

# Story-Strategy-Operations

UWW Strategic Direction – 2014-2016 and beyond

**LIVE UNITED**

**United  
Way**



# Context

## Sections

- UWW Story and Theory of Change – Timeframe: Enduring
- UWW Strategy – Timeframe: 3-10 years
- UWW Operations – Timeframe: Annual

## Parameters

- *Biggest levers for change*
- *Simple and Aligned*
- *Actionable*

# UWW Story and Theory of Change

Goal: Universal understanding of organization and message discipline

Timeframe: Enduring

# Who We Are

## What Drives our Mission

### 1. Opportunity for All

- EIH are building blocks of a successful life
- Strong communities advance all interests

### 2. Community Solutions

- Lasting impact requires people working together across sectors & among NGOs
- No magic bullet; embrace the complexity

### 3. Results Focused

- It's about change, not charity
- Outcomes inspire and drive engagement

## What We Bring to the Table

### •“Dual-facing” scale

- Sophisticated impact strategy + on-the-ground community mobilizing
- Ability to implement and learn at scale

### •Relationships/Trust across sectors

- Rooted in community
- Leader of business action in community
- Blend all players (incl. gov't, union, etc)

### •Strong, well governed enterprise

### •Powerful brand with millions engaged

# How We Create Change

## Our Theory of Change

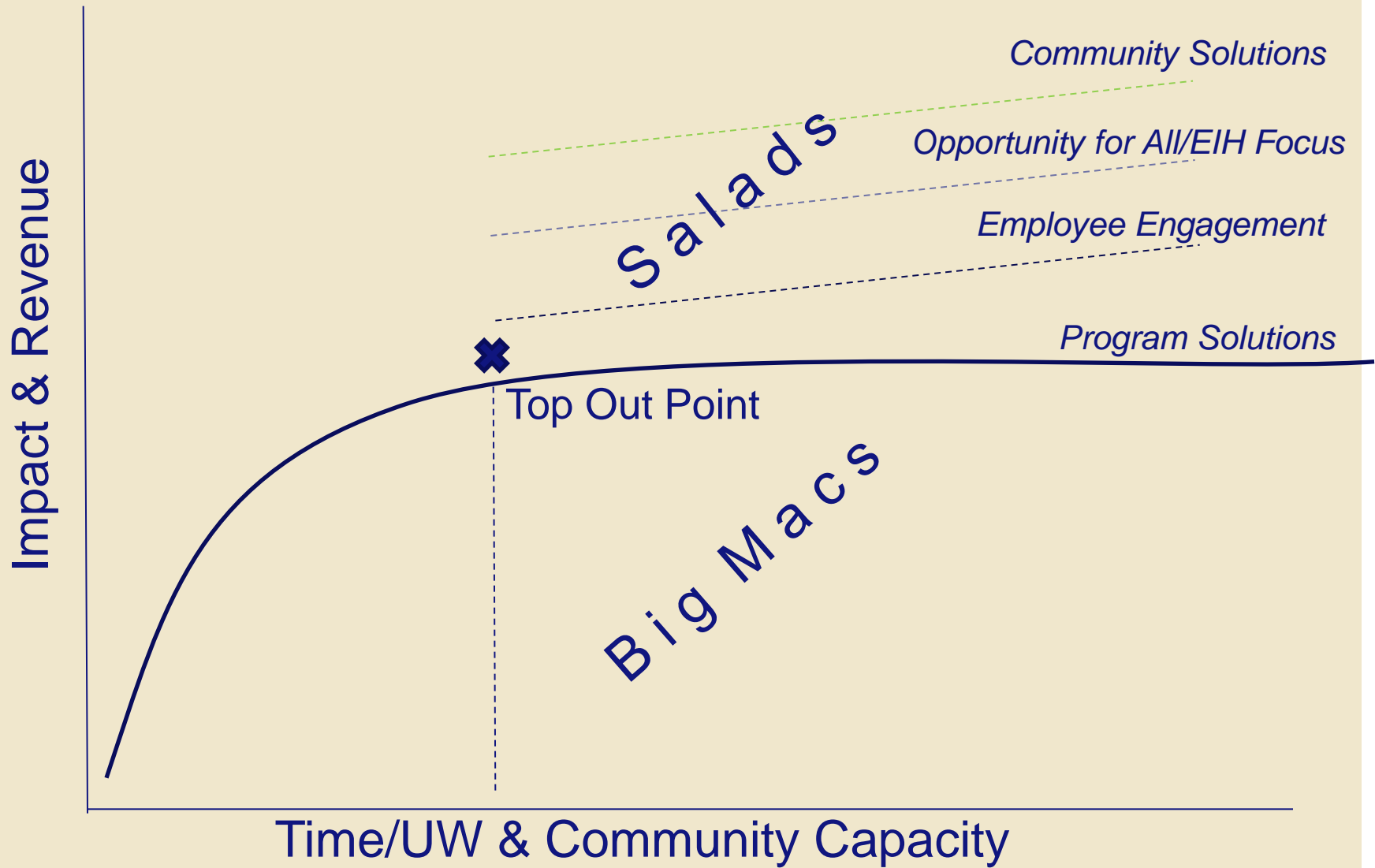
- You can't create "Opportunity for All" working on one issue or in silos -- Challenges are complex and require greater collaboration, smarter practice, and better efficiency across the EIH delivery system.
- Requires deep cross-sector engagement including leadership from business. Shared value for business.
- Change comes from ability to go deep in local communities while also connecting communities to a strong worldwide network of success – We engage millions of people to help change the world.

# LUW and UWW Network Approach

Components	Program Solutions (Big Macs)	Community Solutions (Salads)
Concept:	<ul style="list-style-type: none"> <li>• Smart Charitable Choices</li> <li>• Strong Philanthropic Governance</li> <li>• Community Capacity Building</li> </ul>	<ul style="list-style-type: none"> <li>• Community Dialogue</li> <li>• Collective Action</li> <li>• Sustainable Community Capacity</li> </ul>
Impact:	<ul style="list-style-type: none"> <li>• EIH Program Outcomes</li> <li>• Stronger Philanthropic Base</li> </ul>	<ul style="list-style-type: none"> <li>• Community-Wide Outcomes</li> <li>• Community Change</li> </ul>
Revenue Model:	<ul style="list-style-type: none"> <li>• <i>Target Markets:</i></li> <li>• <i>Products:</i></li> <li>• <i>RUM: Lower</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Target Markets:</i></li> <li>• <i>Products:</i></li> <li>• <i>RUM: Higher</i></li> </ul>
Conditions to Succeed	<ul style="list-style-type: none"> <li>• <i>Funder Base Characteristics:</i></li> <li>• <i>LUW Capacity:</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Funder Base Characteristics:</i></li> <li>• <i>LUW Capacity:</i></li> </ul>
Trajectory	<ul style="list-style-type: none"> <li>• <i>Foundational but flattening</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Growth</i></li> </ul>

- Both types of solutions drive compelling impact and revenue. LUWs engage in each solution.
- Program solutions are the bulk of our current impact and revenue and set the foundation for leading on community solutions – There is no “old/traditional model”.
- *Need to link to BPI and change management tool to help LUWs move to more CS*

# LUW and UWW Network Approach - Visual



# How We See The Future



## Communities



Program solutions

Robust philanthropic infrastructure



High performance human service delivery system

Community solutions - collaboration and cross-sector engagement

Thriving, networked communities

Opportunity for All



# Where We Are Today (SWOT)

	Strengths	Challenges
Strategy	<ul style="list-style-type: none"> <li>• Significant progress on impact strategy and revenue growth; Proof points</li> <li>• Positioned to lead on community solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple strategic frameworks cause confusion and inability to communicate/prioritize/commit               <ul style="list-style-type: none"> <li>○ Inconsistent LUW adaptation of strategy</li> <li>○ False tension btw Impact and Revenue</li> <li>○ Need clear differentiation/relevance</li> </ul> </li> </ul>
Capacity/ Execution	<ul style="list-style-type: none"> <li>• Solid brand platform and name recognition in US and other markets</li> <li>• Strong partnerships (Corporate, NGO)</li> <li>• Promising network affiliate collaborations</li> <li>• Role model of NGO Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Limited recognition in many markets worldwide</li> <li>• Lack a true marketing approach (products, markets)</li> <li>• UWW alignment/culture/capacity</li> </ul>
Results <i>Impact</i> <i>Revenue</i> <i>Trust</i>	<ul style="list-style-type: none"> <li>• Progress on impact strategy/BPIs</li> <li>• 25% of revenue coming from Int'l; GCL companies = outpaced performance; Promising affinity group results</li> <li>• Trust higher when donor sees EIH focus and LIVE UNITED campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed progress on Impact goals worldwide</li> <li>• Annual campaign flat/Losing donors; Limited new growth channels</li> <li>• Trust/Relevance stalled in US below competitors; limited data/awareness globally</li> </ul>

# Worldwide External Factors (SWOT)

## Socio-Economic Landscape

- *Worldwide economic uncertainty*
- *Growth in emerging markets*
- *Considerable regional differences*
- *Integration of global economy*
- *Widening social inequality*
- *Global population migration*
- *Shifting demographics—Aging/Youth*
- *High youth unemployment*
- *Business role in addressing social issues*

## Philanthropic Landscape

- *US Philanthropy flat; Global Philanthropy emerging; tax policies and incentives vary*
- *High net worth individuals have outsized % of philanthropy and influence; More giving from fewer donors threatens culture of giving*
- *Corporate Citizenship focused more broadly than philanthropy >> reduced emphasis*
- *Funding collaboration and outcomes versus programs; Transparency/accountability*
- *Technology enabling easier/multiple paths to philanthropy, rise of social media*
- *Rise of youth engagement and affinity groups*

# UWW Strategy

Goal: Establish top enterprise priorities

Timeframe: 3-10 years

# Impact Growth Imperative

To achieve our mission, we must grow

- Scale and complexity of our mission demands it
  - Our approach is right for the times as it relies on bringing people from various constituencies together to drive sustainable solutions. We are uniquely positioned to lead with proven impact model but our approach requires greater capacity and scale
  - Opportunities for growth exist
- ***Our impact strategy is fueled by the imperative to double our community resources in network to \$10B in 10 years***

# Bold Plays to Achieve Growth Imperative

To achieve our mission, we must double our community resources in network to **\$10 billion in 10 years** by demonstrating impact and relevance

## Bold Play #1

Advance a universal, network-wide Impact strategy with clear link to Revenue growth

## Bold Play #2

Become a world-class marketing enterprise focused on Global 1000 corporations, their employees and unions that represent them

## Bold Play #3

Develop a leading capability to drive innovation and high performance

# Bold Play 1: Advance a Universal Impact Strategy with Clear Link to Revenue Growth

## Insights:

- Our impact strategy has two components: 1) Program Solutions and 2) Community Solutions
  - Every LUW has a mix of both components
  - Each component has an accompanying impact and revenue model
  - Growth and differentiation primarily exists in the Community Solutions component
- Stakeholders (internal and external) must understand our strategy if they are to engage deeply
  - Need proof points; Need to measure overall progress
- Need better understanding of and articulation of Integration of E-I-H
- Need to determine pros/cons of Community/Country Goals (i.e., 2018 Goals)
- Can rally/differentiate around common perception that there are too many charities and nothing changes – desire for holistic solutions and collaboration/consolidation
- Articulate clearer role for policy/advocate (unless just within Program/Community Solutions)

# Bold Play 2: Become a world-class marketing enterprise focused on Global 1000 Corporations

## Insights:

- UWW Revenue driven from corporate partnerships yet growth is stagnant
  - Need greater emphasis on shared value; business value/alignment
  - Need overhaul of relationship management; C-suite engagement
  - Need stronger approach to employee/donor engagement and experience (affinity insights)
  - Need new products (Collective Impact; Impact-Campaign; Market Research)
- As we improve ability to engage individual employees within workplace, we need to carry capacity/approach over to broader donor engagement outside of corporate/workplace
- Untapped ability to leverage UWW as leading platform for business-in-action in community

# Bold Play 3: Develop a Leading Capability to Drive Innovation and High Performance

## Insights:

- UWW space changing rapidly – must move faster
  - Potential to drive investment via corporate sponsor -- “Official Innovation Partner of UWW”
- Need formal capacity inside UWW to drive/capture innovation across the network
- UWW not currently executing as a High Performance organization
  - Alignment, staff survey results, restructuring malaise, etc
- Not optimizing strong research functionality to drive performance
  - Data not translating to decision-making
  - Not using competitive benchmarking to our advantage
  - Explore potential revenue generation uses
- Network Innovation/Performance?*



# Strategy Begins with Purpose

*Mission: United Way improves lives by mobilizing the caring power of communities around the world to advance the common good.*

- We work to advance the common good by creating opportunities for a better life for everyone.*
- We do this by focusing on the building blocks of life – education, income and health.*
- And, we invite people and institutions to make a difference by giving, advocating and volunteering.*