

FORD FOUNDATION

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FORD FOUNDATION

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THE DOUBLE BOTTOM LINE: COMPETITIVE ADVANTAGE THROUGH COMMUNITY INVESTMENT

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foreword: innovative business strategies



In these pages, you will find examples of how businesses, including some of America's leading corporations, are investing in community economic development as an innovative strategy for meeting business challenges and achieving competitive advantage. Corporate executives are building win-win relationships with residents of low-income communities and discovering they are bound together in the quest for wealth creation and sustained prosperity.

There was a time when America's corporate leaders viewed low-income communities and the people who live in them primarily as beneficiaries of philanthropy. Indeed, the United States has a history and practice of corporate philanthropy unrivaled in the world. What follows, however, illustrates the move among businesses to go beyond corporate giving, and to invest in opportunities emerging in overlooked markets.

Distressed rural areas and hardscrabble inner cities are transforming themselves into some of America's most competitive places to do business. Many companies are already reaping the benefits of investing in low-income communities and their residents in order to expand their customer base, stabilize their workforce, locate top suppliers, invest corporate assets, and build good community relations.

To engage in these new business approaches, companies are forming strategic alliances with organizations such as community developers, community development financial institutions, employer organizations, trade associations, high schools and community colleges. These organizations function as intermediaries, linking a company to resources needed to get the job done.

A report prepared for the Second White House Business and Entrepreneurial Roundtable stated that intermediaries can reduce the up-front costs that firms would otherwise bear in learning the dynamics of a new market or workforce. "An effective intermediary organization provides valuable local knowledge for reaching new markets, builds trust as companies work with established community institutions, and offers broader community credibility."

Recognizing these business trends, in 1996 the Ford Foundation launched the Corporate Involvement Initiative, which aims to increase business investment in America's low-income communities by working with companies in doing what they do best: creating income and wealth. To that end, we are supporting a network of business and community economic development intermediaries. These organizations serve many functions: They conduct state-of-the-art research, act as information clearinghouses, provide strategic advice to business leaders and make deals. A list of these organizations with contact information appears at the back of the brochure.

This brochure presents outstanding corporate models for developing untapped markets, meeting human resource challenges, making real estate decisions and enhancing other corporate assets, branding and corporate citizenship, and purchasing and procurement. The companies and cases included here represent only a handful of the many innovative examples of corporate involvement that exist today throughout the country.

The engagement of these businesses with underserved communities is not charitable; their investments are intended to boost the commercial outcomes of companies while enhancing economic opportunity for communities. In a recent *Harvard Business Review* article Professor Rosabeth Moss Kanter states that a number of companies "are moving beyond corporate social responsibility to corporate social innovation." They view community needs as opportunities to develop ideas and demonstrate business solutions, to find and serve new markets, and to solve long-standing business problems. These businesses are, according to Kanter, at "the vanguard of the new paradigm."

The corporate models in this brochure illustrate this "new paradigm," demonstrating that business investment in communities through alliances with a broad set of stakeholders can result in a healthier economy and positive business outcomes.

Susan V. Berresford
President
Ford Foundation

development of untapped markets

challenge:

Suburban markets are saturated while demand for goods and services is unmet in inner city and rural markets. How can you secure a competitive edge selling to this expanding, new customer base?

"Strengthening America's Neighborhoods" program is an outstanding example of our approach to community involvement. In the Cincinnati area, employees volunteer personal hours with community-based nonprofits, the regional office provides grants to human services organizations and safety programs. We are also supporting programs that train homeowners and first time homebuyers in maintaining and repairing their homes. These activities and investments create market opportunities and also allow us to help the community meet its goals.

ROGER EIGSTI
CHAIRMAN AND CEO
SAFECO INSURANCE CO.

solution:

Low-income communities and minority populations comprise the fastest growing customer base in the country. Well-established community organizations offer improved access to lucrative, untapped markets.

Confronted with today's competitive business environment, businesses are accelerating their push into foreign markets. But, according to research conducted by the nonprofit Initiative for a Competitive Inner City (ICIC), there are substantial, untapped markets very close at hand: the densely populated inner cities of America. They offer businesses highly concentrated buying power and the opportunity to develop new ideas and products for specialized markets. The unmet demand in these areas ranges from 25 percent to 60 percent.

Research shows that inner-city residents have preferences that are common to all consumers; they want quality goods and services, branded offerings, competitive prices and quality customer service. And they have the dollars to back up their preferences. According to ICIC, "conservatively, inner-city consumers constitute \$85 billion in annual retail buying power – far more than the entire country of Mexico."

Businesses are discovering that untapped communities – rural, as well as inner-city areas – can be a profitable source of revenue. Many of these companies collaborate with community organizations and nonprofit brokers to gain access to these substantial, untapped markets and to engage in new product development. See pages 28-31 for resources and contact information.

1	CORPORATE MODEL: CORPORATION: COMMUNITY ORGANIZATION: LOCATION:	Expanding Franchise Markets Emerging Vision, Inc. (Sterling Optical) Abyssinian Development Corporation Harlem, New York
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When Emerging Vision established a Sterling Optical store in 1998 in Harlem more than 100 eye exams were booked the day it opened. Among new stores, the Harlem franchise outlet is one of the top three revenue generators in the optical firm's 87-year history. Sterling's outlet in Bedford Stuyvesant, Brooklyn, opened in the summer of 1999 to better-than-expected sales. The company is in negotiations to start operations in Houston, Minneapolis, Chicago, and Los Angeles and plans to open 10 inner-city stores a year. The Local Initiatives Support Corporation (LISC), a national economic development intermediary, provided the financing needed to open the store in Harlem. Through its national Neighborhood Franchise Project, LISC linked Sterling with the Abyssinian Development Corporation, an affiliate of the Abyssinian Baptist Church, which helped assemble an investment partnership of five minority entrepreneurs. Sterling Optical's alliance with LISC has led it to additional franchise investors in other inner-city markets.

2	CORPORATE MODEL: CORPORATION: COMMUNITY ORGANIZATION: LOCATION:	Maximizing Sales in New Markets Pathmark Stores, Inc. New Community Corporation Newark, New Jersey
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Pathmark Stores, Inc. has been committed to increasing its inner-city supermarkets since its initial investment in Newark in 1990. In a joint venture with the nonprofit developer, New Community Corporation, Pathmark built a 44,000-square-foot store as the anchor for a new shopping center in Newark's Central Ward, an area that had been without a supermarket for more than 10 years. The store stocks African-American and Hispanic specialty items and is the focal point of a yearly community-oriented cultural celebration. The Newark Pathmark ranks second in sales in the 144-store chain. Weekly sales volume has consistently exceeded original projections and sales per square foot are higher than the overall Pathmark and industry averages. More than 50,000 shoppers provide a high volume of traffic every week. This experience has led Pathmark to develop a relationship with The Retail Initiative of Local Initiatives Support Corporation (LISC), a national economic development intermediary, resulting in the opening of another supermarket in Harlem. Pathmark is committed to expanding its chain in America's urban areas. While accounting for only 22 percent of all its stores, Pathmark's city stores represent 25 percent of total profits. In recent years, Pathmark doubled its urban outlets to 50 percent of its total stores.





There are inner-city neighborhoods with ample disposable income that are not being served. This is a huge opportunity for us because there's a great need for our services.

This expansion can help us obtain a much larger share of the vision care business.

JERRY DARNELL
VICE PRESIDENT OF FRANCHISING
STERLING OPTICAL

Our home mortgage program's performed very well. It stabilizes neighborhoods and makes them more attractive to business and investors. This is not a social partnership. It's a business alliance.

VICKY TASSAN
MANAGER OF NATIONAL BUSINESS DEVELOPMENT SUPPORT
BANK OF AMERICA

3	CORPORATE MODEL:	Attracting Lucrative New Sales
	CORPORATION:	Sears, Roebuck & Co., and Target
	COMMUNITY ORGANIZATION:	Various
	LOCATION:	East Los Angeles Neighborhoods

Sears, Roebuck & Co. and Target are successfully drawing the dollar power of one of the fastest growing markets in the country – Hispanic immigrants. The Sears store in Boyle Heights, Calif., is one of its most successful outlets. Sales have reached \$394 per square foot, far above the \$318 national average for the chain. Target developed a prototype store aimed at similar demographics in nearby City of Commerce. Annual sales there have increased 17 percent, compared to a 7.2 percent average increase for all the chain's stores. To cultivate this market, the two companies consulted community leaders on consumer preferences. Sears developed new products such as the Salcedo apparel line while Target stocks hard-to-get specialty items such as Fabuloso cleanser, Suavitel fabric softener and La Bella hair care products. Both retailers are expanding this targeted sales approach across the country, using Spanish-language magazines, Web sites, and cultural events and promotions.

4	CORPORATE MODEL:	Expanding and Improving Portfolio Performance
	CORPORATION:	Bank of America
	COMMUNITY ORGANIZATION:	Neighborhood Assistance Corporation of America
	LOCATION:	Targeted Neighborhoods Nationwide

Since 1996, Bank of America has provided \$150 million in home mortgages to 1,400 low- to moderate-income families and individuals in Atlanta, Baltimore, Washington, D.C. and the bank's home city of Charlotte, N.C. Bank of America's increased mortgage lending portfolio has been facilitated through its relationship with the nonprofit Neighborhood Assistance Corporation of America (NACA), based in the Boston area. NACA runs outreach and education programs to attract prospective buyers from targeted neighborhoods. Prospective buyers attend a mandatory, 10-week training program in order to qualify for a Bank of America loan with no down payment, but at market-level interest rates. Courses cover personal finance, how to qualify for a loan, how to repair a credit history and how to save money for home repairs. Those who complete the class must invest in a neighborhood stabilization pool to cover a limited number of late mortgage payments. In addition, NACA calls homebuyers if they are even a day late on payments. In 1998, the bank committed an additional \$3 billion over ten years in mortgage loan funds to be administered through NACA in Oakland, Sacramento, Los Angeles, Memphis, Houston, Dallas, Fort Worth, San Antonio, Buffalo, Tampa and Jacksonville.

5	CORPORATE MODEL:	Rural Stability Brings Returns on Investment
	CORPORATION:	Northern State Bank
	COMMUNITY ORGANIZATION:	Impact Seven
	LOCATION:	Rural Wisconsin

Beginning in 1996, Northern State Bank aggressively lent to low- and moderate-income families and small businesses while working with Impact Seven to strengthen the economy of depressed communities throughout rural Wisconsin. The economic opportunity generated by Impact Seven's efforts with Northern State Bank and other corporations has helped create and retain more than 15,000 jobs, the majority filled by low-income individuals. Other loans have led to the creation of 19 business startups or expansions and the development of multi- and single-family homes valued at more than \$40 million. The delinquency rate for the bank's loan accounts has been a minuscule 0.33 percent, substantially lower than state and national averages for similarly sized banks.

6	CORPORATE MODEL:	Creating Value Through Customer Service
	CORPORATION:	State Farm Insurance
	COMMUNITY ORGANIZATION:	National Housing Services, A Division of Neighborhood Reinvestment Corporation
	LOCATION:	Nationwide

The Bloomington, Ill.-based State Farm Insurance Co., the nation's largest property and casualty insurer, has launched a series of initiatives to expand its markets while contributing to the economic vitality and safety of low-income neighborhoods. State Farm is investing \$50 million to finance outreach, training, underwriting of property insurance, and home safety loans. To help reach its goals, State Farm has developed a long-term, strategic business relationship with the nonprofit Neighborhood Housing Services (NHS), a division of the Neighborhood Reinvestment Corporation. In Chicago, for example, the company – in alliance with NHS of Chicago – formed the Home Safety Program. Working with the Chicago Fire Department, the NHS sponsors inspections of potential safety hazards such as furnaces and electrical systems and provides loans if repairs or replacements are needed. State Farm funds the loans once the homeowners have undergone training in repair and fire safety. The company also established home buying seminars in cooperation with NHS. Corporate representatives explain the home and insurance purchasing process, help with credit repair, and educate prospective buyers on property inspection and upkeep. These courses help future homeowners in the neighborhoods and identify new business for State Farm.

Our work with a consortium of lenders and leaders of the Chickasaw Nation led to an innovative risk-sharing venture to invest in affordable housing on Indian lands. We anticipate a \$650 million market opportunity from this approach and a solid portfolio of returns.

ROGER HAUGHTON
CHIEF EXECUTIVE OFFICER
PMI MORTGAGE INSURANCE CO.

All of our inner city stores are now above average or highly successful. Our number one franchising priority is now the inner city.

RUSSELL SMITH
INTERNATIONAL DIRECTOR OF FRANCHISE SALES
ATHLETE'S FOOT

Our specialized market research tools and data reveal inner-city market areas with over twice the sales opportunities of even the most prosperous suburban markets.

Leading companies are using these innovative tools to access untapped urban markets overlooked by conventional market research models.

SHELLY HERMAN
SENIOR MANAGING DIRECTOR
SHOREBANK ADVISORY SERVICES



Minority-owned firms are surpassing the growth of all U.S. businesses, growing at a rate of 17 percent per year, six times the growth rate of all firms. Minority firms' sales are growing at 34 percent per year, three times the rate of all firms.

GLENN YAGO
DIRECTOR CAPITAL STUDIES
THE MILKEN INSTITUTE



Our research has found that there are tremendous opportunities for the banking industry in working with low-income communities and individuals, especially given the growth of electronic banking.

MICHAEL A. STEGMAN
DIRECTOR OF THE CENTER FOR COMMUNITY CAPITALISM AT THE UNIVERSITY OF NORTH CAROLINA'S KENAN INSTITUTE

human resources challenges

challenge:

Demand for qualified employees has increased more quickly than the supply. How can you best recruit, screen, and hire qualified staff, lower turnover and improve worker retention?

The suburban stereotype of inner-city youth is not grounded in reality. Inner-city kids are entrepreneurs. We refer to our candidates as "renaissance engineers."

They not only understand the fundamentals of engineering, but

they're also very strong communicators.

They feel comfortable in various disciplines, including marketing, finance and sales. They feel comfortable working with a diverse group of people. They come away from here with an engineering degree, but by the time they leave, they're also excellent businesspeople.

LLOYD E. REUSS
EXECUTIVE DEAN
THE CENTER FOR ADVANCED TECHNOLOGIES
AND FORMER PRESIDENT OF GENERAL MOTORS

solution:

Establish links with effective community organizations, employer trade associations and educational institutions that provide workforce services beyond your company's core competencies. These collaborations can help meet clearly defined workforce objectives.

Across the nation, unprecedented economic growth and continuously changing technological demands have made it increasingly difficult for employers to find workers that possess the skills needed in today's workplace. A recent U.S. Census Bureau National Employer Survey showed that 75 percent of employers reported the skills required to perform production and support jobs had increased over the prior three years.

Old methods of recruiting, hiring, training and advancing workers are not meeting the needs of employers or employees. Maintaining the competitive advantage depends upon finding and keeping highly skilled and thoroughly trained workers.

According to the national organization Jobs for the Future, "having the proper fit when a person is hired yields a significant return on investment, reducing both turnover and the need for in-house training." The National Association of Manufacturers' Center for Workforce Development reports that "increasing the level of workers' education by one year boosts productivity by 8.5 percent in manufacturing." Further, a study by the National Bureau of Economic Research found that "formal employer-provided training increases productivity anywhere from 10 to 16 percent."

Employers in a variety of industries are deriving enormous benefits from alliances with community organizations, employer trade associations, high schools and community colleges that are working with companies to address their human resource challenges. These alliances provide demand-driven, employer-oriented solutions, helping to bring prepared new workers to the right jobs and helping to upgrade the skills of incumbent workers. See pages 28-31 for resources and contact information.

7	CORPORATE MODEL: CORPORATION: LOCATION: ACTIVITY:	Finding the Right People Salomon Smith Barney New York, New York Customized Job Training
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Salomon Smith Barney in New York City teamed up with Wildcat Services Corp. through Wildcat's Private Industry Partnership. Together they created a job training approach tailored to the Wall Street firm's needs. Wildcat case managers work with individuals formerly on public assistance, provide 16 weeks of classroom instruction, and solve housing, childcare and transportation issues. Pre-screened, highly motivated individuals begin work at Salomon Smith Barney as interns. During their internship, they receive additional training and supervision in entry-level positions the company needs to fill such as assistant research analyst, administrative assistants, positions in accounts payable and receivable and in customer service. During the internships, Wildcat provides case managers to work with the trainees and charges Salomon Smith Barney less than half the cost of regular temporary workers. The company earns tax credits that offset its payroll, saves costs, and receives candidates who are trained specifically for jobs the corporation needs to fill. Only individuals who complete successful internships are hired for full-time work.

8	CORPORATE MODEL: CORPORATION: LOCATION: ACTIVITY:	Achieving a Higher Job Retention Rate Marriott International 40 Sites Nationally Pathways to Independence
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The Marriott International hotel chain began Pathways to Independence as a job-training program for welfare recipients in 1991. Now, Marriott has programs in 40 cities where it assigns trainees to the front desk, switchboards, restaurants and laundries. They provide security, drive customers to and from airports, and handle luggage for the corporation's Renaissance, Marriott, Courtyard by Marriott, Renaissance Inn, and Fairfield Inn hotel chains. Marriott has built business relationships with nonprofit organizations around the country, including Common Ground Community Times Square Jobs in New York; Noah in Silver Springs, Md.; and Alamo Workforce Development in San Antonio. They provide necessary support for the welfare trainees, including counseling, tutoring on personal finances, courses on time management and substance abuse prevention programs. Marriott runs the job-specific training for its hotel needs. Pathways to Independence participants graduate at a rate of more than 90 percent. Between 65 percent and 70 percent of the graduates remain in the job after one year, compared with 50 percent of conventional hires. The continuity of these employees contributes to the hotel's quality of service; and service offers a competitive edge in the hospitality industry. Pathways provides the company with a vital source of quality service, which is especially important because Marriott plans to open an additional 140 Residence Inns over the next four years.

We want to create opportunities
and provide training for people
who normally don't have access
to the entertainment industry.

JEFFREY KATZENBERG
CO-FOUNDER
DREAMWORKS SKG

The number one impediment to
economic growth is lack of
skilled workers. To respond to this
critical need, NAM and the Center
for Workforce Success provide
innovative solutions to help
employers meet their
workforce needs.

PHYLIS EISEN
VICE PRESIDENT AND EXECUTIVE DIRECTOR
NATIONAL ASSOCIATION OF
MANUFACTURERS
CENTER FOR WORKFORCE SUCCESS

9	CORPORATE MODEL:	Redefining Manufacturing Engineering Education
	CORPORATION:	The Greenfield Coalition for New Manufacturing Education
	LOCATION:	Detroit, Michigan
	ACTIVITY:	Curriculum Leading to Employment and Higher Degrees

The Greenfield Coalition for New Manufacturing Education is comprised of six corporate partners: Daimler Chrysler, Cincinnati Machine, Detroit Diesel, EDS, Ford Motor Co., and General Motors; five major universities: Lawrence Technology University, Lehigh University, University of Detroit Mercy, University of Michigan, and Wayne State University; The Society of Manufacturing Engineers; and the nonprofit Focus: HOPE, which serves a low-income population in the Detroit area. Through its Center for Advanced Technologies (CAT), Focus: HOPE integrates hands-on manufacturing training and academic learning within a production setting and educates advanced manufacturing engineer-technologists at world-competitive levels. Candidates are paid wages for manufacturing duties for 40 hours a week and upon graduation employers benefit immediately because CAT graduates require minimal postgraduate training. Since 1993, more than 180 candidates have joined the work force, 6 have earned Bachelor's Degrees and 20 have earned Associate's Degrees.

10	CORPORATE MODEL:	Franchisee Recruitment and Staffing Operations
	CORPORATION:	McDonald's Corporation
	LOCATION:	Nationwide
	ACTIVITY:	Youth Employment and Franchisee Development

McDonald's comprehensive business development strategy and standard procedures in recruiting and training franchisees, employees and managers are tailored to respond to the dynamics of often overlooked markets. Says McDonald's CEO Jack Greenberg, "It's not just the right thing to do from a moral and ethical point of view, it's also the right thing to do from a business standpoint." McDonald's is one of the country's largest employers of young people. Reflecting its commitment to developing its entry-level employees, more than half of McDonald's executives and more than a third of its independent owner/operators started their careers as crewmembers behind the front counter of a McDonald's restaurant. The company consistently receives awards as an outstanding employer from educators, trade journals and minority associations.

11	CORPORATE MODEL:	Meeting the Workforce Needs of an Industry
	CORPORATION:	DreamWorks SKG
	LOCATION:	Los Angeles, California
	ACTIVITY:	JobLink

DreamWorks SKG, the film and television production company, recently announced a \$5 million commitment to seed an industry-wide initiative called JobLink. Its purpose is to train low-income residents to help meet the workforce needs of the fast-growing entertainment industry. One feature of JobLink is that DreamWorks Television, Feature Film, Information Technology and Animation divisions will participate in designing the curriculum in Entertainment Studies and Information Technology within the Los Angeles Community College District. The community college program will offer a unique blend of classroom instruction, student and faculty mentoring, industry internships, lectures and technical advice by industry leaders. JobLink builds upon a range of industry-focused training and education efforts already supported by DreamWorks. These include the Street Lights program, which provides training for the hard-to-employ to enter the industry as production assistants; Workforce L.A.'s Media Academy training centers in four area high schools; Concerned Citizens of South Central Los Angeles' computer and video production courses; and programs in drawing animation and math skills as part of L.A.'s Best, a city-wide, after-school program. DreamWorks is working to engage other companies in the JobLink program.

12	CORPORATE MODEL:	Reaping Benefits from Training
	CORPORATION:	Gateway Corporation
	LOCATION:	Hampton, Virginia
	ACTIVITY:	Higher Education for Low-Income Students

Gateway Corporation is a leading global manufacturer of personal computers. Since opening a plant in Hampton, Va., in 1996, employment has risen from 160 to more than 2,200 with further significant growth projected. To support its rapid growth in Hampton and around the world, Gateway has successfully met its labor needs through collaborations with a range of nonprofit, business and educational organizations. Gateway is part of a consortium working with Thomas Nelson Community College to enhance the capacity of the local workforce, generate a pipeline of skilled employees for the information technology industry and create a significant number of entry-level jobs with the potential for advancement. Through the college's regional Workforce Development Center, Gateway requested that students receive training customized for available entry-level jobs in production, clerical work, material handling and shipping. As a result of the program, Gateway was able to hire 500 employees within 90 days of opening the Hampton facility. As Gateway expanded, the turnover rate for those trained by the college was lower than among its direct hires. The Workforce Development Center recently helped Gateway fill another 500-600 positions. Gateway is also involved in expanding degree and training programs at local high schools and the engineering department at Old Dominion University.

Companies across the country are using many kinds of training to keep their workers up to speed in the wake of rapid technological advances. Efforts include everything from Westvaco's Learning Center, where cash incentives encourage employees to take courses, to Maytag's on-campus university, which offers top-grade courses for workers with busy schedules. If we want to fully capitalize on the benefits of training we need a commitment from the entire community.

CALVIN A. CAMPBELL JR
PRESIDENT AND CEO
GOODMAN EQUIPMENT COMPANY AND
FORMER NATIONAL ASSOCIATION OF
MANUFACTURERS CHAIRMAN





Companies are looking for new solutions in the new economy. By investing in innovative partnerships with community education and training organizations, businesses across the country are able to tap into a source of reliable and capable workers and develop solutions designed by business for business.

HILARY PENNINGTON
PRESIDENT
JOBS FOR THE FUTURE



Many of our member companies have found great success by becoming more involved in the local job training systems. The idea is to make training demand-driven, so that solutions are tailored to the unique needs of their business. Local chambers of commerce can work as facilitators bringing their member companies together with organizations that can develop unique workforce development solutions.

BETH BUEHLMANN
EXECUTIVE DIRECTOR
U.S. CHAMBER OF COMMERCE
CENTER FOR WORKFORCE PREPARATION

real estate and other corporate assets

challenge:

Investing physical or financial assets in ways that contribute to your competitive positioning and add value. How do you streamline the process and find deals that provide a return on investment?

More and more corporations are deriving economic benefits from investing liquid assets in funds that contribute to business growth in overlooked inner city and rural markets. These companies are partners in sound concerns with expanding potential earnings. At the same time they reap returns on their investment and contribute to the economic development of areas where their customers and employees often reside.

D. WAYNE SILBY
CO-FOUNDER
CALVERT GROUP, LTD.

solution:

Many companies benefit from the expertise of community developers and socially responsible investment networks which can assist in all aspects of management of corporate assets from site location to identifying solid business opportunities to investment vehicles that put money to work.

Managing a corporation's assets, both physical and financial, can be enhanced through investment in community economic development, resulting in strategic competitive advantages for firms. Office buildings, manufacturing plants and warehouses often comprise up to 30 percent, or more, of corporate assets. Managing those assets, locating suitable sites and maintaining property and operations are critical aspects of corporate viability.

Many corporations have found that working with community developers, nonprofit groups already experienced in real estate and neighborhood revitalization, creates the basis for successful relocation or expansion of physical assets. In addition, such ties can help an employer identify and train local residents who will be reliable workers. And an alliance with nonprofit organizations can build trust with residents, local institutions and small merchants in a community.

Other businesses have invested their financial assets in investment funds that yield returns and contribute to business and economic growth in disadvantaged areas. These companies often team with equity fund managers and nonprofit corporations to identify the best markets. Through careful analysis and joint ventures, corporations are uncovering new opportunities for capital investment in reliable, growth-oriented businesses in underserved markets. See pages 28-31 for resources and contact information.

13	CORPORATE MODEL:	Profiting Through Community Revitalization
	CORPORATION:	Eaton Corporation Navy Controls Division
	COMMUNITY DEVELOPER:	Northwest Side Community Development Corp.
	LOCATION:	Milwaukee, Wisconsin

Eaton Corp., a leading supplier of power conversion instruments and controls for the U.S. Navy's ships and submarines, sees community success as fundamental to business success. So, rather than relocating from a declining industrial section of Milwaukee, Eaton decided it could better compete if it stayed and fostered the strength of the local neighborhood where its roots were deep. Eaton credits its strong alliance with the Northwest Side CDC as the cornerstone of the company's success. The two joined forces to recruit entrepreneurs to the area who provide customized products for Eaton's highly specialized needs. Eaton and Northwest Side CDC developed a community-based crime prevention program that was the key to enhancing security for the company and the surrounding area. Together they have also created a school-to-work program that keeps youth off the streets and teaches them job skills while sending 60 percent of graduates to college. They also devised a pioneering welfare-to-work strategy that places 74 percent of trainees into well-paid jobs. Since 1994, Eaton's sales have increased 170 percent and its workforce by 50 percent. The company's reputation for providing highly reliable advanced technology products has grown along with the neighborhood's image as a place with prosperous businesses and job opportunities.

14	CORPORATE MODEL:	World Class Headquarters Expands to Inner City
	CORPORATION:	Pfizer
	COMMUNITY DEVELOPER:	New London Development Corp.
	LOCATION:	New London, Connecticut

In 2001, the global pharmaceutical giant, Pfizer, will open its new \$270 million headquarters for worldwide pharmaceutical development operations on a large abandoned industrial site in the distressed port town of New London, Conn. Pfizer chose the site over other locations it had been considering because it was impressed with the New London Development Corp.'s (NLDC) development activities, including plans for creating a hotel and new housing for Pfizer employees. In searching for the site, Pfizer benefited from a strategic relationship with NLDC, which has attracted state and federal financing for the revitalization effort. NLDC is developing a hotel and conference complex with 160 to 200 rooms, banquet facilities, restaurants and a retail center near the Pfizer site. The NLDC also will help develop a facility that integrates fitness centers with a medical services clinic, along with 80 waterfront residential units, including townhouses and a condominium tower, with a riverfront esplanade to connect the housing to the wellness center. In addition to the expected 2,000 scientists, statisticians, executives and other professionals who will be working in the new Pfizer facility, NLDC will work with the company to recruit approximately 500 local residents for support positions. NLDC is also developing a biotechnology research cluster that will accommodate emerging companies that conduct research in concert with Pfizer.

We have the scientific capabilities to probe diseases and discover and develop tomorrow's medicines. We are delighted to be building our new world-class facility to develop these drugs in New London, Connecticut, joining the city, state and the New London Development Corporation in their commitment to this community and our state's biotechnology industry.

GEORGE MILNE, JR.
EXECUTIVE VICE PRESIDENT
PFIZER GLOBAL RESEARCH AND DEVELOPMENT
PRESIDENT
WORLDWIDE STRATEGIC AND
OPERATIONS MANAGEMENT

Cultivating close ties to community groups is the place to start. They can help identify and train local residents who will be reliable workers. Nonprofit community groups may also have development expertise and access to government financing and tax credits. They create trust that dispels the view that outside chains come in to take advantage.

JOHN A. SHIELDS
CHIEF EXECUTIVE OFFICER
FIRST NATIONAL SUPERMARKETS

Too often, corporations simply write checks. That's why this partnership is unique. It represents an investment – not a grant. We fully expect our investment to provide new and greater business opportunities.

KEN DERR
CHAIRMAN
CHEVRON U.S.A.

Many established companies are choosing to remain in their current inner-city locations. Investing in the surrounding community is often a more cost-effective decision than relocating plant and equipment to expensive urban or suburban locations, or even overseas.

ROY PRIEST
PRESIDENT & CEO
NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT

15	CORPORATE MODEL:	Increasing Sales by Financing Local Entrepreneurship
	CORPORATION:	Chevron U.S.A.
	COMMUNITY DEVELOPER:	The Freedom Fund
	LOCATION:	Oakland, California

Chevron, a San Francisco-based global energy firm, has focused on low-income neighborhoods in nearby Oakland to create businesses, job training and educational opportunities for economically disadvantaged African-Americans – opportunities that benefit the corporation. The approach helps Chevron solve business problems, such as how to help Chevron operators reduce crime at inner-city gas stations, and increase sales through better public safety. Through a strategic collaboration with the nonprofit, Oakland-based Freedom Fund, the energy corporation found applicants for its job training at Chevron University in San Ramon. Trainees learn how to market, merchandise, maintain inventory and provide customer service at gas stations that typically offer convenience store goods. The new operators were assigned to a marginal, crime-plagued gas station in April 1998. Since then, there has been only one crime at this station and sales are up 200 percent. Local residents view the station as a community institution and Chevron has expanded its collaboration with the Freedom Fund. The nonprofit group located a vacant lot with two abandoned liquor stores, bought the land and leased it to Chevron. Chevron invested \$1.6 million to build a 2,800-square-foot facility, its largest station in the city. Monthly sales of about 180,000 gallons of gasoline at this station have exceeded expectations, nearly matching the level of the first Freedom Fund station. The Freedom Fund is developing a retail center next door to this latest gas station that will generate more traffic and business for Chevron and jobs for local residents. In the meantime, two more deals are being planned this year to build additional gas stations on new sites in Oakland.

16	CORPORATE MODEL:	Creating Value Through Venture Funds
	CORPORATION:	Enron
	COMMUNITY DEVELOPER:	Covenant Community Capital Corporation
	LOCATION:	Houston, Texas

The Houston-based natural gas company, Enron, created a wholly owned venture capital subsidiary, the Houston Economic Opportunity Fund, to invest in businesses owned by inner-city entrepreneurs in the Houston area. Enron teamed with economic developer, Covenant Community Capital Corporation, and Intrust USA, an equity fund manager, to set up its investment fund. The Fund's board of directors has committed an initial \$20 million in financing for inner-city firms and has already invested \$6.6 million in six companies engaged in such varied ventures as real estate, global e-commerce, food service, education software, transportation and telephone customer service. Enron's Houston Economic Opportunity Fund targets urban businesses owned by women and minorities by purchasing equity in companies ranging in amounts from \$100,000 up to \$5 million in individual companies. Enron expects its investments to generate a rate of return of 18 percent to 20 percent.

17	CORPORATE MODEL:	Relocating for Growth Opportunities
	CORPORATION:	Hispanic Manufacturing Center
	COMMUNITY DEVELOPER:	Mexicantown Community Development Corp.
	LOCATION:	Detroit, Michigan

In 1997, Gonzales Design Engineering, Ideal Group and Uni Boring, three suburban Detroit, Hispanic-owned manufacturers of major parts for the automobile industry, formed a partnership. They moved their operations to a 22-acre facility in Southwest Detroit, a community with a large Hispanic population. The Hispanic Manufacturing Center (HMC) became one of the largest empowerment zone operators in the nation, employing 350 people and generating combined sales of \$84 million in 1999. The business owners worked with the Mexicantown CDC and the Southwest Development Corp., which hired contractors to restore the area, helped finance the environmental clean-up of commercial sites for area merchants and organized community policing programs that reduced crime in the neighborhood. In addition, the area offered a large pool of capable people eager to work. The Detroit Hispanic Development Corp. created a job-training program targeting gang members and welfare recipients. They receive training in welding and advanced techniques such as computer-assisted production and quality assurance inspection. HMC has hired 100 of the graduates, about 85 percent of whom reside in Southwest Detroit. Community leaders in the area are now promoting local tourism, sponsoring Hispanic festivals and marketing campaigns for area restaurants, as well as fostering more business relocations to the area.

18	CORPORATE MODEL:	Diversifying Financial Portfolios Through Economic Development
	CORPORATION:	Metropolitan Life Insurance Co.
	COMMUNITY DEVELOPER:	Various
	LOCATION:	New York, New York

Metropolitan Life Insurance Co. plans to add to its more than \$170 million in loans, guarantees and equity investments in community-based ventures by focusing on business development. Community development corporations can now use up to 20 percent of funds from MetLife on commercial ventures that maximize profits in low-income areas. MetLife has already reaped more than the below-market rates it charges for its community investments. The company vies with other life insurance giants for corporate contracts as well as individual policies and its reputation is a competitive factor. MetLife has extensive business relationships with nonprofit groups that benefit the company. MetLife has loaned \$3 million to the Community Reinvestment Fund, which purchases loans from development groups and sells them in the form of bonds. It invested \$7.5 million in the nonprofit-led restoration of the Times Square Hotel, in which Common Ground Community Housing Finance Development Corp. provides apartments, medical services, counseling and job training to low-income residents. The insurance corporation has invested in Local Initiatives Support Corp.'s The Retail Initiative to build supermarkets and create jobs in underserved inner-city communities, as well as purchasing \$2 million in mortgage notes from Habitat for Humanity to help it fund the construction of affordable homes. Now, MetLife's investments in nonprofit economic development activities will lead to more businesses and jobs in areas where it has already invested in affordable housing.

branding and corporate citizenship

challenge:

How can you generate increased good will for your company among a broad set of stakeholders, customers, employees and community residents, while contributing to the bottom line?

We want the communities where we do business to thrive and our employees who live in those communities to enjoy a high quality of life. We express our commitment to Central Texas, home of our corporate headquarters, and our other locations through the Dell Foundation, corporate community partnerships, employee giving, and an employee volunteer program that mobilizes hundreds of Dell employees around the world. When our company name is associated with these worthwhile endeavors, it adds to our competitive advantage.

MICHAEL S. DELL
CHIEF EXECUTIVE OFFICER
DELL COMPUTER CORP.

solution:

Strategic collaborations with well-regarded national and local community economic development organizations can enhance the image of your company and build solid community, customer and employee loyalty.



The Millennium Poll, sponsored in 1999 by The Conference Board and the Prince of Wales Business Leaders Forum, found that the primary factor influencing the reputation of a company among consumers is the social responsibility displayed by the firm. Six in 10 respondents to the poll listed social responsibilities, including labor practices, business ethics, or environmental impacts as the top traits that influence a company's reputation. This figure was even higher among opinion leaders. Respondents listed brand quality and reputation as the second most influential factor in the perception of a company.

Companies that do business in a manner that is responsive to the concerns of a company's multiple stakeholders have a strategic business advantage. A company's brand image can be enhanced when it is identified with issues that strongly appeal to its customers and employees. See pages 28-31 for resources and contact information.

CORPORATE COMMUNITY

RELATIONS MODEL:	Building Customer Loyalty Through Community Involvement
19 CORPORATION:	The Home Depot
LOCATION:	Various National Sites
ACTIVITY:	Volunteers and Investments That Contribute to Affordable Housing

19

As an extension of its sales motto, "Doing the right thing instead of just doing things right," The Home Depot invests company resources to secure safe and affordable homes in the hundreds of communities where it does business and where its employees and customers live. That includes providing supplies and volunteers for rebuilding areas hit by natural disasters and encouraging The Home Depot employees to work with local organizations and youth to design and build neighborhood playgrounds. The Home Depot also funds affordable homes for low-income individuals and families in cooperation with national builders such as Habitat for Humanity and Christmas in April, as well as community-based developers around the country. The company also collaborates with YouthBuild in more than two dozen cities to put young adults with troubled pasts into classrooms where they acquire basic skills before receiving training on inner-city construction sites. Some of these young people have joined the ranks of the company's full-time employees.

CORPORATE COMMUNITY

RELATIONS MODEL:	Building Good Will by Investing in Civic Infrastructure
20 CORPORATION:	BP Amoco
LOCATION:	Chicago Metropolitan Area
ACTIVITY:	Leaders Award Program and Fellows Program

20

BP Amoco, a division of British Petroleum, initiated its Leaders Award Program and Fellows Program to provide Chicago area nonprofit groups with more visibility in accord with its own business objectives, such as securing local markets. BP Amoco invites area business executives to nominate outstanding leaders of nonprofit organizations dedicated to creating jobs and sustainable communities. Each year two leaders are singled out for merit and each organization receives \$250,000 for specified program goals. Those awarded become part of a pool from which the corporation draws participants in its Fellows Program. Fellows receive executive training in financial management, marketing, media relations and other subjects at BP Amoco's Management Learning Center. BP Amoco is able to successfully highlight its presence among government officials, opinion leaders and primary customers as a company committed to the prosperity of neighborhoods where it operates its service stations.

Consumers place greater trust in companies aligned with social issues. Developing brand trust is critical for Internet-based cyberbrands that lack storefronts, sales people or other tangibles associated with building positive brand imagery.

BRAD GOOGINS
DIRECTOR
BOSTON COLLEGE CENTER FOR
CORPORATE COMMUNITY RELATIONS

Over the next decade, marketing and strategy curricula in America's leading business schools will become increasingly focused on the benefits and successful execution of social impact management, including cause-related and community-oriented investments and marketing strategies.

JUDITH SAMUELSON
EXECUTIVE DIRECTOR
ASPEN INSTITUTE'S INITIATIVE FOR SOCIAL INNOVATION THROUGH BUSINESS

CORPORATE BRAND	
21	LOYALTY MODEL: "Local Ties, World Class Connections"
CORPORATION:	Shore.Net
LOCATION:	Lynn, Massachusetts
ACTIVITY:	Collaboration with Area Schools

Shore.Net is one of the fastest growing Internet service providers in the nation. The company was established in 1993 when its entrepreneur owner obtained a \$25,000 loan from the nonprofit Lynn Economic Development Corp. (Lynn EDC) in Massachusetts. Since opening for business Shore.Net has gone from one employee to 100. It has annual sales of \$13 million and its five-year growth rate is 8,712 percent. The company was recently sold to Primus Telecommunications Group for \$43 million. Shore.Net's strategic relationship with the Lynn EDC, which is spearheading area revitalization, and other local nonprofit groups, allowed the Internet provider to significantly increase market share. The company provided basic Internet connections to public libraries and about 200 schools around the state at no charge. Many of the schools later bought the high-speed Internet service and Internet web-building capacity from Shore.Net. Students and their parents who had become familiar with the Shore.Net service began to order the service for their home computers. Shore.Net continues its outreach, providing Internet training for minority youths at a cultural center. It also hires six interns each year in customer service jobs after providing them with free Internet training at a vocational school. Shore.Net and the Lynn EDC's profitable alliance continues as well; the nonprofit has loaned the company an additional \$1 million for equipment and expansion since 1998.

CORPORATE BRAND	
IMAGE MODEL:	Enhancing Employee Loyalty Through a Unique Alliance
CORPORATION:	Timberland
LOCATION:	Boston, Massachusetts
ACTIVITY:	Community Involvement

Timberland's involvement in community activities began in 1989 with a donation of 50 pairs of boots for youth volunteers with the nonprofit group City Year, in Boston. Since then, the shoe and apparel manufacturer's decade-long association with City Year – a model for the national youth service program, Americorps – has expanded to 10 cities around the country. That expanded involvement includes investing more than \$8 million and outfitting corps members with uniforms and involving employees in every City Year Serv-A-Thon. Timberland sponsors City Year teams and encourages its employees to volunteer in such activities as mentoring children in local schools, creating after-school programs, teaching violence prevention and HIV/AIDS awareness, revitalizing parks and gardens, and participating in community initiatives. Timberland also provides expertise so the nonprofit group can develop a line of clothing to generate revenue. Around this key investment Timberland has built its employee-involvement program, Path of Service, and logged more than 115,000 paid hours of volunteer time.

When we developed high visibility in communities, more and more companies turned to us for their Internet needs. We gained a reputation as a local company that would be more responsive to customer needs.

LOWELL GRAY
PRESIDENT
SHORE.NET

A recent international study in which we took part concluded that two in three citizens want companies to go beyond their historical role of making a profit, paying taxes, employing people and obeying all the laws; they want companies to contribute to broader societal goals as well.

DAVID VIDAL
DIRECTOR OF CORPORATE CITIZENSHIP
THE CONFERENCE BOARD

purchasing and procurement

challenge:

Contracting suppliers who provide the most competitive prices, technologies, service and turnaround. What's an efficient way to identify motivated, reliable, leading-edge firms for your procurement needs?

solution:

Minority- and women-owned business enterprises are high-quality, low-cost competitors across a range of industries. These entrepreneurs supply more than \$40 billion in goods and services to American corporations and are an increasingly critical element as new trade agreements open markets in Latin America, Asia and Africa.

At Pitney Bowes, we clearly recognize the growth opportunity business diversity creates — not only in expanding our market access, but also in widening our base of mutually beneficial business relationships. Our efforts at supplier development pay off in multiple ways; we gain access to new customers and investors, and the earnings of our vendors spreads capital through communities.

MICHAEL J. CRITELLI
CHAIRMAN AND CEO
PITNEY BOWES INC.

The expanding global marketplace means increasing competition for cost-effective, time-sensitive quality products and services in the corporate supply chain. Corporations around the country are profiting from the proven track record of minority- and women-owned firms as quality suppliers of products and services in the global economy. According to the Small Business Administration's Office of Advocacy, such firms are one of the fastest growing segments of the U.S. economy. In 1997, more than 3.2 million minority-owned businesses generated \$495 billion in revenues.

Purchasing from or contracting with a diverse set of dynamic suppliers can give companies an important edge in their search for efficiency and innovation and spurs growth of small- to medium-size firms that are key contributors to a vibrant economy. At the same time, these relationships can facilitate entry to new markets both at home and abroad, as minority entrepreneurs provide insights and access to communities where wealth and population are growing. See pages 28-31 for resources and contact information.

23

CORPORATE MODEL: Fulfilling Staffing Needs and Creating Jobs
CORPORATION: IBM
SUPPLIER: Superior Design International (SDI)

Since 1995, IBM has relied upon Florida-based Superior Design International, owned by a Hispanic woman, to provide needed staff in a range of occupations from administrative positions to industrial workers in manufacturing facilities to computer programmers and systems analysts. IBM's contract with SDI reflects the recognition that its customer base and shareholders are increasingly diverse. Since the inception of its relationship with IBM in 1995, SDI has grown from a local 25-employee firm with a \$14 million IBM contract to an international company with 90 full-time staff doing \$65 million worth of business, supplying hundreds of employees to IBM's global offices and businesses around the world and creating new jobs worldwide. SDI also provides half of IBM's overall workforce diversity training.

24

CORPORATE MODEL: Solving Industry Problems and Increasing Savings
CORPORATION: Lucent Technologies
SUPPLIER: Summit Container Corporation

Lucent Technologies, formed in 1996, designs and manufactures telecommunications equipment, communications networks, software, and data networking systems. The company has saved \$27.7 million in procurement costs through relationships with minority- and women-owned firms and it has found that minority and women contractors can provide solutions to industry problems as well as savings to the company. One of Lucent's suppliers, the Hispanic-owned Summit Container Corp., developed an innovative method for protecting circuit packs from electronic discharge damage during shipment. Summit works with Goodwill Industries of Oklahoma City where workers store, assemble and deliver the containers to a nearby Lucent facility. Lucent also collaborates with intermediaries such as National Minority Supplier Development Council, which helps Fortune 500 firms identify qualified minority contractors and provides information and conferences on best industry practices. The National Congress for Community Economic Development has connected Lucent with minority-owned companies that buy equipment and components and sell them as finished products to regional telephone companies and other customers. In its first two years of operation Lucent bought \$1.86 billion in goods and services from companies owned by minorities and women — more than 10 percent of its total procurement business. It also benefited from more than \$400 million in technology sales to these firms in 1999.

Our commitment to diversity –
in choosing suppliers and in every
other area of our business –
gives us many advantages as we
strive to succeed in a highly
competitive industry.

RICHARD MCGINN
CHIEF EXECUTIVE OFFICER
LUCENT TECHNOLOGIES

The Minority/Female Supplier
Program represents an opportunity
for Xerox. Any corporation that wants
to stay competitive must constantly
seek new markets, new technologies,
new products and new alliances.
The energy and creativity provided
by young, expanding firms can make
them valuable business alliances for
Xerox through their ability to
quickly adapt to specific business
needs. It makes good strategic
sense to form alliances with new and
promising businesses.

PAUL ALLAIRE
CHAIRMAN AND CEO
XEROX CORP.

25	CORPORATE MODEL:	Expanding Wealth with an Increased Investor Base
	CORPORATION:	AT&T
	SUPPLIER:	Blaylock & Partners L.P.

When AT&T tapped the debt market with its \$8 billion global bond offering, the largest in U.S. history, African-American-owned Blaylock & Partners L.P. co-managed the deal with several other investment banking firms. AT&T has since engaged Blaylock in a \$450 million public offering, led and underwritten by that firm along with Utendahl, another minority-owned investment bank. These investments create new stakeholders among small- to medium-sized investors whose earnings and growing businesses benefit the community. The deals provide AT&T with access to new sources of capital. Through its alliance with minority-led investment institutions, the telecommunications corporation has placed its securities in new accounts and broadened its range of investors.

26	CORPORATE MODEL:	Proving the Track Record of Diverse Suppliers
	CORPORATION:	Xerox Corp.
	SUPPLIER:	Various

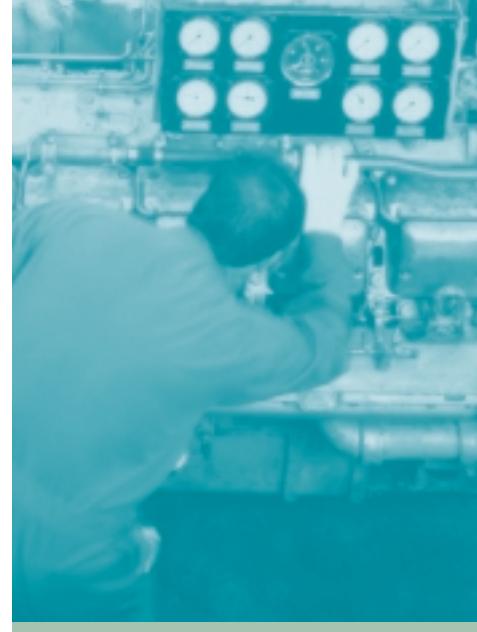
The Document Company Xerox recently analyzed its vendor network and found that its minority and women suppliers were equaling or surpassing the performance standards established by the company for its overall supplier base. Minority- and women-owned businesses had a parts rejection rate of 457 parts per million – significantly lower than the 700 rejected parts per million target for Year 2000 and lower than its overall supplier base performance. Minority- and women-owned businesses delivered a 12.3 percent cost savings to Xerox and were 1.8 percent better than the general supplier base productivity. Relative to delivery/landed lead time, 86.1 percent of these suppliers met their benchmark delivery schedule of seven weeks or less, which equaled the overall supplier base performance. This year alone, Xerox received numerous Supplier Diversity Awards including awards from the Upstate New York Minority Purchasing Council, as well as a Certificate of Achievement from the United States Defense Logistics Agency, the SBA Francis Perkins Award of Excellence, the SBA Dwight D. Eisenhower Award of Excellence and the United States Pan Asian Chamber of Commerce Award of Excellence.

27	CORPORATE MODEL:	Earnings Growth Through Minority Business Partners
	CORPORATION:	Johnson Controls
	SUPPLIER:	Epsilon Technologies

The Milwaukee-based Johnson Controls, a leading producer of automotive systems, has cultivated a large network of minority suppliers as well as joint venture partnerships with minority-owned firms. The corporation's minority contracting increased from \$86 million in 1997 to \$235 million in 1999. The suppliers, who are based in Tennessee, Ohio, Kentucky, Michigan and California, provide Johnson Controls with more than 30 different automotive components and parts including headrests, heating units, foam and electrical systems. These deals with minority-owned businesses are a big factor in Johnson Controls' sales and earnings growth. Since establishing its minority business development program, the company has won \$3 billion in new business from auto companies over the past three years as a result of their minority contracts. One of its most successful partnerships is the Detroit-based Bridgewater Interiors, co-owned with African-American-run Epsilon Technologies. Bridgewater Interiors recently began producing car seats for the Cadillac division of General Motors in a five-year, \$900 million deal. Bridgewater has since constructed a 125,000-square-foot factory in an empowerment zone in Detroit, garnering the company federal tax incentives for the majority of its 230 employees hired from the local area, along with a waiver on city and state taxes in the designated Renaissance Zone. Johnson Controls has also conveyed to other companies such as Dana Corp. and 3M how to profitably diversify its supplier base through its Project One Initiative.

Johnson Controls decided to be creative and proactive in developing partnerships with solid minority-owned firms. It paid off in development deals that benefit everyone. Based on successes like this, joint ventures will become more common between large corporations and minority firms.

RON HALL
CHIEF EXECUTIVE OFFICER
BRIDGEWATER INTERIORS



In 1998, purchases from minority-owned firms by NMSDC member corporations exceeded \$41 billion. This was accomplished not by lowering corporate purchasing standards – in fact, these standards have gotten much tougher in recent years – but by sourcing qualified firms and giving them business on a competitive basis.

HARRIET MICHEL
PRESIDENT
NATIONAL MINORITY SUPPLIER
DEVELOPMENT COUNCIL

The experience of corporations who do business with diverse suppliers is a classic win-win scenario. It not only enhances the operation of the corporate supply chain, it opens doors to new market segments and business opportunities. No matter what industry sector, these businesses have access to reliable, cost-efficient sources and competitive, quality deals.

BOB DUNN
PRESIDENT
BUSINESS FOR SOCIAL RESPONSIBILITY



contact information

The Ford Foundation's Corporate Involvement Initiative is supporting a number of organizations that can assist companies to enhance their competitive position while improving the economic health of America's communities. These organizations include business and community economic development intermediaries as well as research institutions. The following organizations can provide information, contacts, resources and strategic assistance.

Aspen Institute's Initiative for Social Innovation through Business (ISIB) provides valuable insight into the business leaders of tomorrow by having its finger on the pulse of today's business school students. Through research and surveys, ISIB is the leading source tracking national attitudes and practices in the top business schools.

Phone: (212) 895-8000
Contact: Judy Samuelson
www.aspeninstitute.org

The Boston College Center for Corporate Community Relations is a corporate membership organization affiliated with the Wallace E. Carroll School of Management that provides executive training, research, tools and information that support the successful design and implementation of win-win corporate community involvement strategies.

Phone: (617) 552-4545
Contact: Steven A. Rochlin
www.bc.edu/cccr

Brody, Weiser & Burns is a management consulting firm that enables corporations and nonprofits to bridge business and social goals. It builds corporate-community partnerships, writes business plans for nonprofit ventures, and advises private placement social investors.

Phone: (203) 481-4199
Contact: Francie Brody
www.brodyweiser.com

Business for Social Responsibility offers its 1,400 business member's resources, information and technical assistance on successful corporate strategies for emerging markets, site selection, purchasing/procurement, workforce development and other areas. Services include the Global Business Resource Center, an online source for information and guidance to business on community and economic development, human rights, environmental, governance and other issues of corporate social responsibility.

Phone: (415) 537-0888
Contact: Bill Boler
www.bsr.org

The Calvert Social Investment Foundation (Calvert Foundation) is dedicated to creating community investment as a new asset class. Through its below-market financial instruments and on-line information services, Calvert Foundation enables individuals and institutions to channel capital to disadvantaged communities.

Phone: (800) 248-0337
Contact: Shari Berenbach
www.calvertfoundation.org

The Committee for Economic Development is an independent, nonpartisan association of business and academic leaders known for its research and policy activities regarding critical economic and social issues such as growth and productivity of the U.S. economy, free global trade and greater opportunity for all Americans.

Phone: (212) 688-2063
Contact: Charles Kolb
www.ced.org

Community Development Venture Capital Alliance has more than 80 members, including 40 community development venture capital funds, which provide equity capital finance to small businesses to create good jobs, wealth, and entrepreneurial capacity that benefit low-income people and communities in the inner-city and rural areas throughout the United States and around the world.

Phone: (212) 980-6790
Contact: Kerwin Tesdell
www.cdvca.org

The Conference Board, a trusted source for business information for nearly a century, is a business membership organization that provides executive conferences, research and case studies on the country's most innovative and successful practitioners of corporate involvement in community economic development.

Phone: (212) 759-0900
Contact: David Vidal
www.conference-board.org

Initiative for a Competitive Inner City is a leading source of vital business data and economic analysis, demonstrating the market potential in America's inner cities.

Phone: (617) 292-2363
Contact: Anne Habiby
www.icic.org

Jobs for the Future (JFF) can provide businesses with human resource solutions in the form of effective models and strategies that employers can implement to build a highly skilled workforce. JFF links employers to networks of local educational institutions and organizations that provide training, skill-development and support programs tailored to a firm's needs.

Phone: (617) 728-4446
Contact: Lisa Hicks
www.jff.org

The Center for Community Capitalism in the Kenan Institute of Private Enterprise, University of North Carolina at Chapel Hill provides research and analysis to firms on business opportunities in untapped markets including the market potential and impact of electronic commerce on low-income neighborhoods.

Phone: (919) 962-8839
Contact: Michael Stegman
www.kenaninstitute.unc.edu

Laufer Green Isaac is an award-winning marketing communications, and public relations firm. It specializes in creating national communications campaigns, and in leveraging partnerships between corporations and nonprofits for mutual benefit. The firm counsels corporations, foundations, and nonprofits to increase the effectiveness of their strategic communications.

Phone: (310) 575-9200
Contact: Jessica K. Laufer
www.lauferpr.com

Local Initiatives Support Corporation assists community development corporations (CDCs) in transforming distressed neighborhoods into healthy communities. Among other things, this national organization provides low-cost financing and technical assistance for supermarkets, franchise ventures and other retailing in inner-city communities.

Phone: (212) 455-9800
Contact: Jeff Armistead
www.liscnet.org

The Milken Institute is a nonpartisan, nonprofit economic think tank that focuses on four areas of research. These are the global economy; capital markets and financial institutions; the role of education and human capital; and regional economics and demographics. The goals of the Institute are to create a more informed public, more thoughtful policy-making and improved economic conditions.

Phone: (310) 998-2600
Contact: Glenn Yago
www.milken-inst.org

National Association of Manufacturers/Center for Workforce Success is a century-old, nationally respected trade organization for manufacturers offering educational information, industry data and resources for developing innovative workforce solutions for manufacturers seeking a skilled labor pool.

Phone: (202) 637-3000
Contact: Phyllis Eisen
www.nam.org

National Community Capital Association is a membership organization of community development financial institutions (CDFIs) including community development loan funds, credit unions, venture capital funds, and microenterprise lenders. National Community Capital helps investors make sound community investing decisions that benefit economically disadvantaged people and communities.

Phone: (215) 923-4754
Contact: Mark Pinsky
www.communitycapital.org

National Congress for Community and Economic Development is a national trade association for community-based organizations. It offers a variety of services to businesses interested in corporate community partnerships including brokering relationships with local community-based organizations. Its areas of special focus are telecommunications, retail/franchising and healthcare.

Phone: (877) 446-2233
Contact: John Nelson
www.ncced.org

National Housing Trust offers lending institutions a unique opportunity to expand participation in affordable housing finance for America's low-income communities.

Phone: (202) 333-8931
Contact: Michael Bodaken
www.nhtinc.org

National Minority Supplier Development Council (NMSDC) is the leading resource for finding and establishing successful partnerships with minority suppliers across the country. NMSDC has helped thousands of corporations meet or exceed their minority procurement goals through linking them with certified minority-owned businesses.

Phone: (212) 944-2430
Contact: Donna Long
www.nmsdcus.org

Neighborhood Reinvestment Corporation provides strategic counsel, field expertise and research data to insurance and other companies interested in tapping the market potential of inner-city neighborhoods.

Phone: (404) 347-1004
Contact: Todd Pittman
www.nw.org/nrc

Net Impact is a network of emerging business leaders committed to using the power of business to create a better world. Through its central office and 50 local business school chapters, Net Impact helps members broaden their business education, refine their leadership skills and build meaningful careers.

Phone: (415) 778-8366
Contact: John Duffy
www.net-impact.org

The Prince of Wales Business Leaders Forum is an international not-for-profit organization which was founded in 1990 to promote socially responsible business practices that benefit business and society, and which help achieve socially, economically and environmentally sustainable development. The Forum works at the very highest levels in over 60 of the world's leading multinational companies, and is active in some 50 emerging and transition economies.

Phone: 011 44 07 467 3600
Contact: Jane Nelson
www.pwblf.org

Shorebank Corporation is the nation's premier community development bank. Shorebank Advisory Services is in the process of developing a comprehensive inner-city database and a set of market research tools that will provide the vital market intelligence needed for selecting sites and targeting market segments in untapped markets.

Phone: (773) 753-5694
Contact: Shelly Herman
www.shorebankadvisory.com

Social Compact has created a pioneering market analysis model – the Neighborhood Market Drill Down – built on innovative sources of dependable, business-oriented data that will support successful investment decisions in inner-city markets. Its Social Compact Awards program recognizes model business strategies for investing in traditionally undervalued neighborhoods.

Phone: (202) 686-5161
Contact: Lynn Reilly
www.socialcompact.org

Social Investment Forum is a national nonprofit membership organization dedicated to promoting the concept, practice and growth of socially and environmentally responsible investing. The Forum's membership includes over 500 social investment professionals and institutions.

Phone: (202) 872-5319
Contact: David Berge
www.socialinvest.org

Social Venture Network offers small business entrepreneurs the opportunity to network with their peers in the quest for community conscience solutions to current business challenges.

Phone: (415) 561-6501
Contact: Chris Gallagher
www.svn.org

U.S. Chamber of Commerce/Center for Workforce Preparation is the largest business federation in the world. It provides educational information and local community-based resources to businesses of all sizes and industries seeking solutions to worker shortages and training challenges.

Phone: (202) 463-5525
Contact: Beth Buehlmann
www.uschamber.com

The Ford Foundation is a resource for innovative people and institutions worldwide:

"A fundamental challenge facing every society is to create political, economic and social systems that promote peace, human welfare and the sustainability of the environment on which life depends.

We believe that the best way to meet this challenge is to encourage initiatives by those living and working closest to where the problems are located; to promote collaboration among the nonprofit, government and business sectors; and to ensure participation by men and women from diverse communities and at all levels of society."

From the Ford Foundation Mission Statement

F O R D F O U N D A T I O N

Ford Foundation Corporate Involvement Initiative officers and staff:

Melvin Oliver, Vice President, Asset Building and Community Development
Frank DeGiovanni, Director, Economic Development Unit
Michele Kahane, Program Officer, Economic Development Unit

Ford Foundation
320 East 43rd Street
New York, NY 10017
212-573-5064
www.fordfound.org