

James E. Austin • M. May Seitanidi

Foreword by Michael Brown & Jeff Swartz

CREATING **VALUE** IN NONPROFIT- BUSINESS COLLABORATIONS

New Thinking and Practice

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Creating Value In Nonprofit Business Collaborations New Thinking And Practice

Rob van Tulder, Eveline van Mil



Creating Value In Nonprofit Business Collaborations New Thinking And Practice:

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 **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 **Creating Social Value Through Social Entrepreneurship** Fındıklı, 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 **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 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 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 **Ongoing** University of Michigan. School of Social Work,1997 Forthcoming Books Rose Arny,2004 Modern Healthcare ,2008 **Partnerships the Nonprofit Way** Stuart C. Mendel,Jeffrey L. Brudney,2018-04-02 Collaboration and partnership are well known characteristics of the nonprofit sector as well as important tools of public policy and for creating public value But how do nonprofits form successful partnerships From the perspective of nonprofit practice the conditions leading to collaboration and partnership are seldom ideal Nonprofit executives contemplating interorganizational cooperation collaboration networks partnership and merger face a bewildering array of challenges In Partnerships the Nonprofit Way What Matters What Doesn t the authors share the success and failures of 52 nonprofit leaders By depicting and contextualizing nonprofit organization characteristics and practices that make collaboration successful the authors propose new theory and partnership principles that challenge conventional concepts centered on contractual fulfillment and accountability and provide practical advice that can assist nonprofit leaders and others in creating and sustaining strategic mutually beneficial partnerships of their own Hospital Literature Index ,1993 **Nonprofit-Business Collaboration as a Strategic Option for the Nonprofit Sector** Omar

Al-Tabbaa, 2013 Collaboration between nonprofit and business sectors is widely regarded as a value creation process that benefits society business and nonprofit organizations NPOs This process however has rarely been considered from a nonprofit perspective In this paper we discuss a new framework to assist NPOs in developing strategic collaborations with businesses We argue that by being strategically proactive rather than reactive to what businesses might offer NPOs can increase the scale of their cross sector collaborations and thus enhance their sustainability Implications for research and practice are discussed Strategic Collaboration in Public and Nonprofit Administration Dorothy Norris-Tirrell, Joy A. Clay, 2017-09-25 Market disruptions climate change and health pandemics lead the growing list of challenges faced by today's leaders These issues along with countless others that do not make the daily news require novel thinking and collaborative action to find workable solutions However many administrators stumble into collaboration without a strategic orientation Using a practitioner oriented style Strategic Collaboration in Public and Nonprofit Administration A Practice Based Approach to Solving Shared Problems provides guidance on how to collaborate more effectively with less frustration and better results The authors articulate an approach that takes advantage of windows of opportunity for real problem solving brings multi disciplinary participants to the table to engage more systematically in planning analysis decision making and implementation breaks down barriers to change and ultimately lays the foundation for new thinking and acting They incorporate knowledge gained from organization and collaboration management research and personal experience to create a fresh approach to collaboration practice that highlights Collaboration Lifecycle Model Metric for determining why and when to collaborate Set of principles that distinguish Strategic Collaboration Practice Overall Framework of Strategic Collaboration Linking collaboration theory to effective practice this book offers essential advice that fosters shared understanding creative answers and transformation results through strategic collaborative action With an emphasis on application it uses scenarios real world cases tables figures tools and checklists to highlight key points The appendix includes supplemental resources such as collaboration operating guidelines a meeting checklist and a collaboration literature review to help public and nonprofit managers successfully convene administer and lead collaboration The book presents a framework for engaging in collaboration in a way that stretches current thinking and advances public service practice **Common Interest, Common Good** Shirley Sagawa, Eli Segal, 2000 With funding for nonprofits shrinking and global markets shaky our business and social sectors are both confronting an increasingly uncertain future Many organizations are searching for innovative strategies that will counter the mounting pressures felt by communities and corporations alike Common Interest Common Good argues that forward looking businesses and social sector organizations both nonprofit and government can solve many of their problems by working together while serving the common good in the process According to Shirley Sagawa and Eli Segal alliances between for profit and the not for profit industries yield enormous benefits for both Businesses can boost their bottom line by leveraging a nonprofit partnership to enhance their image reach new markets increase consumer loyalty and build a positive

reputation with current and prospective employees The upside is just as powerful for nonprofits because an alliance with a corporation can provide crucial funds and visibility while helping to attract new volunteers and donors Common Interest Common Good showcases many such successful partnerships from corporate sponsorships and cause related marketing to employee volunteer programs and school to work initiatives The authors also offer some much needed guidance for avoiding many of the pitfalls that can undermine even the best alliances A convincing deeply felt book by two authors who have devoted much of their careers to helping public and private sectors find profitable new ways of working together Common Interest Common Good is a guided tour of the progressive new strategies that can contribute to the purpose of our businesses and the prosperity of our communities *Partnerships for Health and Human Service Nonprofits* Tine Hansen-Turton, Richard J. Cohen, Nicholas D. Torres, 2014-12-04 THE FIRST COMPREHENSIVE GUIDE AND TOOLKIT FOR CREATING MEANINGFUL AND SUCCESSFUL NONPROFIT PARTNERSHIPS The impossible becomes possible when a partnership is formed notably in the changing landscape of today s nonprofit environment With contributions from expert practitioners in the nonprofit arena this is the first comprehensive guide and toolkit for creating meaningful long term and successful nonprofit partnerships National nonprofit leaders disseminate their expertise regarding the creation of noteworthy nonprofit partnerships mergers and alliances They describe challenges overcome and lessons learned Detailed case studies address strategic partnerships at all levels from successful community grassroots collaborations to full blown mergers The tools and methods described in the book will help readers to think strategically about consolidations and partnerships to recognize challenges and opportunities inherent in different types of partnerships and to successfully implement them The book guides nonprofit leaders in the creation of such primary partnership models as collaboration administrative consolidation joint programming and corporate merger acquisition and how to select the model best suited to their organization Authors describe how nonprofits can adapt to change more easily use concrete data in decision making best position themselves for partnership and innovate in ways that have meaningful impact on reducing poverty The book also discusses how to mitigate risk and debunks merger and partnership myths Case studies illustrate a step by step approach to creating partnerships with a focus on best practices A particularly welcome feature is the clarification of complicated legal documents as well as a partnership checklist sample due diligence information and sample legal documents This book is a valuable resource for current and future leaders in social service administration the human services public and community health public administration organization management and health care administration and management KEY FEATURES Introduces the first comprehensive guide and toolkit for creating successful nonprofit partnerships Written by respected national nonprofit leaders Includes proven tools and best practices for creating different types of nonprofit partnerships mergers and alliances and choosing the best fit Presents detailed case studies illustrating challenges overcome and lessons learned Breaks down legal documents so they are easily understandable and includes a toolkit of key partnership agreements

and documents **The Collaboration Challenge** James E. Austin, 2010-08-20 Presented by The Drucker Foundation Austin has uncovered the common elements and key strategies that make for effective collaborations In The Collaboration Challenge he illuminates these key lessons for all leaders and makes it possible for each of us to meet the collaboration challenge Frances Hesselbein chairman of the board of governors The Drucker Foundation and John C Whitehead founder The John C Whitehead Fund for Not for Profit Management Harvard Business School Austin has performed a valuable service for nonprofit organizations and their corporate partners by illuminating the dynamics of successful relationships His useful book deserves to be widely read by leaders in both sectors concerned about increasing the effectiveness of their social action agenda Rosabeth Moss Kanter Harvard Business School author of World Class and Rosabeth Moss Kanter on the Frontiers of Management The entire nonprofit sector has been searching for the expertise and tools this book provides Nothing else like it exists Bill Shore executive director of Share Our Strength and author of The Cathedral Within and Revolution of the Heart In these complex times when no organization can succeed alone nonprofits and businesses are embracing collaboration for mutual benefits Nonprofits are partnering with businesses to further their missions develop resources strengthen programs and thrive in the competitive world Companies are also discovering that alliances with nonprofits generate significant rewards increased customer preference improved employee morale greater brand identity stronger corporate culture and higher innovation In this timely and insightful book James E Austin provides a practical framework for understanding how traditional philanthropic relationships can be transformed into powerful strategic alliances He offers advice and lessons drawn from the experiences of numerous collaborations including Timberland and City Year Starbucks and CARE Georgia Pacific and The Nature Conservancy MCI WorldCom and The National Geographic Society Reebok and Amnesty International and Hewlett Packard and the National Science Resource Center Readers will learn how to Find and connect with high potential partners Ensure strategic fit with the partner's mission and values Generate greater value for each partner and society Manage the partnering relationship effectively **Breakthrough Thinking for Nonprofit Organizations** Bernard Ross, Clare Segal, 2003-01-16 This groundbreaking book will help nonprofit managers think in new and creative ways about how they define and meet the challenges they face and how to rise above standard practices to lift their organizations to greater performance levels Using examples of best practices from innovative organizations in both the corporate and nonprofit worlds Breakthrough Thinking for Nonprofit Organizations offers a mix of how to advice and case studies that will guide readers on a new road to creativity This book will fundamentally change the way nonprofit professionals think about how they do their work and usher in a new era for nonprofits 2003 Terry McAdam Book Award Winner http://www.allianceonline.org/publications/mcadam_past_winners_1 page *The Power of Partnership*, 2008 *Reconceptualizing Information Systems Business Value in the Non-profit Organizational Context* Richelle Lucy Oakley, 2014 The nonprofit sector is an important part of the U S economy as an estimated 2.3 million nonprofit organizations contributed \$804.8 billion to the gross domestic

product GDP approximately 5.5% of GDP Roeger Blackwood Pettijohn 2012 Significant monetary investments and expenditures are made by these organizations Non profit organizations reported 1.51 trillion in revenue 1.45 trillion in expenses and 2.71 trillion in total assets Roeger et al 2012 Many non profit organizations use donated funds to address complex social problems such as education inequality financial instability and limited access to health care services To impact change in these social areas non profit organizations operate within a complex business environment characterized by a significant reliance on volunteers collaboration with other non profit organizations and the pursuit of community driven strategic objectives

DISS_para The contextual factors that characterize non profit organizations can have an impact on the way information systems IS are integrated within organizational practices and on how these organizations can use IS effectively to achieve business goals Zhang et al 2010 Yet IS research within the non profit setting is considerably limited Zhang et al 2010 and the extent of the impact of these contextual factors is unknown Further understanding how non profit organizations gain value from IS in the non profit environment has also been neglected in academic literature Typical terms associated with IS business value research such as impact on productivity on market performance or on economic growth Schryen 2013 are not applicable in the non profit business environment Non profit organizational performance is dualistic in nature primarily focusing on the attainment of various social goals within a particular community in addition to traditional financial measures Zmud Carte Te eni 2004 Therefore an alternate conceptualization of IS business value and its relationship to organizational performance is necessary when examining IS in non profit organizations This multi method dissertation aims to address the aforementioned issues by focusing on the role of IS in non profit organizational practices to examine how IS business value is derived in the non profit context and its impact on non profit organizational performance We employ an alternate approach to examining IS business value through the usage of the knowledge based view of the firm as the theoretical base This divergence from previous studies which focus solely on the resource based view of the firm provides us with an entirely new avenue for examining IS business value in the non profit organizational context

First within the Introduction we provide a detailed explanation of the contextual factors in the non profit context Second we provide a thorough literature review on IS business value and discuss the difficulties in directly applying it in the non profit organizational context Third we argue for reconceptualizing IS business value using the knowledge based view of the firm as the theoretical base This provides us with a firm ground upon which we can conduct the three studies of this dissertation The research detailed was conducted at two organizations United Way of Greater Greensboro UWGG and United Way of Central Carolinas UWCC Study 1 employs an action research approach at UWGG where through collaboration with key employees practical solutions were developed to address IS related issues faced by the focal organization More specifically we focused on the utilization of the Enterprise System in an organizational practice and derived theoretical insights on IS business value through integrating Practice theory and Process Theory in the action research approach Study 2 employs case study

methodology to examine business intelligence BI practices at UWCC We provide background on BI usage in the for profit organizational context and highlight the lack of research in the non profit organizational context We then examine BI from a process perspective and theorize on the value that is derived from the organizational utilization of an integrated data system We draw from intellectual capital research a core concept based on the knowledge based view of the firm to examine how BI provides UWCC with new knowledge on the impact of their programs in the community We theorize on non profit IS business value through examining the relationship between BI facilitated Intellectual capital and its resultant impact on the non profit s social goal Study 3 provides a comparative analysis of the role of IS in the social goal strategies employed at both UWGG and UWCC Using SWOT strengths weaknesses opportunities and threats analysis we examine the favorable and unfavorable aspects of how information systems are utilized in each organization s social goal strategy and provide prescriptive insight into how non profit organizations can transition towards better strategic IS utilization Lastly we conclude this dissertation with a brief summary of salient points including the dissertation s contributions to research and practice and a discussion of future research DISS_paraOverall this three study dissertation provides a holistic view of the role of IS in non profit organizational social goal strategies and how non profits derive value from their information systems This dissertation fills gaps in research on IS business value by reconceptualizing it from a knowledge based view of the firm applying it in the non profit organizational context and developing theoretical insights on it from multiple perspectives We make significant contributions to literature in management organizational behavior and information systems through our focus on IS usage and utilization in non profit organizations This dissertation is one of the first studies to examine non profit IS organizational practices in situ provide practical insight to the role of IS in non profit social goal strategies and develop theoretical insights into how non profits utilize and gain value from information systems Abstract from author supplied metadata Nonprofit Business Partnerships P. Michael Timpane, Mandel Center for Nonprofit Organizations, Case Western Reserve University, 1991*

Creating Value In Nonprofit Business Collaborations New Thinking And Practice: Bestsellers in 2023 The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous compelling novels enthralling the hearts of readers worldwide. Lets delve into the realm of popular books, exploring the fascinating narratives that have enthralled audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This touching tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can prevail. Creating Value In Nonprofit Business Collaborations New Thinking And Practice : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This captivating coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, entrancing readers with its evocative prose and mesmerizing setting. These top-selling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of compelling stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is an exceptional and suspenseful novel that will keep you guessing until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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