



*Festival of Children  
Foundation*

# **Building Better Corporate Partnerships**

Executive Training Seminar

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# Building Better Corporate Partnerships

## Executive Training Seminar

### MODERATOR



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### PANELISTS



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Partnerships between companies and nonprofits are evolving beyond philanthropy. **They're becoming dynamic, co-created relationships built on trust, shared goals, and long-term accountability.**



Partnerships between companies and nonprofits are evolving beyond philanthropy. **They're becoming dynamic, co-created relationships built on trust, shared goals, and long-term accountability.**

## Key Insights

- Today's most effective partnerships are not transactional they are transformational.
- Business resources and community proximity combine to create longer relationships centered on impact.
- Shared accountability replaces the old donor recipient dynamic, aligning interests around mutual benefit.

## Takeaways

- Build for collaboration, not charity.
- Measure progress together using both impact, organization, and business metrics.
- Anchor every partnership in shared purpose and co-ownership.



**Nike Community Impact Fund (Portland):** Gives local leaders decision-making power over grantmaking, building community trust.

**Salesforce + Oakland Unified School District:** Multi-year collaboration providing teacher training, tech access, and STEM programs.

**Delta Air Lines + Habitat for Humanity:** Employees rebuild homes globally while deepening brand purpose and employee engagement.



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- Corporate presence provides resources, visibility, and convening power.
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## Takeaways

- Start small and contextually before scaling locally, regionally or even nationally.
- Evaluate success through both community outcomes and corporate learnings.



**Target + Northside Achievement Zone (MN):** Tackles intergenerational poverty through education and family stability initiatives.

**Kroger Zero Hunger | Zero Waste:** Reduces food insecurity by connecting retail logistics with local food banks.

**T-Mobile Hometown Grants:** Revitalizes small-town main streets and local infrastructure across rural America.



Even the best intentions fall short without shared understanding. Too many partnerships are designed with misalignment and wavering expectations leading to lack of **collaborative impact**.

## Key Insights

- One-sided design often sacrifices authenticity for real impact.
- One-year partnership cycles limit long-term impact.
- Fatigue grows when partnerships come and go.

## Takeaways

- Begin partnerships with listening and co-discovery, not press releases and impressions.
- Create partnership timelines that match the time horizon of real change.
- Define success together so expectations stay aligned and support one another



**Ben & Jerry's + Greyston Bakery:** A 30-year partnership employing individuals facing barriers to work.

**CVS Health + NAACP:** Joint health equity programs addressing chronic illness and access disparities.

**Walmart + Feeding America:** Combines supply-chain expertise and food recovery logistics to feed millions of people in America.

**Microsoft + Year Up:** Trains underrepresented youth for technology careers through internships and skills development.



Corporate and nonprofit partnerships mature through stages of depth and impact. **Each stage requires different commitments, capacities, and metrics.**

## Key Insights

- Partnerships evolve from funding to co-design to shared systems change efforts.
- Trust and accountability deepen as roles equalize.
- The journey from grant to broader systems change reflects partnership maturity.

## Takeaways

- Identify where your partnerships currently sit on the continuum.
- Build structures to move from transactional to transformational.
- Measure readiness through transparency, duration, and joint ownership



Level	Description	Example
<b>Philanthropic Support</b>	Direct giving or sponsorship	<b>Bank of America + Local Arts Festivals:</b> Corporate funding sustains creative placemaking.
<b>Collaborative Activation</b>	Shared volunteer, giving and/or awareness events	<b>Target + Boys &amp; Girls Clubs:</b> Volunteer-driven school supply drives.
<b>Capacity Partnership</b>	Skills + funding	<b>Deloitte + Nonprofit Leadership Programs:</b> Builds financial and management capabilities.
<b>Shared-Value Initiative</b>	Business + mission alignment	<b>Hospital + Food Co-op:</b> Nutrition education improving community health.
<b>Place-Based Coalitions</b>	Multi-sector coalition	<b>Denver Housing &amp; Workforce Coalition:</b> Public-private effort for affordable housing.

### 1. Grant + Capacity Model = Funding and Foundation

- Companies go beyond one-time checks by coupling financial support with operational and strategic capacity building.
- This model strengthens nonprofit organization infrastructure (ex: hire, train, and scale.)
- A corporate partner might provide a three-year grant plus mentoring in finance, marketing, and/or data analytics.

### Examples

- **JPMorgan Chase & Skills for Chicagoland's Future:** combines funding with job-placement and analytics expertise.
- **Google.org + Goodwill Digital Career Accelerator:** grants paired with in-kind tech training for job seekers.
- **The Home Depot Foundation + Habitat for Humanity:** long-term funding plus construction management support.

## 2. Volunteer-to-Venture Model = From Hands-On to Hands-Together

- Employee volunteerism becomes the seed for co-creation.
- A simple day of service evolves into a jointly designed initiative once trust forms.
- This model deepens employee engagement and helps organizations innovate.

### Examples

- **Google.org + Code for America:** engineers volunteer to improve civic-tech tools; evolved into joint data projects.
- **Salesforce Employees + Oakland Schools:** volunteers mentoring students led to full STEM partnership.
- **KPMG Family for Literacy:** staff book drives expanded into community reading centers



### 3. Anchor Institution Model = Place-Based Economic Engines

- When major employers act as anchors, they intentionally direct their hiring, procurement, and investment toward the surrounding community including nonprofit organizations serving many purposes.
- The goal is to grow local economies and organizations that support their work, supply chains, etc.

#### Examples

- **Cleveland Clinic Anchor Network:** hospitals source from local minority owned vendors and organizations and hire locally.
- **Microsoft Atlanta Campus:** partnerships with HBCUs and nearby schools to build tech pathways.
- **LinkedIn Omaha Operations Center:** local small-business supplier incubator.



## 4. Collective Table Model = Shared Opportunities for Systems Change

- Companies join coalitions led or co-led by nonprofits, governments, and foundations.
- Rather than creating parallel initiatives, they pool influence, data, and communications power toward a common outcome.
- These initiatives often focus on health, housing, education, or local issues that no single actor can solve.

### Examples

- **Kaiser Permanente + CityHealth:** public-health policy and local city implementation.
- **The Denver Housing Coalition:** builders, banks, and nonprofits coordinating affordability projects.
- **Ad Council “Sound It Out” Campaign:** funders and nonprofits working collectively on youth mental health.



## 5. Innovation Lab Model = Co-Creating and Testing New Solutions

- Companies and nonprofit partners experiment with fresh approaches and then scale what works.
- The emphasis is on learning, iteration, and mutual benefit.
- Partners share intellectual property, data, and visibility as co-innovators.

### Examples

- **Mastercard Center for Inclusive Growth + DataKind:** builds open-data tools for small-business ecosystems.
- **IBM Call for Code:** corporate technologists and nonprofits co-develop disaster-response apps.
- **Verizon Innovation Learning Labs:** co-designs digital-equity curricula with local educators.



Every enduring collaboration follows a rhythm of **discovery, alignment, design, implementation, and learning.**

### Key Insights

- Partnerships thrive when they evolve continuously.
- Reflection and adaptation keep collaborations relevant.

### Takeaways

- Build time for listening and review into each year.
- Define “next stage” goals together to prevent stagnation.
- Treat measurement as part of the relationship, not the audit.

### Examples

- **PepsiCo Foundation Community Forums:** Uses dialogue to align local nutrition initiatives.
- **AT&T + EveryoneOn:** Co-designed programs expanding affordable broadband in underserved areas.



Stage	Core Question	Nonprofit Role	Corporate Role	Outputs / Indicators
<b>1. Listen &amp; Discover</b>	What problems are we solving together?	Bring community insights and real-world data.	Listen, learn, and understand local realities.	Shared understanding of needs and audiences; early trust.
<b>2. Align &amp; Define</b>	Where do our goals overlap?	Translate mission outcomes into business-relevant terms.	Identify internal priorities and resources.	Joint value proposition, draft objectives, shared language.
<b>3. Co-Design &amp; Commit</b>	How will we work together?	Co-create strategy, metrics, and governance.	Allocate budget, leadership champions, and brand resources.	Signed partnership plan or MOU; shared KPIs.
<b>4. Implement &amp; Adapt</b>	What does success look like in practice?	Execute locally with flexibility; share real-time learning.	Support activation and visibility; provide technical assistance.	Programs or pilots underway; progress reporting.
<b>5. Evaluate &amp; Reflect</b>	What have we learned and changed?	Gather and analyze outcomes; capture stories.	Participate in data review and outcome assessment.	Joint impact report; renewal or scaling decision.
<b>6. Scale &amp; Sustain</b>	How do we deepen or expand this success?	Replicate and localize lessons; expand network.	Increase investment, influence, or internal integration.	Multi-year partnership; embedded systems and shared branding.

Nonprofits create shared value when they align their mission outcomes with a company's strategic priorities. This is not about changing what they do, but by showing how their work drives mutual benefit.

This framework helps nonprofit leaders articulate the ***business case for impact*** and the ***impact case for business***.

## Tip

When pitching or renewing a partnership, build a one-page “Shared Value Map” showing:

1. **Your Mission Driver** (e.g., digital inclusion).
2. **Their Business Driver** (e.g., digital customer expansion).
3. **Shared KPI** (e.g., number of new users trained or served).
4. **Outcome Narrative** (the story of mutual benefit).

Nonprofit Mission Driver	Corporate Value Proposition	Joint Value Created	Example Partnership
<b>Workforce &amp; Economic Mobility</b>	Talent Development & Employee Pipeline	Improves community employability while meeting hiring needs	Year Up + Microsoft — Provides tech training to youth, creating job pathways and diverse talent pools.
<b>Health &amp; Wellbeing</b>	Employee & Consumer Wellness	Reduces stigma and supports healthier communities (and workforces)	NAMI + CVS Health — Expands mental-health literacy through employee engagement and public campaigns.
<b>Education &amp; Digital Literacy</b>	Technology Adoption & Brand Trust	Improves digital access, builds inclusive markets, and strengthens civic reputation	Code.org + Amazon Future Engineer — Supports computer science education while growing tech ecosystems.
<b>Climate &amp; Sustainability</b>	ESG & Supply Chain Security	Advances corporate sustainability goals and community resilience	WWF + Walmart — Drives responsible sourcing, conservation, and measurable carbon reductions.
<b>Equity &amp; Inclusion</b>	DEI & Market Relevance	Enhances brand equity by authentically reaching diverse audiences	NAACP + Airbnb — Co-develops programs to support equitable travel and inclusive policy reform.
<b>Local Community Capacity</b>	License to Operate & Brand Credibility	Builds social license for corporate expansion and strengthens local networks	Feeding America + Walmart Foundation — Combines funding, logistics, and visibility to combat food insecurity.

**Lasting partnerships are rooted in respect, humility, and shared purpose.**

**Partnership is a mindset built on co-creation and accountability.**

**Design every partnership to be reciprocal, not extractive.**





## ABOUT THE PRESENTER

**Derrick Feldmann** is an internationally recognized researcher and advisor on social issues, movements, and public action. His insights are sought by organizations and media worldwide, and he produces nearly two dozen research projects each year. He has authored three books, including *The Corporate Social Mind* and *Social Movements for Good*, and previously led the Millennial Impact Project with The Case Foundation, producing landmark reports on generational engagement with causes. Feldmann now splits his time between ISG and the Ad Council Research Institute, where he oversees studies on pressing American issues. He is also a Visiting Research Fellow at Oxford's Saïd Business School, Chair of the Board of Visitors at Indiana University's Lilly Family School of Philanthropy, and a frequent writer and speaker.



## ABOUT FESTIVAL OF CHILDREN FOUNDATION

**Festival of Children Foundation** supports children's charities by serving as a hub that connects, strengthens, and champions nonprofit organizations dedicated to improving the lives of children. Through collaborative partnerships, capacity-building programs, advocacy, and access to vital resources, the foundation empowers charities to amplify their impact and reach more children in need – all at zero cost to the organizations. Our mission is rooted in the belief that every child deserves the opportunity to grow up safe, healthy, educated, and inspired, and by uniting diverse organizations under a shared vision, the foundation helps ensure that children's voices and needs remain a priority in communities across the nation.