

James E. Austin • M. May Seitanidi

Foreword by Michael Brown & Jeff Swartz

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# CREATING **VALUE** IN NONPROFIT- BUSINESS COLLABORATIONS

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# Creating Value In Nonprofit Business Collaborations New Thinking And Practice

**Ranjula Bali Swain, Susanne Sweet**



## **Creating Value In Nonprofit Business Collaborations New Thinking And Practice:**

**Creating Value in Nonprofit-Business Collaborations** James E. Austin, M. May Seitanidi, 2014-03-03 Collaboration between nonprofits and businesses is a necessary component of strategy and operations Creating Value in Nonprofit Business Collaborations New Thinking Practice provides breakthrough thinking about how to conceptualize and realize collaborative value With over a hundred case examples from around the globe and hundreds of literature references the book reveals how collaboration between businesses and nonprofit organizations can most effectively co create significant economic social and environmental value for society organizations and individuals This essential resource features the ground breaking Collaborative Value Creation framework that can be used for analyzing the sources forms and processes of value creation in partnerships between businesses and nonprofits The book is a step by step guide for business managers and non profit practitioners for achieving successful cross sector partnerships It examines the key dimensions of the Collaborative Mindset that shape each partner s collaborative efforts It analyzes the drivers of partnership evolution along the Collaboration Continuum and sets forth the key pathways in the Collaboration Process Value Chain The book concludes by offering Twelve Smart Practices of Collaborative Value Creation for the design and management of cross sector partnerships The book will empower organizations to strategically increase the potential for value creation both for the partners and society Praise for Creating Value in Nonprofit Business Collaborations New Thinking Practice This is a playbook for enabling business and nonprofits to co create shared value These new types of collaborations about creating value rather than the tense standoffs of the past are part of the way we will create actual solutions to society s challenges Michael J Porter Bishop William Lawrence University Professor Harvard Business School Co creating value is a powerful concept Jim Austin and May Seitanidi are sharing with us that will bring business and non profit leaders to a new level of understanding and performance This new book is the indispensable guidebook for leaders of the future Frances Hesselbein Founding President and CEO of the Frances Hesselbein Leadership Institute Former CEO of the Girl Scouts of America and Holder of Presidential Medal of Freedom I love the book While it focuses on cross sector collaboration it should be read by every executive in the for profit sector Business is about how to collaborate with stakeholders to create value This book tells you how to do it Bravo R Edward Freeman University Professor and Olsson Professor The Darden School University of Virginia Finally a book that demystifies what is probably the single most indispensable strategy for advancing social change cross sector collaboration that creates genuine measurable value for all The book is an original and valuable resource for both the nonprofit and business sectors providing a promising new roadmap that shows how to go beyond fighting for one s share of the pie to collaboration that actually makes the pie grow Billy Shore Founder and CEO of Share Our Strength and Chairman of Community Wealth Ventures Professors Austin and Seitanidi provide essential guidance for managers determining how to produce benefits for their organizations and high impact for society This is an informed thoughtful and practical analysis

Rosabeth Moss Kanter Ernest L Arbuckle Professor of Business Administration Harvard Business School and author of *SuperCorp How Vanguard Companies Create Innovation Profits Growth and Social Good* [Creating Value in Nonprofit-Business Collaborations](#) James E. Austin, M. May Seitanidi, 2014-02-10 Collaboration between nonprofits and businesses is a necessary component of strategy and operations *Creating Value in Nonprofit Business Collaborations* New Thinking Practice provides breakthrough thinking about how to conceptualize and realize collaborative value With over a hundred case examples from around the globe and hundreds of literature references the book reveals how collaboration between businesses and nonprofit organizations can most effectively co create significant economic social and environmental value for society organizations and individuals This essential resource features the ground breaking Collaborative Value Creation framework that can be used for analyzing the sources forms and processes of value creation in partnerships between businesses and nonprofits The book is a step by step guide for business managers and non profit practitioners for achieving successful cross sector partnerships It examines the key dimensions of the Collaborative Mindset that shape each partner s collaborative efforts It analyzes the drivers of partnership evolution along the Collaboration Continuum and sets forth the key pathways in the Collaboration Process Value Chain The book concludes by offering Twelve Smart Practices of Collaborative Value Creation for the design and management of cross sector partnerships The book will empower organizations to strategically increase the potential for value creation both for the partners and society Praise for *Creating Value in Nonprofit Business Collaborations* New Thinking Practice This is a playbook for enabling business and nonprofits to co create shared value These new types of collaborations about creating value rather than the tense standoffs of the past are part of the way we will create actual solutions to society s challenges Michael J Porter Bishop William Lawrence University Professor Harvard Business School Co creating value is a powerful concept Jim Austin and May Seitanidi are sharing with us that will bring business and non profit leaders to a new level of understanding and performance This new book is the indispensable guidebook for leaders of the future Frances Hesselbein Founding President and CEO of the Frances Hesselbein Leadership Institute Former CEO of the Girl Scouts of America and Holder of Presidential Medal of Freedom I love the book While it focuses on cross sector collaboration it should be read by every executive in the for profit sector Business is about how to collaborate with stakeholders to create value This book tells you how to do it Bravo R Edward Freeman University Professor and Olsson Professor The Darden School University of Virginia Finally a book that demystifies what is probably the single most indispensable strategy for advancing social change cross sector collaboration that creates genuine measurable value for all The book is an original and valuable resource for both the nonprofit and business sectors providing a promising new roadmap that shows how to go beyond fighting for one s share of the pie to collaboration that actually makes the pie grow Billy Shore Founder and CEO of Share Our Strength and Chairman of Community Wealth Ventures Professors Austin and Seitanidi provide essential guidance for managers determining how to produce benefits for their organizations and high

impact for society This is an informed thoughtful and practical analysis Rosabeth Moss Kanter Ernest L Arbuckle Professor of Business Administration Harvard Business School and author of SuperCorp How Vanguard Companies Create Innovation Profits Growth and Social Good

**The Jossey-Bass Handbook of Nonprofit Leadership and Management** David O.renz,2016-08-15 The go to nonprofit handbook updated and expanded for today s leader The Jossey Bass Handbook of Nonprofit Leadership and Management is the bestselling professional reference and leading text on the functions processes and strategies that are integral to the effective leadership and management of nonprofit and nongovernmental organizations Now in its fourth edition this handbook presents the most current research theory and practice in the field of nonprofit leadership and management This practical relevant guide is invaluable to the effective practice of nonprofit leadership and management with expanded attention to accountability transparency and organizational effectiveness It also extensively covers the practice of social entrepreneurship presented via an integrative perspective that helps the reader make practical sense of how to bring it all together Nonprofit organizations present unique opportunities and challenges for meeting the needs of societies and their communities yet nonprofit management is more complex and challenging than ever This Handbook provides a framework to help you lead and manage efficiently and effectively in this new environment Building on solid current scholarship the handbook provides candid practical guidance from nationally recognized leaders who share their insights on The relationship between board performance and organizational effectiveness Managing internal and external stakeholder relationships Financial viability and sustainability and how to enhance both for the long term Strategies to successfully attract retain and mobilize the very best of staff and volunteers The fourth edition of the handbook also includes content relevant to associations and membership organizations The content of the handbook is supplemented and enriched by an extensive set of online supplements and tools including reading lists web references checklists PowerPoint slides discussion guides and sample exams Running your nonprofit or nongovernmental organization effectively in today s complex and challenging environment demands more knowledge and skill than ever deployed in a thoughtful and pragmatic way Grounded in the most useful modern scholarship and theory and explained from the perspective of effective practice The Jossey Bass Handbook of Nonprofit Leadership and Management is a pivotal resource for successful nonprofit leaders in these turbulent times

*Principles of Sustainable Business* Rob van Tulder,Eveline van Mil,2022-11-04 The basic function of companies is to add value to society Profits are a means to an end not an end in itself The ability of companies to innovate scale and invest provides them with a powerful base for positive change But companies are also criticized for not contributing sufficiently to society s grand challenges An increasingly VUCA Volatile Uncertain Complex and Ambiguous world creates serious governance gaps that not only require new ways of regulation but also new ways of doing business Can companies effectively contribute to sustainable development and confront society s systemic challenges Arguably the most important frame to drive this ambition was introduced and unanimously adopted in 2015 the Sustainable Development Goals

SDGs The SDG agenda not only defines a holistic set of global goals and targets but also foundational principles to guide meaningful action to their achievement by 2030 Multinational companies have signed up to the SDGs as the world's long term business plan Realizing the SDGs provides a yearly 12 trillion investment and growth opportunity while creating hundreds of millions of jobs in the process But progress is too slow witnessing society's inability to deal with pressing human ecological economic and health crises whilst the vast potential for societal value creation remains underutilized This book provides a timely account of the systemic strategic and operational challenges that need to be addressed to enhance the effectiveness of corporate involvement in society by using the SDGs as the leading principles based framework for actionable powerful and transformative change Principles of Sustainable Business is written for graduate and postgraduate executive students policymakers and business professionals who want to understand the complex challenges of global sustainability It shows how companies can design and implement SDG relevant strategies at three levels the macro level to assess whether the SDGs present wicked problems or opportunities the micro level to develop and operationalize innovative business models design new business cases and navigate organizational transition trajectories and the meso level to develop fit for purpose cross sector partnering strategies Principles of Sustainable Business presents innovative tools embedded in a coherent sequence of analytical frameworks that can be applied in courses for students be put into practice by business professionals and used by action researchers to help companies contribute to the Decade of Action

*Creating Social Value Through Social Entrepreneurship* Findıklı, Mine Afacan, Acar Erdur, Duygu, 2020-12-04 With today's current problems including forced migrations inadequate education and healthcare systems environmental threats economic crises poverty etc it has become evident that systemic social change is needed Unfortunately creating maintaining and fostering sustainable social value is not easy In this respect social entrepreneurs can act as change agents with their social missions Yet the role of social entrepreneurship in creating sustainable social value is still in an embryonic state Creating Social Value Through Social Entrepreneurship contains expert research that links social entrepreneurship and social value in order to further understand the role of social entrepreneurship in creating social value and to highlight the importance of social entrepreneurs in emerging economies While covering topics that include crowdfunding social enterprise social entrepreneurship ecosystems and the triggers and challenges of social entrepreneurship this book seeks to extend the social entrepreneurship contribution to social impact The book is of value to entrepreneurs managers academicians researchers and students in various fields that include economics management and entrepreneurship

Effective Implementation In Practice Jodi Sandfort, Stephanie Moulton, 2015-01-12 A unique approach to policy implementation with essential guidance and useful tools Effective Implementation in Practice Integrating Public Policy and Management presents an instrumental approach to implementation analysis By spanning policy fields organizations and frontline conditions in implementation systems this book provides a robust foundation for policy makers public and nonprofit managers and leaders Detailed case studies enable readers to

identify key intervention points become more strategic and improve outcomes The engaging style and specific examples provide a bridge to practice while diagrams worksheets and other tools included in the appendix help managers apply these ideas to team meetings operational planning and program assessment and refinement Policy and program implementation is fraught with challenges as public and nonprofit leaders juggle organizational missions and stakeholder expectations while managing policy and program impact and effectiveness Using their own experience in practice teaching and research the authors empower policy and program implementers to recognize their essential roles within the workplace and help them cultivate the analytical and social skills necessary to change Understand how program or policy technology constitutes the core of implementation Study a conceptual framework encompassing power dynamics culture relationships in the field and the rules that are operating during program and policy implementation Discover a multilevel approach that identifies key points of strategic action at various levels and settings of the implementation system and assesses implementation success The integration of policy and management mindsets gives readers an insightful yet accessible understanding of implementation allowing them to achieve the potent results desired by the public For those in senior positions at federal agencies to local staff at nonprofit organizations *Effective Implementation in Practice Integrating Public Policy and Management* provides an invaluable one stop resource

**Scaling Social Innovation Through Cross-Sector Social Partnerships** Thomas G. Pittz, Melissa L. Intindola, 2021-04-23 This book is designed to illuminate the features of cross sector partnerships that make them powerful vehicles to drive social change Partnerships across market sectors involving for profit non profit and government entities work because they leverage the advantages of each type of organization to arrive at novel solutions to social problems *Handbook of Research on Managerial Solutions in Non-Profit Organizations* Potocan, Vojko, Ün?an, Mustafa C., Nedelko, Zlatko, 2016-08-23 Non profit Organizations NPOs are the fastest growing organizations in modern society They exist in a liminal realm between public and private organizations and because of this new jurisdictions are created for NPOs The existence of NPOs is contingent upon their adequacy and management is a key determining factor as to whether an organization survives The *Handbook of Research on Managerial Solutions in Non Profit Organizations* provides relevant theoretical frameworks and the latest empirical research findings related to the successful management of nonprofits Providing insights into the best practices and valuable comparisons between strategies in different contexts this book gives invaluable support for nonprofit managers policy makers students and researchers [Encyclopedia of Social Innovation](#) Jürgen Howaldt, Christoph Kaletka, 2023-10-06 This invaluable Encyclopedia presents an interdisciplinary and comprehensive overview of the field of social innovation providing an insightful view into potential future developments both practically and theoretically This title contains one or more Open Access chapters **Fundraising** Michael J. Worth, 2015-07-21 *Fundraising Principles and Practice* provides readers with a comprehensive introduction to fundraising Taking a balanced perspective bestselling author Michael J Worth offers insights on the practical application of relevant

theory The text is designed to engage readers in thinking critically about issues in fundraising and philanthropy to prepare them for careers in the nonprofit sector Worth explores donor motivations and fundraising techniques for annual giving programs major gift programs planned giving and corporate and foundation giving and campaigns Traditional methods including direct mail and personal solicitations are discussed as well as new tools and practices including online fundraising crowd funding and social networks analytics and predictive modeling Written specifically for nonprofit career oriented individuals this book helps readers become successful fundraisers

**Social Partnerships and Responsible Business** M.

May Seitanidi, Andrew Crane, 2013-12-04 Cross sector partnerships are widely hailed as a critical means for addressing a wide array of social challenges such as climate change poverty education corruption and health Amid all the positive rhetoric of cross sector partnerships though critical voices point to the limited success of various initiatives in delivering genuine social change and in providing for real citizen participation This collection critically examines the motivations for processes within and expected and actual outcomes of cross sector partnerships In opening up new theoretical methodological and practical perspectives on cross sector social interactions this book reimagines partnerships in order to explore the potential to contribute to the social good A multi disciplinary perspective on partnerships adds serious value to the debate in a range of fields including management politics public management sociology development studies and international relations Contributors to the volume reflect many of these diverse perspectives enabling the book to provide an account of partnerships that is theoretically rich and methodologically varied With critical contributions from leading academics such as Barbara Gray Ans Kolk John Selsky and Sandra Waddock this book is a comprehensive resource which will increase understanding of this vital issue

**Partnerships for Sustainability in Contemporary Global Governance** Liliana B.

Andonova, Moira V. Faul, Dario Piselli, 2022-05-30 Partnerships for Sustainability in Contemporary Global Governance investigates the goals ideals and realities of sustainability partnerships and offers a theoretical framework to help disentangle the multiple and interrelated pathways that shape their effectiveness Partnerships are ubiquitous in research and policy discussions about sustainability and are important governance instruments for the provision of public goods While partnerships promise a great deal there is little clarity as to what they deliver If partnerships are to break free from this paradox more nuance and rigor are required for understanding and assessing their actual effects This volume applies its original framework to diverse empirical cases in a way that could be extended to broader data sets and case studies of partnerships The dual contribution of this volume theoretical and empirical holds promise for a more thorough and innovative understanding of the pathways to partnership effectiveness and the conditions that can shape their performance The broad range of crosscutting analyses suggest important practical implications for the design of new partnerships and the updating of existing initiatives This interdisciplinary book will be of great interest to researchers students and practitioners within international relations political science sociology environmental studies and global studies as well as the growing



number of scholars in public policy global health and organizational and business studies who are keen to gain a deeper understanding of the pathways and mechanisms that influence the outcomes and effectiveness of cross sector collaboration and transnational governance more broadly The Open Access version of this book available at [www.taylorfrancis.com](http://www.taylorfrancis.com) has been made available under a Creative Commons Attribution Non Commercial No Derivatives 4.0 license

**Cooperation Between Companies and Non-profit Organizations** Gabriele Faber-Wiener, Bettina Gjecaj, 2024-04-29 This book describes how cooperation between companies and non profit organizations can be successfully structured Companies want and need to take on more social responsibility and joint projects with non profit organizations are therefore more in demand than ever This is not about maximizing profits through greenwashing or token commitments but about serious corporate social responsibility projects and purpose strategies that strengthen the reputation on both sides This requires a structured transparent approach from the outset The authors explain the theoretical basis and provide practical guidance on how the initiation of cooperation projects can lead to a credible and sustainable collaboration with added value for all stakeholders An elementary part of the book is the Code for Transparent Cooperation a proven framework that can be applied directly in practice A book for CSR communication marketing and compliance managers in companies and non profit organizations who strive for clear rules and an open dialogue at eye level Anyone who acts as a credible driver of transformation would do well to operate sustainably themselves Transparency creates credibility and reliability The more an organization's goals shape the design of partnerships with companies the more authentic they can appear to the outside world This guide provides helpful tips and orientation on how to achieve coherence

Dipl theol Yvonne Zwick Chairwoman of B A U M e V Network for Sustainable Management Hamburg Non profit organizations are central pillars of our society Especially in times of disruption and change their performance is of increasing importance The prerequisite for this is independence also in cooperation with companies This book helps companies and non profit organizations to understand their counterparts and establish stable collaborations

Dr G nther Lutschinger Managing Director of Fundraising Association Austria Vienna The time for lone wolves is over If we are to achieve the Paris climate targets companies must offer profitable solutions for people and the planet It's all about How do I tackle it The new book by Gabriele Faber Wiener and Bettina Gjecaj focuses in particular on partnerships with non profit organizations and aims to prepare the ground for successful collaboration Daniela Knieling Managing Director respACT and Network Representative Global Compact Network Austria Vienna Credibility responsibility and transparency are the guarantee and basis for the sustainable development of companies A thriving trusting cooperation between companies and non profit organizations helps to answer political and social questions and is a profound approach to solving complex ecological problems

Ernst Ternon MBA MSc MSc Head of Green Marketing Wieselburg Campus Wiener Neustadt University of Applied Sciences

**Social Entrepreneurship** Chao Guo, Wolfgang Bielefeld, 2014-03-17 Social entrepreneurship explained Social entrepreneurship is a hot topic in public and non profit management Organizations

everywhere are looking for innovative ways to respond to financial social and regulatory pressures The next generation of transformative leaders will be risk takers who know how to face even the biggest challenges using market driven strategies that get results This book contains everything students and professionals need to know about the cutting edge practice of social entrepreneurship In *Social Entrepreneurship* you ll learn how to read markets and environments to identify opportunities for entrepreneurial activity Then the authors show to convert opportunities into successful ventures one time initiatives ongoing programs and new mission driven organizations are all covered Sector specific strategies and recommendations guide readers directly to the techniques that will have the biggest impact Employs an evidence based approach to help organizations achieve goals more efficiently Offers advice on taking advantage of new technologies and untapped resources using the most current approaches Written by renowned experts in the field of social entrepreneurship Authors Guo and Bielefeld have been instrumental in advancing the study of social entrepreneurship and they understand the trends and currents in the field They bring readers up to date and ready them to begin implementing changes that really make a difference In non profits and government leadership is already becoming synonymous with social entrepreneurship and this book is its foundation

*Funding Challenges and Successes in Arts Education* Challons-Lipton, Siu, Emanuel, Richard, 2017-06-19 The arts and humanities are considered to be a core academic subject under federal law This designation grants these education programs the right to federal funds however budget propositions do not allot the arts sufficient financial resources *Funding Challenges and Successes in Arts Education* is a timely research publication featuring the most recent scholarly information on fiscal changes that support the financing of the humanities in national and international education Including extensive coverage on a number of topics and perspectives such as strategic planning school reform and teacher training this book is ideally designed for academicians researchers teachers and administrators seeking current research on innovative ways to fund the arts

***Sustainable Consumption and Production, Volume II*** Ranjula Bali Swain, Susanne Sweet, 2020-11-07 Circular economy principles are driving to overcome the challenges of today s linear take make dispose production and consumption patterns through keeping the value of products materials and resources circulating in the economy as long as possible *Sustainable Consumption and Production Volume II Circular Economy and Beyond* aims to explore the sustainable consumption and production transition to a circular economy while addressing critical global challenges by innovating and transforming product and service markets towards sustainable development This book explores how consumers private sector relevant international organizations and governments can play an active role in innovating businesses to help companies individuals consumers and citizens organizations and sectors to remain competitive while transitioning towards sustainable markets and economies It is of interest to economists students businesses and policymakers Chapter *Tourism as Un sustainable Production and Consumption* is available open access under a Creative Commons Attribution 4 0 International License via link [springer.com](https://www.springer.com)

*Planning Programs for Adult Learners* Sandra

Ratcliff Daffron, Rosemary S. Caffarella, 2021-03-30 Strengthen your adult education program planning with this essential guide *Planning Programs for Adult Learners A Practical Guide 4th Edition* is an interactive practical and essential guide for anyone involved with planning programs for adult learners. Containing extensive updates, refinements, and revisions to this celebrated book, this edition prepares those charged with planning programs for adult learners across a wide variety of settings. Spanning a variety of crucial subjects, this book will teach readers how to plan, organize, and complete other administrative tasks with helpful templates and practical guides. Focus on challenges of displacement, climate change, economic dislocation, and inequality. Plan programs using current and emerging digital delivery tools and techniques, including virtual and augmented reality. *Planning Programs for Adult Learners* provides an international perspective and includes globally relevant examples and research that will inform and transform your program planning process. Perfect for adult educators and participants in continuing education programs for adults, the book will also be illuminating for graduate students in fields including education, nursing, human resource development, and more. *Doing Good . . . Says Who?* Connie Newton, Fran Early, 2015 Introduction Respect and value people. Build trust through relationships. Do with rather than for. Ensure feedback and accountability. Evaluate every step of the way. Conclusion Discussion guide Appendix *Governance Entrepreneurs* Liliana B. Andonova, 2017-11-02 Global partnerships have transformed international institutions by creating platforms for direct collaboration with NGOs, foundations, companies, and local actors. They introduce a model of governance that is decentralized, networked, and voluntary, and which melds public purpose with private practice. How can we account for such substantial institutional change in a system made by states and for states? *Governance Entrepreneurs* examines the rise and outcomes of global partnerships across multiple policy domains: human rights, health, environment, sustainable development, and children. It argues that international organizations have played a central role as entrepreneurs of such governance innovation in coalition with pro-active states and non-state actors; yet this entrepreneurship is risky and success is not assured. This is the first study to leverage comprehensive quantitative and qualitative analysis that illuminates the variable politics and outcomes of public-private partnerships across multilateral institutions, including the UN Secretariat, the World Bank, United Nations Environment Programme (UNEP), the World Health Organization (WHO), and the United Nations Children's Fund (UNICEF). **Collaborating against Human Trafficking** Kirsten Foot, 2015-09-03 In the fight against human trafficking, cross-sector collaboration is vital, but often systemic tensions undermine the effectiveness of these alliances. Kirsten Foot explores the most potent sources of such difficulties, offering insights and tools that leaders in every sector can use to re-think the power dynamics of partnering. Weaving together perspectives from many sectors, including business, donor foundations, mobilization and advocacy NGOs, faith communities, and survivor activists, as well as government agencies, law enforcement, and providers of victim services, Foot assesses how differences in social location, financial well-being, race, gender, etc., and sector-based values contribute to interpersonal, inter-organizational, and cross-sector challenges.

She convincingly demonstrates that finding constructive paths through such multi level tensions by employing a mix of shared leadership strategic planning and particular practices of communication and organization can in turn facilitate more robust and sustainable collaborative efforts An appendix provides exercises for use in building evaluating and trouble shooting multi sector collaborations as well as links to online tools and recommendations for additional resources All royalties from this book go to nonprofits in U S cities dedicated to facilitating cross sector collaboration to end human trafficking For more information and related resources please visit <http://CollaboratingAgainstTrafficking.info>

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