Value Exchange Tool
For building business non-profit partnerships that last

A part of Deloitte Consulting LLP
The concept of value exchange

Opportunities to partner with other organizations often feel difficult to evaluate for both parties. Since each organization brings a unique mix of resources and capabilities, every potential partnership can feel bespoke. This can be particularly challenging when one party is a business and the other is a non-profit, and the leadership teams on each side are less certain what value to look for in a partner. Choosing whether and how to partner is made easier by viewing any potential partnership arrangement through the lens of four contributions that an organization might provide: reach, assets, reputation, and capabilities. The Value Exchange Tool is a simple method for considering what a partner could potentially contribute, stacking up what a potential partner brings, and representing the value exchange at the heart of the partnership in a single visual.
## What it is

An effective business non-profit partnership needs to have a compelling value exchange at its heart, where each partner both gives and receives. That exchange can involve four kinds of contributions by the partners—**reach, assets, reputation, and capabilities**. Example contributions are offered below.

### Contributions of corporate partner

<table>
<thead>
<tr>
<th>Reach</th>
<th>Contributions of corporate partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will this exchange open new doors and bring greater scale?</td>
<td></td>
</tr>
</tbody>
</table>

- Technical expertise to expand and scale operations
- Physical infrastructure to improve distribution and access to remote areas

### Contributions of non-profit partner

<table>
<thead>
<tr>
<th>Reach</th>
<th>Contributions of non-profit partner</th>
</tr>
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<tbody>
<tr>
<td>On-the-ground knowledge of communities and key influencers</td>
<td></td>
</tr>
<tr>
<td>Lower programming and coordination costs through access to volunteer base</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Assets</th>
<th>Contributions of corporate partner</th>
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<tr>
<td>When resources are pooled, what goals are now within reach?</td>
<td></td>
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</table>

- Financial capital more sustainable and secure than traditional grants
- Buying power
- In kind commitments of expertise, people, technology (e.g. advanced software or research databases)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Contributions of non-profit partner</th>
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<tbody>
<tr>
<td>Community insight and historical knowledge of effective interventions</td>
<td></td>
</tr>
<tr>
<td>Resourceful use of volunteers and public assets (land, schools, etc.)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Reputation</th>
<th>Contributions of corporate partner</th>
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<tr>
<td>In what ways will this boost visibility and enhance perception with stakeholders?</td>
<td></td>
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</table>

- Brand awareness and clout that lends credibility about ability to execute efficiently
- Marketing resources to support message-crafting and communications

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<th>Reputation</th>
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<tbody>
<tr>
<td>Public trust that initiative will yield socially impactful results based on organization’s track record</td>
<td></td>
</tr>
<tr>
<td>Credibility with groups skeptical of corporate motives</td>
<td></td>
</tr>
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<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Contributions of corporate partner</th>
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<td>What learning opportunities will this present and skills could be deployed?</td>
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- Specialized skills in their area of work
- Formal training programs that build capacity (e.g. for leadership development or operational skills)
- Industry best practices that promote asset efficiency

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<th>Capabilities</th>
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<td>Specialized skills in their area of work</td>
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<tr>
<td>Lower-risk setting for innovation and iterative refinement of a model</td>
<td></td>
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<tr>
<td>Convening power to foster collaboration among stakeholders</td>
<td></td>
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</table>
## Worksheet

### Who is involved?

<table>
<thead>
<tr>
<th>Business partner</th>
<th>Non-profit partner</th>
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<td></td>
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### What contributions can they provide?

#### Business partner

- **Reach**
  - How will this exchange open new doors and bring greater scale?

- **Assets**
  - When resources are pooled, what goals are now within reach?

- **Reputation**
  - In what ways will this boost visibility and enhance perception with stakeholders?

- **Capabilities**
  - What learning opportunities will this present and skills could be deployed?

#### Non-profit partner

- **Reach**
  - (For example: on-the-ground knowledge or lower programming and coordination costs)

- **Assets**
  - (For example: community insight or resourceful use of volunteers and public assets)

- **Reputation**
  - (For example: public trust or credibility)

- **Capabilities**
  - (For example: specialized skills, a lower-risk setting for innovation, and convening power)

### What makes this value exchange compelling?

<table>
<thead>
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(For example: technical expertise or physical infrastructure)

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(For example: financial capital, buying power, or in-kind commitments)

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(For example: brand awareness or marketing resources)

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(For example: on-the-ground knowledge or lower programming and coordination costs)

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(For example: community insight or resourceful use of volunteers and public assets)

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(For example: public trust or credibility)

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(For example: specialized skills, a lower-risk setting for innovation, and convening power)

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The example of New Profit Inc. and Deloitte

New Profit Inc. (NPI), a leading venture philanthropy fund, and Deloitte Consulting, one of the largest professional services organizations in the world, have a partnership with a decade-long history. Over a 3 year period (FY2012-2014), Deloitte has committed over $6M in pro-bono consulting services to New Profit and its portfolio organizations—extending $36M in pro-bono consulting services provided over the prior decade.

### Contributions of Deloitte Consulting

- Expertise and capacity to guide NPI portfolio organizations through the process of scaling up
- Expertise across both organizational strategy and operations in the form of $36m in pro-bono consulting
- Improved attractiveness to grantees and co-funders, from access to significant pro-bono consulting resources
- Transfer of relevant skills to NPI staff and staff of portfolio organizations

### Contributions of New Profit Inc. (NPI)

- Connection to important influencers in multiple sectors through existing NPI relationships
- Expertise in screening for high-potential social impact organizations, which enables Deloitte to channel pro-bono contributions towards greatest impact
- Experience boosts Deloitte employee morale and job satisfaction
- Strengthens Deloitte’s brand in competitive talent market
- Accelerate development of consulting skills for Deloitte employees who have more “stretch” opportunities on NPI projects

### What makes the value exchange compelling?

New Profit Inc. and Deloitte both benefit in equal measure from their partnership, but in different kinds of value—in essence, Deloitte contributes expertise and time in exchange for opportunities to develop important aspects of its talent base (skills, morale, and brand).
The example of KaBoom!

KaBOOM! expands access to playgrounds through a fee-for-service arrangement with corporate partners, who pay for the expenses associated with a build (typically ~$60k) and often engages employees as volunteers, while KaBOOM! provides the materials and project management support. A community partner also contributes volunteers and capital (~$10k) and serves on the planning committee for the playground.

**Contributions of corporate partners**

- Access to large pool of volunteer labor (employees)

**Contributions of KaBoom!**

- Greater social return on investment of employee volunteer time by using KaBOOM!’s process expertise in building playgrounds

**Reach**

How will this exchange open new doors and bring greater scale?

- Corporate funding enables double-digit annual growth for KaBOOM!

**Assets**

When resources are pooled, what goals are now within reach?

- Greater attractiveness to new partners thanks to the diversity, scale, and reputation of the current set

**Reputation**

In what ways will this boost visibility and enhance perception with stakeholders?

- Increased corporate partner’s employee morale by providing meaningful volunteer experience
- Stronger corporate reputation as a community leader

**Capabilities**

What learning opportunities will this present and skills could be deployed?

- Vehicle for strengthening corporate partner’s employee empathy and connection to community

**What makes the value exchange compelling?**

When KaBOOM! works with corporate partners to build playgrounds, KaBOOM! benefits most from the commitment of assets and reach that corporations provide, while corporate partners benefit most from the reputational “glow” of supporting KaBOOM!’s program, both with employees and the public.

NOTE: This description is based on publicly-available sources.
About the Monitor Institute
Monitor Institute is a social change consultancy that works with innovative leaders at non-profits and foundations to advance social impact across a diverse range of issues. Monitor Institute strives to be a scout for social innovation, bringing new approaches to clients and contributing to the public debate on leading-edge topics such as impact investing, strategic philanthropy, and networked collaboration. As a for-profit/for-benefit hybrid, Monitor Institute pursues social impact while operating as a fully integrated unit of Deloitte Consulting LLP.

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