegal.

Contact

For more information, contact Frank Mantero, Program Manager for Corporate Citizenship, at citizenship@ge.com.

³ "The Pro Bono Partnership: Making In-House Pro Bono A Success," Metropolitan Corporate Counsel Magazine, September 2001.

⁴ Pro Bono Partnership, 2006 Annual Report.



PRO BONO SPOTLIGHT

HBS Community Partners⁵

The Business Partner

HBS Community Partners provides Harvard Business School alumni with opportunities to apply their business and management skills as volunteer consultants working on challenging and worthwhile projects in the nonprofit sector. The projects involve key business issues such as strategic planning, organizational development, marketing plans, and board governance. Alumni work with a diverse group of nonprofits including museums, performing arts, social service, and community development agencies.

Good Works

Goodwill Industries of San Francisco

The Community Partners team evaluated new business opportunities for Goodwill Industries to generate increased revenue and new jobs for Goodwill clients. The team identified potential new business ventures and developed criteria to evaluate the options. It then selected the most promising option and presented Goodwill with a business plan and supporting financial model for the new venture.

The Oakland Museum

A Community Partners team worked with the Oakland Museum to increase its earned revenue. By assessing the property rent value, the museum store, and conservation facilities, the team developed a financial plan to better leverage the museum's resources. The museum responded so receptively that some of the team members continued to help the museum construct a branding strategy that resulted in renaming the institution as the Oakland Museum of California.

Good Business

HBS alumni compete to volunteer for Community Partners' projects because of the networking and career development opportunities they offer. Volunteers strive to perform their best because their teammates are top-level business leaders, and they are working with highly regarded nonprofit organizations. Participants make valuable contacts with organizations, CEOs, board members, and senior staff. They also develop their professional skills and gain experience in nonprofit management for future work in the nonprofit or social enterprise sectors. Community Partners volunteers have become CEOs, COOs, CFOs, and board members of nonprofits and foundations, while others have started their own social enterprises.

⁵HBS Community Partners is a program of the Harvard Business School Association of Northern California.



Great Results

Consulting can produce innovative recommendations, but Community Partners considers the true measure of success to be whether its teams' recommendations are put into practice. Over 90% of Community Partners' projects are put into practice.

Words of Advice

Make pro bono work for the volunteer. Offer pro bono work that aligns with volunteers' interests in personal development or in particular causes or nonprofit organizations. Pair senior staff with newer employees when performing pro bono projects as a way to strengthen internal networks and create professional development opportunities. Think about using an intermediary organization like Community Partners to facilitate and sustain pro bono work within a company without considerable internal management.

Contact

For more information, contact Kathy Salmanowitz, Executive Director, at 415-435-7623 or kathy@hbscp.org. Also visit www.hbsanc.org.



PRO BONO SPOTLIGHT

McKinsey & Company

The Business Partner

McKinsey & Company is a leading management consulting firm that helps many of the world's leading organizations address their strategic challenges, from reorganizing for long-term growth to improving business performance and maximizing revenue. With consultants deployed in more than 40 countries worldwide, McKinsey advises on strategic, operational, organizational, and technological issues. McKinsey devotes at least 5 percent of its labor hours to pro bono work each year and takes on more than 100 pro bono clients annually.

McKinsey's pro bono approach is decentralized, enabling local McKinsey leaders to select projects that will have the greatest impact on their communities. In addition, McKinsey helps the world's leading institutions address important societal challenges through the work of its global Social Sector Office, which serves nonprofit and public sector clients primarily in the areas of economic development, education, philanthropy, and global public health.

Good Works

The September 11th Fund

McKinsey & Company worked with the United Way of New York City (UWNYC) in the immediate aftermath of September 11th to ensure that the September 11th Fund, which had been established as a relief fund for the victims of the September 11th attacks, had the capacity to manage the enormous influx of donations and the ability to maximize the resources that could be raised. A team of McKinsey consultants worked with UWNYC to create a marketing campaign to mobilize resources for the fund, develop a new infrastructure to manage the fundraising, and provide overall project management for the effort that grew to include many different corporate supporters providing their resources and expertise to the fund.⁶

Ashoka Fellows

McKinsey & Company consultants work with Ashoka, an international nonprofit organization that supports social entrepreneurs, to provide pro bono management services to Ashoka Fellows, strengthening institutional capacity and training social entrepreneurs to write business plans, make

⁶ Example adapted from "Entrepreneurship in the Social Sector" by Jane Wei-Skillern, James E. Austin, Herman Leonard, and Howard Stevenson. Sage Publications, Inc., 2007. Pp. 49-62.



effective presentations, and market their work. Ashoka in turn creates opportunities for transformative experiences and impact to McKinsey and its clients. This year, Ashoka and McKinsey launched an integrated Business Plan Competition in seven Latin American countries, involving over 150 McKinsey consultants and drawing over 1600 applications from citizen organizations.⁷

⁷ See www.ashoka.org.



PRO BONO SPOTLIGHT

Monitor Group

The Business Partner

Monitor Group is a leading international advisory and financial services firm with 29 offices and 1,500 employees worldwide. Monitor provides strategic consulting services to major companies, governments, and philanthropic institutions. Monitor also operates its own global investment funds in both private equity and venture capital, in addition to providing M&A advisory services.

Good Works

New Profit, Inc.

Monitor Group has partnered with New Profit, Inc., a national venture philanthropy fund that serves a portfolio of nonprofit organizations. Monitor began by providing New Profit with pro bono support to develop its management structure and now relies on New Profit as an intermediary to engage in other pro bono opportunities with the nonprofit organizations in which New Profit invests. Monitor provides executive coaching and consulting services to the organizations in New Profit's portfolio. More than 230 Monitor consultants have worked closely with New Profit and its portfolio organizations (such as Citizen Schools, Jumpstart, and Teach For America) to address many of the key strategic issues facing nonprofits today. This unique partnership has enhanced the capacities of both organizations, particularly in the areas of talent development, networking, and community building, and has helped evolve new approaches to solving entrenched social problems.

Good Business

Monitor's pro bono relationship with New Profit has benefited its business significantly in recruitment, reputation, new business solutions, and employee development. For instance, Monitor feels its relationship with New Profit gives it a recruitment edge as "a company with a real conscience and also a company that does things in innovative ways."⁸ Through pro bono work, Monitor consultants have developed innovative ideas and solutions around business strategies that apply to clients in both the social and for-profit sectors. Pro bono experience can also generate new intellectual property by expanding the abilities and perspectives of Monitor consultants.

Great Results

As a result of Monitor Group's pro bono services, New Profit has gained the capacity to serve 22 nonprofit organizations annually. They have grown from a team of two to 18, thus expanding their

⁸ Bill McClements, Partner, Monitor Group.



venture philanthropy capacity and their ability to affect social change. Nonprofit organizations in their portfolio have experienced impressive growth results such as:⁹

- Citizen Schools' revenue grew from \$1.8 million in 1999 to \$10.3 million in 2005, while expanding from one city in one state to 13 cities in four states.
- Jumpstart continued its rapid growth in 2005, increasing revenue by 20% and lives touched by 33% as it decreased the cost per child served.
- Teach for America attracted more than 17,300 applications for the 2005 corps (a 29% increase over 2004) including 12% of the senior classes of Yale and Spelman, 11% of Dartmouth College, and 8% of Harvard's and Princeton's senior classes.

Words of Advice

“Building a relationship like this across two sectors can be quite difficult, and I wouldn’t advise anyone to do it lightly. Both organizations must be highly committed to making it work,” explains Bill McClements, a partner at Monitor Group, “Our partnership definitely began top level to top level. Now we connect at multiple levels throughout the organizations, but it started with commitment at the top. Without that level of commitment, it would be much harder to make it work.”

Contact

For more information, contact Tammany Hobbs Miracky, Senior Practitioner, at (617) 252-2081 or Tammany_Hobbs_Miracky@Monitor.com. Also visit www.newprofit.com or www.monitor.com.

⁹ These examples of outcomes were taken from New Profit’s website at www.newprofit.org.



PRO BONO SPOTLIGHT

Pentagram Design

The Business Partner

Pentagram is an international, multidisciplinary design firm whose partners are all working designers – graphic designers, product designers, and architects – who collaborate in the creation of graphics, identity, architecture, interiors, and products. Pentagram believes that ideas make design distinctive, and that identity, function, aesthetics and value make design work.

Good Works

Madison Square Park

Madison Square Park is a public park located directly across the street from Pentagram's office in Manhattan's Flatiron District. The nonprofit organization Madison Square Park Conservancy asked Pentagram's pro bono design talent to help revive the park's image after a prolonged period of neglect. In response, Pentagram created an identity for the park that now appears on banners, promotional materials, and the Conservancy's website. Pentagram also redesigned the environmental graphics and packaging for the on-site hamburger joint, "Shake Shack," that was established to contribute to the park's revitalization.

High Line

The High Line is a 1.5-mile unused elevated railroad track that runs along the West Side of Manhattan. When a group of community members were looking to gain public and government support to transform the track into a one-of-a-kind elevated green space, they asked Pentagram to design a logo for their awareness campaign.

Public Theater

Over the last 14 years, Pentagram has developed numerous promotional posters and marketing materials for the Public Theater in New York City. Perhaps best known for its summertime Shakespeare in the Park series, the Public Theater is dedicated to making high-quality theatrical productions accessible and relevant to the public.

Good Business

Pentagram feels strongly that pro bono is good business. As a result of its pro bono work, the firm has attracted new clients and retained and strengthened relationships with existing ones. Pro bono projects tend to have fewer restrictions and easier approval processes, which allows Pentagram designers greater freedom and creativity. And, by securing new clients and strengthening their reputation for quality and innovative design, pro bono work ultimately has helped to increase its revenue.



Great Results

Today, Madison Square Park is a bustling green space whose lawns, gardens, and public programs draw visitors from all over the city. Through this pro bono project, Pentagram not only improved the quality of its own neighborhood, but also expanded its reputation within the community and gained public recognition.

As a result of Pentagram's contribution to the High Line Project, an incredible amount of popular support has been generated, the organization's fundraising capabilities have dramatically increased, and the project is currently under construction.

The work Pentagram has created for the Public Theater has heightened awareness of the institution and its mission as well as the theatrical productions it stages.

Words of Advice

"We do it [pro bono] because it's good business. . . A lot of the work we've done is outside, public and very visible, so clients will call us because they've seen the design. I can't tell you how many jobs I've gotten through the Public Theater. We're connected to virtually every cultural organization in the city and we're rewarded in recommendations as well as being included in groups where we find out information about upcoming projects—it's all very good business." -- Paula Scher, Partner, Pentagram Design

Contact

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