



The making of a corporate matchmaker

Hailey Cavill-Jaspers has been matchmaking companies with charities for 28 years. In our very first issue in 2004 we featured Hailey's article about the value that nonprofits bring to a corporate when in partnership. With her matchmaking skills still in demand, we asked her to share her insights for us again

I was on hands and knees, scrubbing floors, when it struck me like a thunderbolt. I was in Mother Teresa's Mission in Calcutta, India so you're probably thinking... dysentery? No, what struck me was a sudden realisation. It seemed so simple, almost silly. After decades of thinking what mattered was money, career success, nice clothes or the perfect boyfriend, I realised that the secret of happiness was doing good. The nuns at the mission worked long hours doing grubby work, holding the hands of destitute people as they died. Yet they were the happiest people I'd ever seen. Not the laugh-out-loud, dance-on-the-table kind of happiness I'd faked for years — a serene, peaceful kind.

This epiphany changed the trajectory of my life. I returned home to London; a great relief for my father as I'd been backpacking alone through Africa, Nepal and India for over a year to 'find myself'. His relief was short-lived when I didn't return to my well-paid job in corporate marketing; I intended to get a job in a charity. I joined the corporate partnerships team at the National Society for the Prevention of Cruelty to Children (NSPCC) — a cause that resonated deeply. That was 1991 and the start of my second career, in the nonprofit sector.

In 1993 I sold my London flat and moved to Australia with my new Aussie boyfriend. I was madly in love and adventure was

calling. After six months travelling through South America, we landed in Melbourne in 1994 and married. I worked for a fundraising consultancy, but it didn't capitalise on my strengths. Then my annus horribilis began. My marriage crumbled and my dad was diagnosed with cancer. I rushed to London to spend Christmas with him and by January he was gone. Often, when someone close to you dies it's a sharp reminder of our own mortality. I felt an urgent need to stop faffing about, start my own business and control my destiny. I opted for Australia, because Aussies were more supportive than the naysayers in London. Plus, the weather was better! In 1995 my third career began, as a new kind of matchmaker.

THE 1990s – CORPORATES GIVE BACK

Reacting to the "Greed is good" 1980s, the '90s were about 'giving back'. Companies did this with corporate donations (Chairman's chequebook or a Foundation) and staff volunteering. I call this the original 'two purses'. The 'Philanthropic Purse' was seeking to do good for some reputational benefit and societal impact. The 'HR Purse' got staff involved in volunteering and fundraising to boost motivation. It felt very transactional and tokenistic; I knew companies could do so much more. I was inspired by the The Body Shop and Anita Roddick who saw business as an active force for good, not just making donations. I'd seen firsthand some multi-layered and deeply impactful partnerships at the NSPCC and a new kind of corporate-cause partnership was emerging overseas – Cause Related Marketing. Trailblazers included Avon with their global Breast Cancer Crusade and Amex's award-winning campaign for the Statue of Liberty Restoration Fund.

The new term 'Triple Bottom Line', first introduced by John Elkington, proposed the revolutionary idea that businesses should not only be accountable for their financial performance but also their social and environmental performance. The three bottom lines became People, Planet and Profit.

My first years in business were precarious. My bold idea? Companies shouldn't just donate to charities, they should partner with them. Partnering with a charity could benefit the business in numerous ways, far beyond mere warm and fuzzies. It was a hard slog; most corporates initially thought I was mad! As a marketer

I knew hard data would help prove my point, so I enlisted a firm to conduct my first consumer research report and launched *The New Bottom Line* in 1997, tapping into my PR skills to get my message out. I was touted as a 'new age marketer' by the media.

The coverage got the phone ringing. My first client was AMP, wanting a genuine, long-term partnership. I matched them with the Leukaemia Foundation, then a Queensland-based charity with a vision to expand nationally. AMP were on board from the start. Over six years, AMP invested significant cash, enabled Leukaemia Foundation staff to operate from their corporate offices in several states and sponsored events like The Greatest Shave, involving thousands of staff across Australia. This reaffirmed a corporate could be more than merely a cash donor. They could have a direct and significant impact to advance a nonprofit's vision, mission and purpose.

Soon after, Kellogg's approached me to find them a match, and Kids Helpline were perfect. Kellogg's invested heavily in the cause, ran a promotion on seven million cereal packs, a significant TV advertising campaign and involved Kylie Minogue as ambassador. Thanks to the incredible skill and passion of both partners, over \$3 million in untied funds were generated, paying for counsellors answering calls from Australian kids.

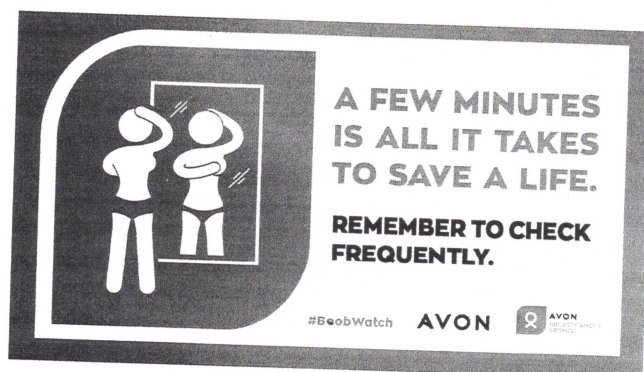
THE 2000s – ERA OF INNOVATION

The economy was strong, and the internet was making things cheaper and faster. Some of the most successful corporate-cause partnerships blossomed in the noughties era – including Bakers Delight and Breast Cancer Network Australia, still going strong today.

Corporate partnerships became more multi-layered and impactful. Companies realised that the 'Marketing Purse' had huge potential, not only making them look good, but engaging customers. Charities saw Cause Related Marketing as a vehicle to generate significant, untied income, get their cause talked about and impart important behaviour-changing messages.

The idea of 'Corporate Social Responsibility' grew, and I worked with leading brands, including Qantas and Australia Post, to create robust frameworks. Corporate Social Responsibility (CSR), put simply, is when a company works to minimise its harm on society and maximises its benefit to society. CSR includes addressing diversity and inclusion, human rights, environmental footprint, ethics and governance, supply chain, transparency and community investment. Whilst investing in a charity can be a manifestation of some of these elements, CSR is mostly an internal practice that's behind the scenes. Companies know they must get their house in order before undergoing public scrutiny.

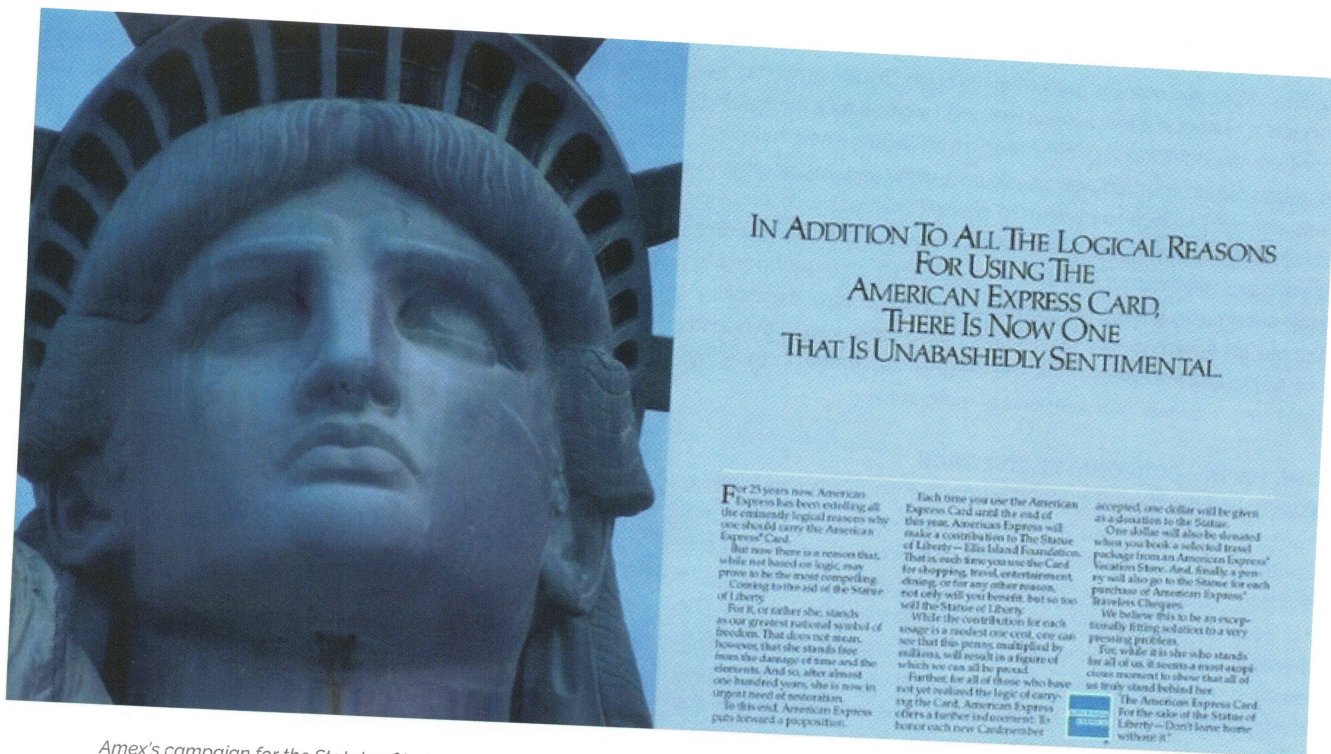
The UN crowned the year 2000 as the 'International Year of the Volunteer'. It was serendipitous when an online recruitment start-up asked me to help find them a partner. They didn't have much money, but they did have substantial expertise in building search-based online platforms.



A FEW MINUTES IS ALL IT TAKES TO SAVE A LIFE.

REMEMBER TO CHECK FREQUENTLY.

#BeobWatch AVON AVON BREAST CANCER CRUSADE



Amex's campaign for the Statue of Independence Restoration Fund is a celebrated example of cause related marketing, a term the company coined to differentiate campaigns for charities tied to product promotions from regular corporate donations. Over three months in 1983, American Express contributed a penny to the restoration of the Statue of Independence every time one of its credit cards was used. The campaign raised US\$1.7 million for the Fund and use of the American Express card increased by 30% over the three months.

Selecting volunteering as their cause was a natural fit. With the help of Volunteering Australia and the Boston Consulting Group, Seek Volunteer was birthed and is still flourishing today. It's genuinely changed the face of volunteering in Australia and I'm incredibly proud to have played a small part.

The Kleenex and Guide Dogs Australia partnership was another early match. It generated \$2.6 million untied funds for training guide dogs and included on-pack promotion and TV advertising while amplifying Kleenex's brand icon — the Labrador puppy.

Meanwhile, the 'Philanthropic Purse' was evolving. Several corporate foundations wanted long-term partnerships with nonprofits, not a grants program. I matched MLC Foundation to Lifeline for seven years and they invested over \$3 million, expanding Lifeline's vital chat service.

Whilst brokering partnerships, I saw many nonprofits struggle to respond to my client's partnership briefs. Many were unprepared and didn't understand the new opportunities the Marketing and CSR Purse offered corporate-cause partnerships to fulfil their potential in Australia. I had to educate nonprofits, ensuring they weren't exploited by commercially-minded corporates. I began with masterclasses, then secured sponsorship to develop a modular toolkit to help nonprofits prepare themselves for partnering with corporates. This included a methodology for

valuing a nonprofit's assets and their brand.

In this era of innovation, a new magazine started in 2004: *F&P*. It featured in-depth articles from experts including Ted Flack, Sean Triner and the late, great Kitty Hilton. Having just launched my fourth research report — *Passion People* — my first *F&P* article explained how nonprofits add value to corporates, especially the positive impact nonprofits have on staff morale, engagement and retention.

As the internet exposed poor corporate behaviour globally, consumer scepticism towards companies doing good was increasing. This was bad for corporate-cause partnerships! My next study, *Real Not Spiel*, revealed companies' big mistakes when communicating their social good, and how to fix them.

THE 2010s — CSR GAINS TRACTION

Steadily, CSR became a strategic necessity rather than a peripheral luxury. With increasing pressure from stakeholders, environmental activists and government for more transparency, as well as ASX mandatory reporting on corporate governance, companies were obliged to board the CSR train. The Modern Slavery Act was a legislative milestone, especially for retailers with global supply chains.

The UN shared a blueprint for peace and prosperity for people

and the planet with 17 Sustainable Development Goals, an urgent call to action for countries and corporates alike. The 2030 Agenda for Sustainable Development was adopted by all United Nations members in 2015. Nowadays, many companies align their CSR strategy to at least one of the goals, or SDGs.

'Sustainability' and 'ESG' became common jargon, often used interchangeably with CSR, but there are key differences. ESG (Environmental, Social and Governance) is influential amongst investors considering a company's performance across environmental and social domains, not just financial. I believe that CSR is the strategy a company will employ, with sustainability as the end goal and ESG as the measurement criteria.

Corporate scandals were rife. Privacy breaches, banking royal commissions, tax avoidance, environmental disasters and wage routs to name a few. Unsurprisingly, consumer trust in corporates plummeted to an all-time low. Consumers started realising they had the power to bring about change through their buying power and the ability to expose wrongdoing on social media platforms via their smartphone.

I published two research-based volumes, *Talking the Walk®*, guiding companies on how to communicate CSR and social good. I worked with the Vodafone Foundation, which shifted from gifting small grants to many charities to having three major partnerships, including Hello Sunday Morning, plus an incredible app, DreamLab, that fights cancer while you sleep. It's now a global success story.

THE CAVILL + CO MATCHMAKING PROCESS

Part of my matchmaking process is inviting a shortlist of five nonprofits to present to a select group from the corporate world. The most common mistakes I see nonprofits make? Being unprepared. Not reading the brief properly. Giving away 'the farm', including all the livestock. Offering valuable assets for a song, offering naming rights when not requested (never, ever offer naming rights to your organisation's brand unless a ridiculously large sum of money is on offer for at least 10 years!).

Charities that win partnerships with my clients share these characteristics: they read the brief thoroughly and ask clarifying questions; they identify the synergies (values, brand personality, target market, etc) and emphasise this in their presentation; they know the value of their assets and brand and can provide a clear breakdown of investment, they're professional and passionate. In essence, they act like an equal partner, not a needy beneficiary.

THE 2020s — BUSINESS AS A FORCE FOR GOOD

This decade began in fear and lockdown. We reflected on what's important and were reminded that we're all intrinsically connected,

and that world economies — and societies — are fragile.

I upgraded my modular toolkit and transformed it into an online learning and implementation program. With communications genius, Georgia McIntosh, we founded a new business called BePartnerReady.com® for nonprofits wanting to upskill in corporate partnerships.

My new research report, *The 2023 Conscious Consumer Report*, reveals a rising anger towards companies for not doing enough

to solve social problems. Australians think corporates are 'all talk and no action' when it comes to CSR and demand more concrete evidence. There's clearly more work to be done, convincing corporates to do more good and communicate it better.

For nonprofits, however, there was good news: 75% of Australians said corporates should partner with charities to help solve societal issues and 46% indicated 'long-term partnerships to achieve a specific

goal' as their preferred way for companies to invest in charity.

The evolution of CSR and corporate partnerships over the past few decades has been fascinating. We've not yet reached the point at which companies are a force for good, as Dame Anita Roddick envisaged. But I'm hopeful. For nonprofits, the next decade represents boundless opportunities as well as enormous challenges.

It's been 30 years since my epiphany about doing good creating happiness. I'm not the first person to realise this. The concept of the 'giving high' has been the mantra of many a fundraiser. But I wanted hard evidence. In 2018 I found cutting-edge neuroscience studies that prove human beings are wired for doing good. I was so excited that I wrote a book called *DoGoodology®*, which you may enjoy.

Investors and companies are human beings too. The corporates I've worked with are genuinely excited about doing good in the world and using their vast resources to bring about societal change. Today's company cannot survive just focusing on profit. They must incorporate people and planet and show tangible evidence of action. Nonprofits are that action. They cannot do it without you! To quote the tenacious nun Mother Teresa, "I can do things you cannot, you can do things I cannot; together we can do great things." **F&P**

Hailey Cavill-Jaspers is Founder and Chief DoGoodologist at Cavill + Co. In her 28-year career she's built over 54 corporate-cause partnerships, investing over \$42 million into nonprofits across Australia. She has financed and launched 12 research reports demonstrating the mutual benefit of corporates partnering with nonprofits. She has also upskilled thousands of nonprofits, most recently as Co-founder of BePartnerReady.com®.

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