Corporate Social Impact: Measuring Social & Enterprise Value

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Topics to cover

① **Creating a measurement framework for both social and enterprise value**

② **Measuring the triple win of employee engagement: employees, society, and your corporation**

③ **Using tools like the Logic Model for evaluation and beyond**

④ **Discussion**

Johnson & Johnson GLOBAL COMMUNITY IMPACT
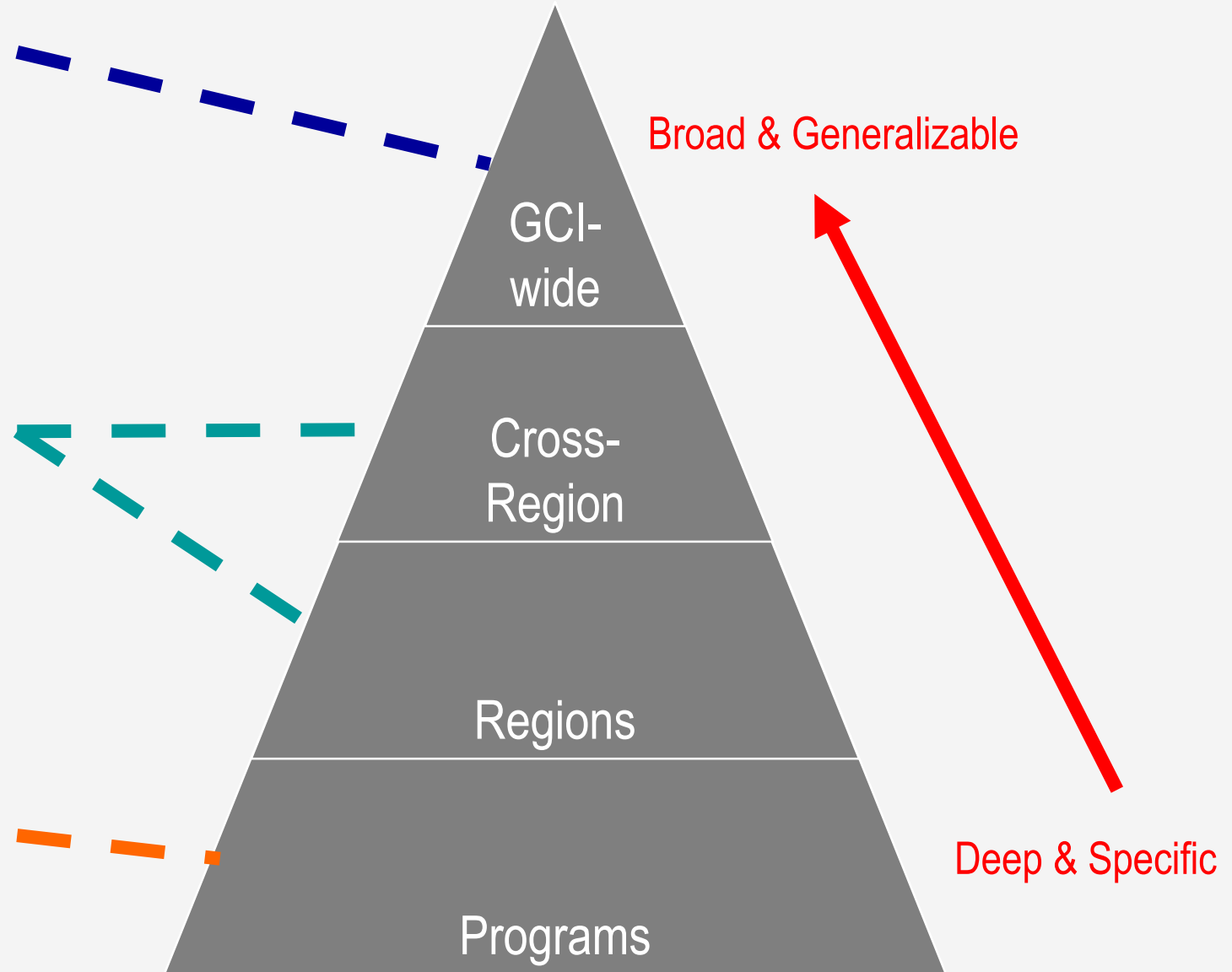
Our Purpose:

We **support and champion** the people on the front lines who are at the heart of delivering care.

Social and enterprise value: A measurement framework

Using our Value Map as the framework, we measure and report high-level KPIs that are relevant across GCI – like our SDG commitments.

Broad & Generalizable

GCI-wide

Across strategies and focus areas, our work contributes to outcomes across 4 domains of social change.

Cross-Region

Regions

We support program-specific evaluation when conditions are appropriate, as defined in LEAD (Learning, Evaluation & Assessment Document).

Deep & Specific

Programs

The **One GCI Theory of Change** highlights our work's key pathways of change

Our **work contributes to social change at 3 levels**, which allows for connection across strategies & focus areas.

People on the Front Lines | Health Systems | Vulnerable Populations

GCI enables J&J to provide a wide range of resources through a variety of mechanisms.

Our work supports and champions people on the front lines, providing deliverables both directly (as J&J) and through our partnerships.

Social Value

What we deliver improves capacity of people on the front lines to deliver care…

…ultimately contributing to stronger health systems and improved health outcomes.

Enterprise Value

Through our integrated value approach, we strengthen J&J connections with employees and external stakeholders...

…supporting talent retention and ultimately helping to advance J&J's reputation and shareholder value.
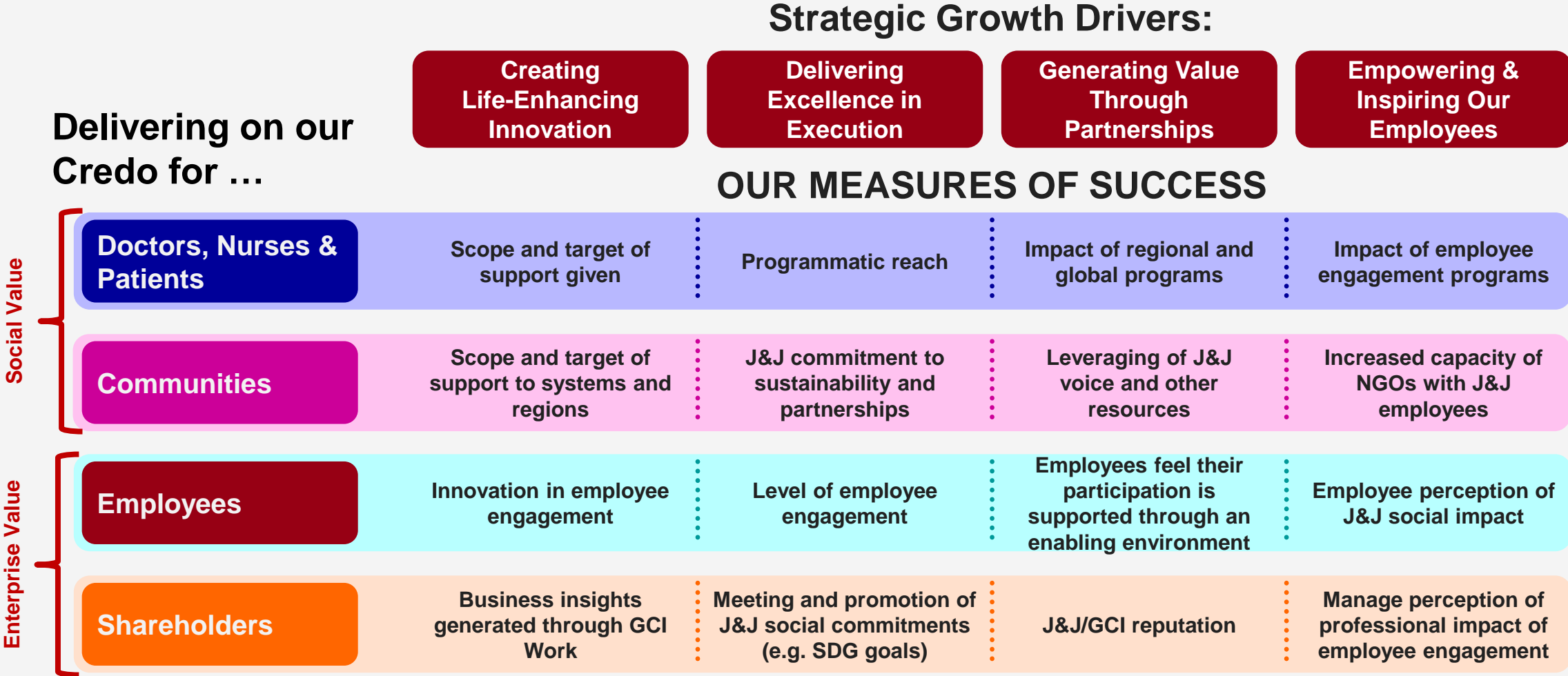
The **Value Map** serves as a dashboard to visualize GCI-wide KPIs (key performance indicators) – mostly inputs & outputs.

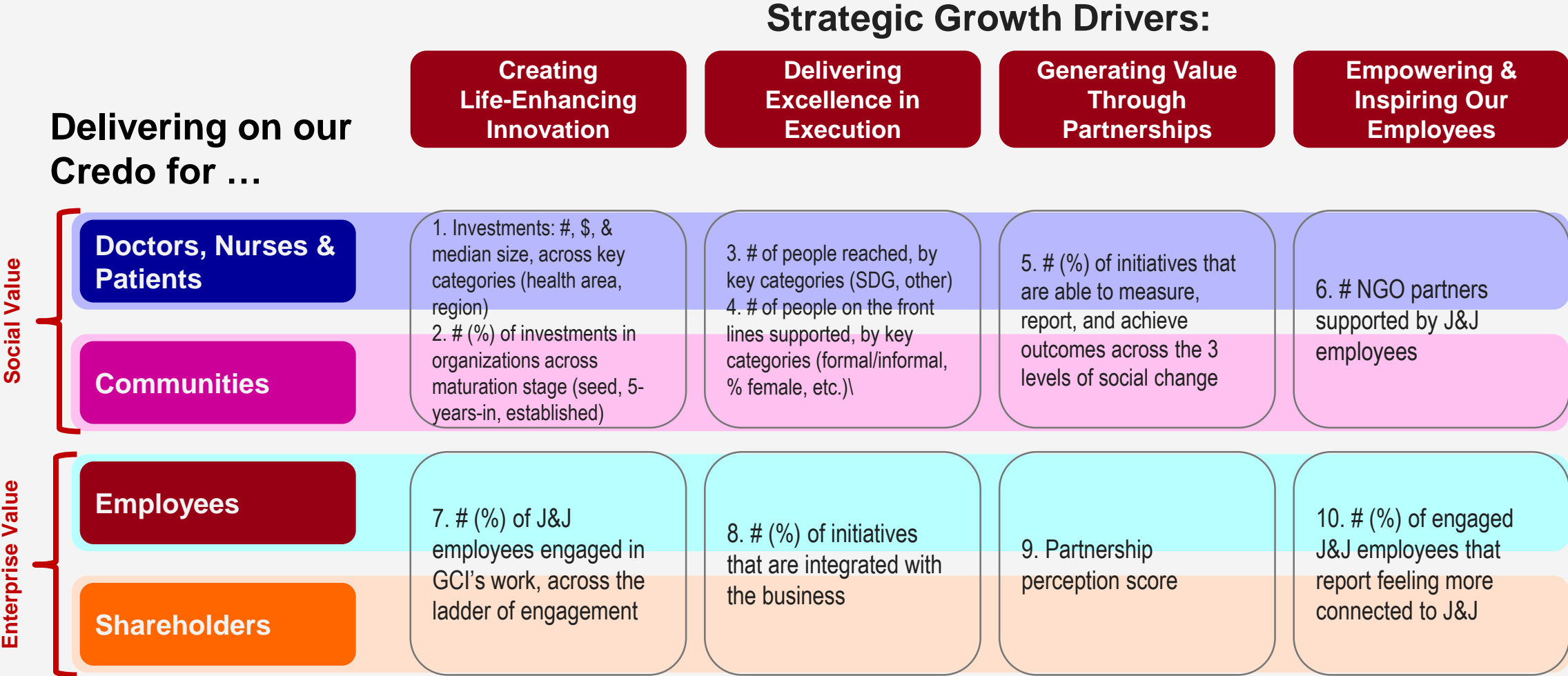*Our Talent for Good M&E approach seeks common indicators across the ladder of engagement.*

Ongoing work with GCA Strategy & Insights will help us understand our work's contribution to J&J reputation & favorability.

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One GCI Value Map

Strategic Growth Drivers:

Delivering on our Credo for …

	Creating Life-Enhancing Innovation	Delivering Excellence in Execution	Generating Value Through Partnerships	Empowering & Inspiring Our Employees
OUR MEASURES OF SUCCESS				
Doctors, Nurses & Patients (Social Value)	Scope and target of support given	Programmatic reach	Impact of regional and global programs	Impact of employee engagement programs
Communities (Social Value)	Scope and target of support to systems and regions	J&J commitment to sustainability and partnerships	Leveraging of J&J voice and other resources	Increased capacity of NGOs with J&J employees
Employees (Enterprise Value)	Innovation in employee engagement	Level of employee engagement	Employees feel their participation is supported through an enabling environment	Employee perception of J&J social impact
Shareholders (Enterprise Value)	Business insights generated through GCI Work	Meeting and promotion of J&J social commitments (e.g. SDG goals)	J&J/GCI reputation	Manage perception of professional impact of employee engagement

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Mapping KPIs on the One GCI Value Map

Delivering on our Credo for …	Strategic Growth Drivers:			
	Creating Life-Enhancing Innovation	**Delivering Excellence in Execution**	**Generating Value Through Partnerships**	**Empowering & Inspiring Our Employees**
Social Value — **Doctors, Nurses & Patients** / **Communities**	1. Investments: #, $, & median size, across key categories (health area, region) 2. # (%) of investments in organizations across maturation stage (seed, 5-years-in, established)	3. # of people reached, by key categories (SDG, other) 4. # of people on the front lines supported, by key categories (formal/informal, % female, etc.)\	5. # (%) of initiatives that are able to measure, report, and achieve outcomes across the 3 levels of social change	6. # NGO partners supported by J&J employees
Enterprise Value — **Employees** / **Shareholders**	7. # (%) of J&J employees engaged in GCI's work, across the ladder of engagement	8. # (%) of initiatives that are integrated with the business	9. Partnership perception score	10. # (%) of engaged J&J employees that report feeling more connected to J&J

Employee engagement: Measuring the triple win

J&J Talent for Good

CREATING A **TRIPLE-WIN**

1 NGO

* Access to innovative ideas and new ways of thinking

* Tapping into 'missing' knowledge and skills

* Speed up internal organizational processes

* Staff benefitting from expertise, motivation to do more and better

* Alternative to donor funding

* Help advance health solutions to resource poor environments

* Develop new business models that deliver long-term sustainable economic and social outcomes to local communities

2 Employee

* Gain field experience and obtain new insights

* Learn and grow, both personally and professionally

* Bring back learning to business and share with team members / larger J&J community

* Entrepreneurial spirit that brings new opportunities (nurturing 'talent')

* Ambassador for J&J / the Program as well as for the NGO
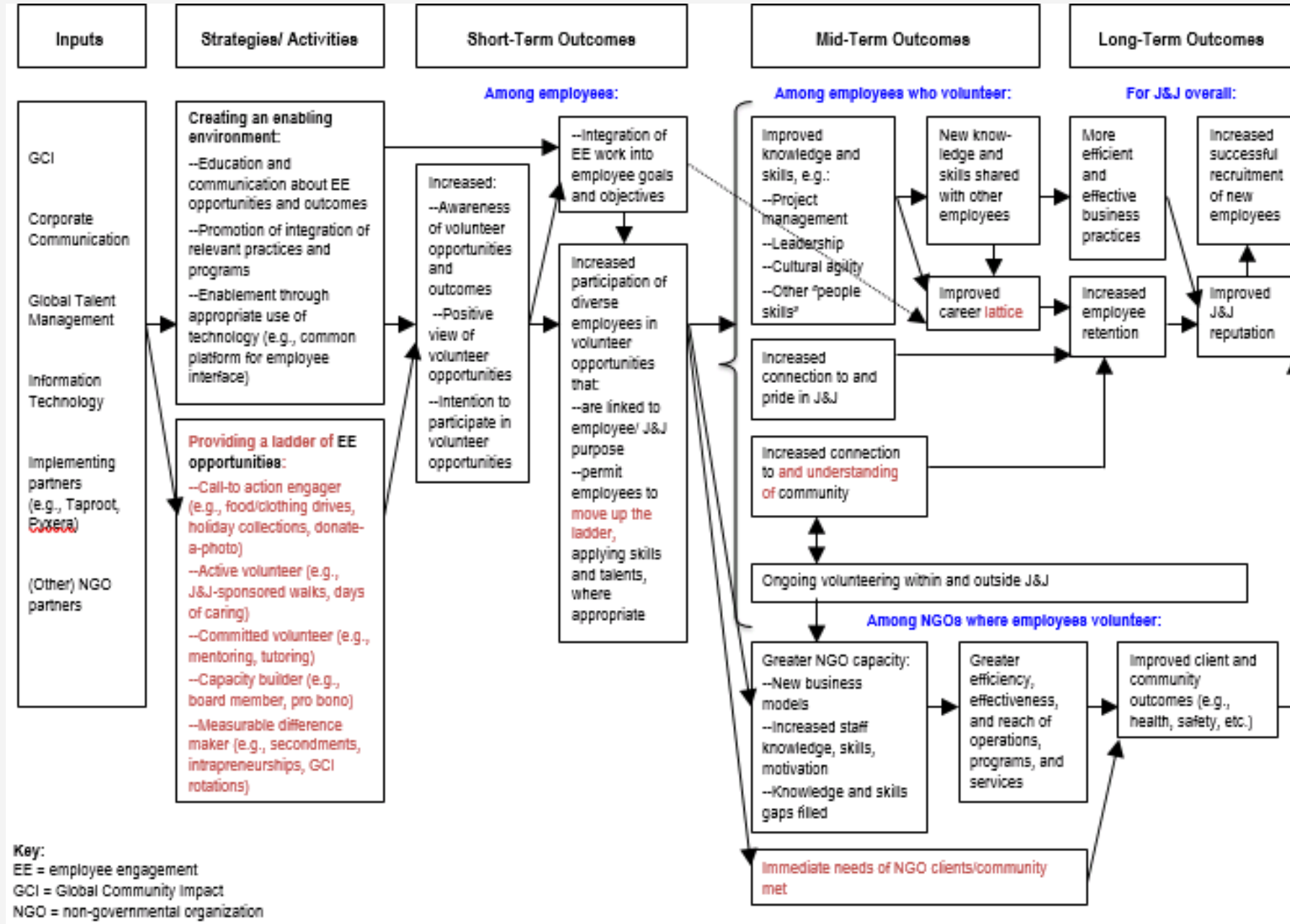
* Valuable cultural agility and global leadership skills

3 Company

* Engage & retain employees

* Build Knowledge (i.e. Emerging markets) brought back to the Company

* Build global leadership competencies

* Engaging J&J resources like retirees through coaching

* Building upon J&J's reputation and corporate equity

* Attract new talent

* Making a positive long-term sustainable impact on people's lives and communities

* Bringing our CREDO to life: develop socially responsible global leaders

J&J Talent for Good: Ladder of Engagement

J&J Talent for Good: Working Logic Model

Inputs	Strategies/ Activities	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes

Inputs

GCI

Corporate Communication

Global Talent Management

Information Technology

Implementing partners (e.g., Taproot, Pyxera)

(Other) NGO partners

Strategies/ Activities

Creating an enabling environment:
- --Education and communication about EE opportunities and outcomes
- --Promotion of integration of relevant practices and programs
- --Enablement through appropriate use of technology (e.g., common platform for employee interface)

Providing a ladder of EE opportunities:
- --Call-to action engager (e.g., food/clothing drives, holiday collections, donate-a-photo)
- --Active volunteer (e.g., J&J-sponsored walks, days of caring)
- --Committed volunteer (e.g., mentoring, tutoring)
- --Capacity builder (e.g., board member, pro bono)
- --Measurable difference maker (e.g., secondments, intrapreneurships, GCI rotations)

Short-Term Outcomes

Among employees:

Increased:
- --Awareness of volunteer opportunities and outcomes
- --Positive view of volunteer opportunities
- --Intention to participate in volunteer opportunities

--Integration of EE work into employee goals and objectives

Increased participation of diverse employees in volunteer opportunities that:
- --are linked to employee/ J&J purpose
- --permit employees to move up the ladder, applying skills and talents, where appropriate

Mid-Term Outcomes

Among employees who volunteer:

Improved knowledge and skills, e.g.:
- --Project management
- --Leadership
- --Cultural agility
- --Other "people skills"

New knowledge and skills shared with other employees

Improved career lattice

Increased connection to and pride in J&J

Increased connection to and understanding of community

Ongoing volunteering within and outside J&J

Among NGOs where employees volunteer:

Greater NGO capacity:
- --New business models
- --Increased staff knowledge, skills, motivation
- --Knowledge and skills gaps filled

Greater efficiency, effectiveness, and reach of operations, programs, and services

Immediate needs of NGO clients/community met

Long-Term Outcomes

For J&J overall:

More efficient and effective business practices

Increased successful recruitment of new employees

Increased employee retention

Improved J&J reputation

Improved client and community outcomes (e.g., health, safety, etc.)

Key:
EE = employee engagement
GCI = Global Community Impact
NGO = non-governmental organization

Global Pro Bono Pilot Program Evaluation

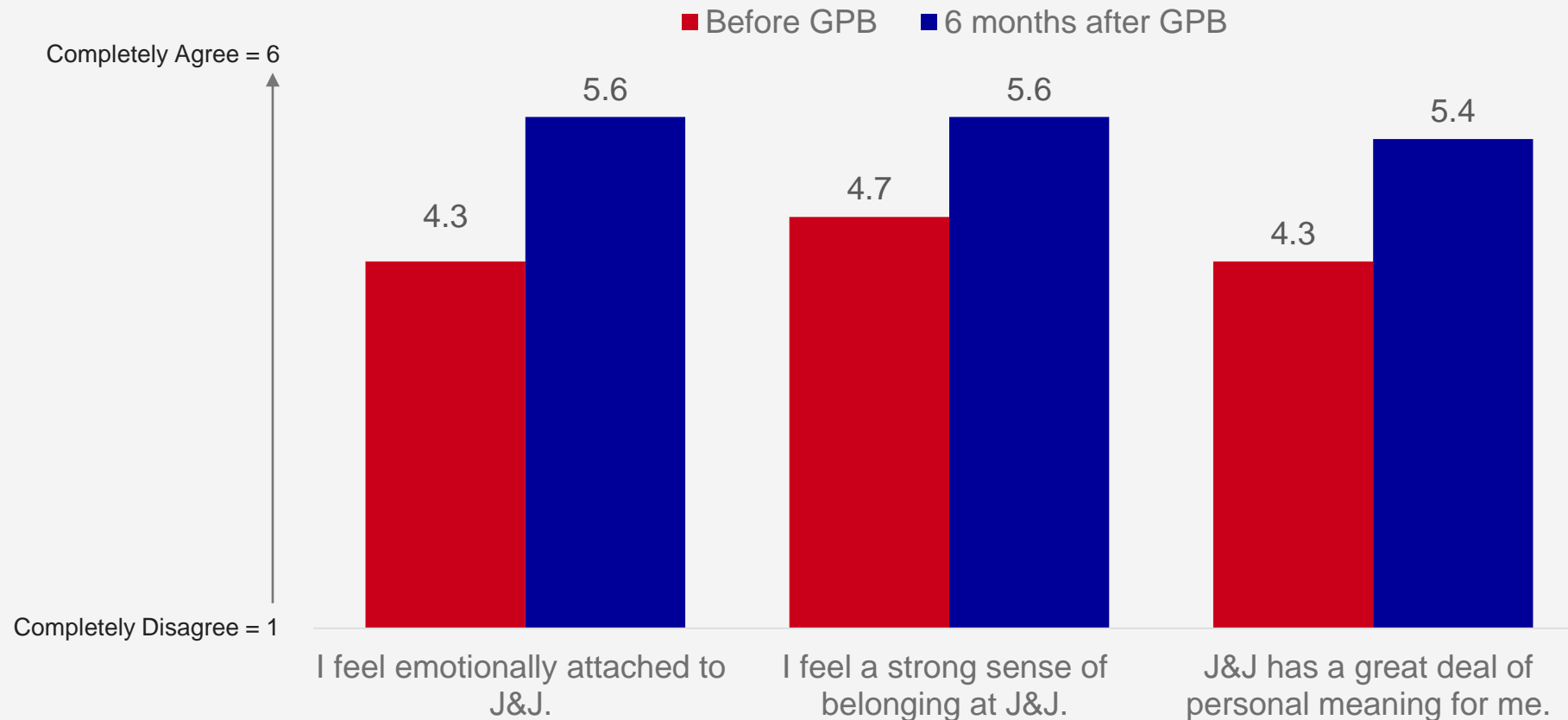**Assessment of Employees' Development** from 1 month pre-GPB to 6 months post-GPB

1. Did GPB participants' knowledge and skills increase (both J&J competencies and cultural agility competencies)?
2. Did GPB participants' career lattice/opportunities improve?
3. Did GPB participants' connection to and pride in J&J increase?
4. Did GPB participants' connection to and understanding of community increase?
5. Did GPB participants' ongoing volunteering increase?

Assessment of NGO Impact from the conclusion of the GPB assignment to 6 months post GPB

1. Was there a positive perception of GPB participants' resources?
2. Was there a positive perception of participants' engagement?
3. Was there a sustainable positive impact from the GPB project?

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Global Pro Bono Pilot: Evaluation Findings

Feelings of connection to J&J, Global Pro Bono pilot participants (n=8)

Completely Agree = 6

Completely Disagree = 1

Legend: ■ Before GPB ■ 6 months after GPB

Statement	Before GPB	6 months after GPB
I feel emotionally attached to J&J.	4.3	5.6
I feel a strong sense of belonging at J&J.	4.7	5.6
J&J has a great deal of personal meaning for me.	4.3	5.4

Theories of Change and Logic Models

What is a Theory of Change (TOC)?

- A **hypothesis** that is essential to planning, implementing, and evaluating a program effectively; it addresses:
    - Ultimately, what does the organization, initiative, program or project seek to achieve?
    - How does implementation of activities lead to the desired ultimate impacts?

- May make explicit:
    - Assumptions made by TOC developers
    - Evidence for the causal pathways (e.g., formal theories [e.g., NCI, 2005], other research)

- Should be based on in-depth understanding of the landscape (i.e., needs and assets)

What is a Logic Model (LM)?

- One way of visually representing selected elements of the theory of change

- Usually employs a linear (left-to-right) format

- Shows the links between:

    - resources to be brought to bear

    - activities or services to be implemented

    - and what will be changed

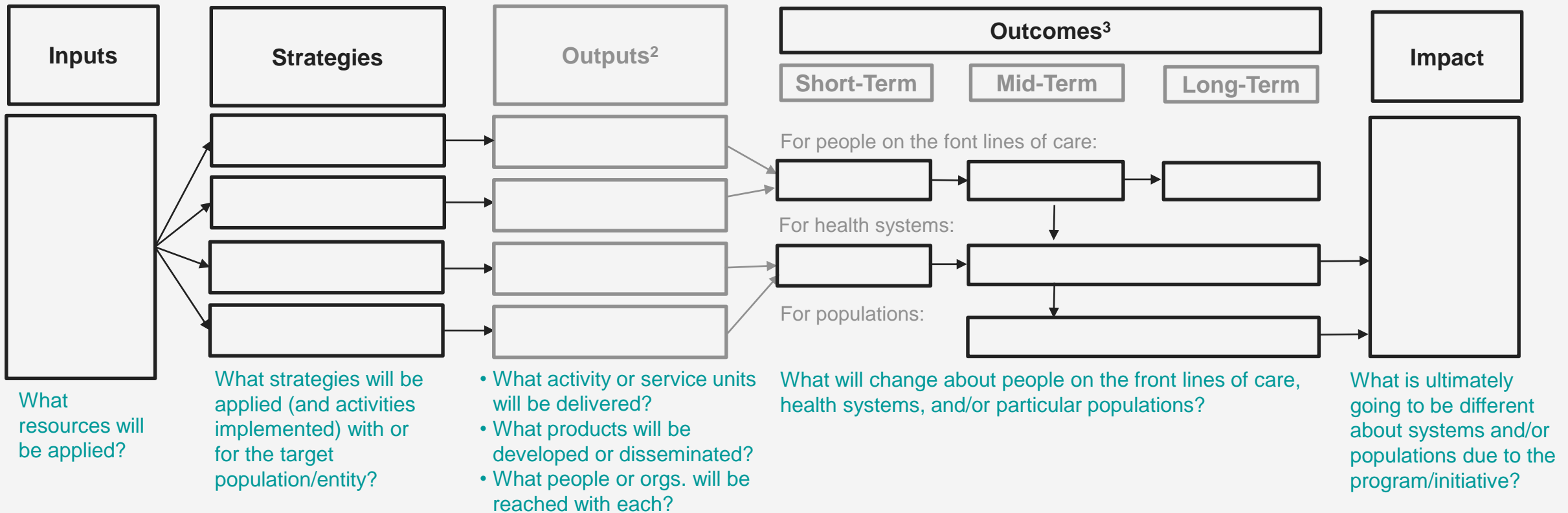   - among a target population or entity

One GCI Logic Model Template

(Adapted from WKKF, 2004)

Color key:
- ■ = core
- ■ = optional or to be tailored[1]

Target population/entity:	

Who or what is the target for change?

Inputs	Strategies	Outputs[2]	Outcomes[3]			Impact
			Short-Term	Mid-Term	Long-Term	

For people on the font lines of care:

For health systems:

For populations:

Inputs — What resources will be applied?

Strategies — What strategies will be applied (and activities implemented) with or for the target population/entity?

Outputs —
- What activity or service units will be delivered?
- What products will be developed or disseminated?
- What people or orgs. will be reached with each?

Outcomes — What will change about people on the front lines of care, health systems, and/or particular populations?

Impact — What is ultimately going to be different about systems and/or populations due to the program/initiative?

[1] You may include additional elements of a theory of change (e.g., assumptions, evidence) if you wish and space permits.

[2] Even if not included in the LM, outputs should be included in the evaluation plan.

[3] Include temporal categories (e.g., **short-term, mid-term, long-term**) that are appropriate for the program/initiative. Indicate the relevant groups/entities hypothesized to experience the outcomes (i.e., **people on the front lines of case, health systems, populations**) and show the main causal and temporal relationships among them.

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Common Logic Model Template

Target population(s) and/or entity(ies):	

Inputs	Strategies/ Activities	Outputs	Short-term Outcomes	Intermediate Outcomes	Impacts

Resources you apply to the program or service

What you implement with or deliver to the target population(s) and/or or entity(ies)

The # of service and product units you deliver; the # of people you reach

What you change about people (clients, patients, community members), organizations, and/or systems over time

What is ultimately different about people, communities, organizations, and/or systems