



# PARTNERING FOR GOOD



A Case Study of a Transformational  
10-Year Partnership

## The Partners

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### **WWF-Canada** [www.wwf.ca](http://www.wwf.ca)

WWF-Canada creates conditions to reverse the steep decline of wildlife. It identifies current and emerging threats to wildlife in Canada, and drives professional, political and community forces to implement science-based solutions — then expand them. It is focused on marine and coastal protection, healthy freshwater ecosystems, responsible development solutions that conserve wildlife, low-impact sustainable fisheries, habitat-friendly renewable energy and engaging Canadians in taking actions and making decisions that support nature.

### **HP Canada** [www.hp.ca](http://www.hp.ca)

HP Inc. creates technology that makes life better for everyone, everywhere. Through our portfolio of printers, PCs, mobile devices, solutions, and services, we engineer experiences that amaze. HP is Canada's most environmentally responsible IT company. [Details here.](#)

## Acknowledgements

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Authored by Coro Strandberg, President of [Strandberg Consulting](#), with contributions from Frances Edmonds, HP Canada Head of Sustainability, and Adrienne Lo, Senior Manager, Employee Engagement, and Amy Castator, Specialist, Living Planet @ Work of WWF-Canada.

The partners acknowledge Monica Da Ponte, WWF-Canada Director of Strategic Partnerships at the time, who played a significant role in the ideation and creation of Living Planet @ Work.

This Case Study demonstrates how business can partner with civil society organizations to advance the global Sustainable Development Goals. These partnerships are essential to put society and business on a sustainable path.



# PARTNERING FOR GOOD: A Case Study on the Transformational Partnership Between HP Canada and WWF-Canada

Environmental and social issues are growing in importance and will increasingly affect the viability of business – and the communities and environments where they operate. One proven way to address these issues is through business-non-profit partnerships in which both organizations collaborate for mutual benefit and create solutions to societal challenges.

This case study profiles the ten-year collaboration between HP Canada and WWF-Canada in their ambition to reduce the environmental footprint of Canadian business. They each benefited by tapping into the expertise and resources of the other, engaging employees, building their brands and increasing customer and public attraction and engagement – to further environmental conservation. Leveraging the best of both, they harnessed social innovation strategies to create transformational programs to help put Canada on a more sustainable path. There is a long-term partnership focused on co-creation and a relationship of equals. The future will need

more cross-sectoral collaboration like this to address the societal challenges ahead, enabling ten billion people to live well on a healthy planet by 2050.

*The HP Canada and WWF-Canada partnership provides insights on how companies and non-profits can work together to address the biggest, most complex and critical issues of our time.*

## Read on to learn more about:

[Their Partnership Journey](#)

[Critical Success Factors for a Strong Partnership](#)

[What They Learned Along the Way](#)

[The Benefits They Realized](#)

[What You Can Do](#)

## The HP Canada and WWF-Canada Partnership Journey

The partnership between HP Canada and WWF-Canada has its roots in an initiative of the international WWF organization, the Climate Savers Program, established in 1999. Participating companies set and meet goals to reduce carbon emissions, advance projects to reduce business risks from climate impacts, and ensure the sustainability of their core business. HP is a longstanding member of the program, working closely with WWF globally to establish science-based carbon reduction targets for itself and engaging in climate action dialogue with other leading businesses that participate in Climate Savers. In addition, the global company donated IT products to WWF offices around the world, including WWF-Canada – inspiring WWF-Canada to approach HP's Canadian division for an in-kind contribution of staff expertise to set up the server equipment and train staff on its operation. This ultimately led to a commercial relationship with HP Canada, which remains WWF-Canada's IT service provider today.

Following this initial collaboration and other small initiatives, HP Canada became interested in establishing a more engaged and ongoing national partnership with WWF-Canada. Its main objective at the time was to find out if partnering with an environmental organization (ENGO) could help mainstream business sustainability in Canada and support a critical ENGO with funds from a new source.

### ISSUES AND OPPORTUNITIES

#### Environmental stress

- Canadian wildlife populations (fish, birds, mammals, amphibians and reptiles) are in rapid decline. Half of monitored species (451 of 903) have declined in abundance from 1970 to 2014, on average by a dramatic 83 percent. ([Source](#))
- If all the world lived like Canadians, 5.1 Earths would be needed to provide the resources to maintain this rate of consumption. ([Source](#))

#### Funding challenges

- In Canada less than 3% of charitable giving goes to environmental causes. This level of funding to the sector does not match the significant scale of the environmental challenges. ([Source](#))

#### Employee engagement

- Employees are seeking purpose and meaning in their jobs. Collaborations with non-profits create an opportunity to address this desire for greater purpose at work. ([Source](#))
- There is strong evidence that engaged employees are more productive. ([Source](#))

The following is a year-by-year summary of this partnership journey. Notably, while the partnership started out as a conventional transactional relationship, it evolved to become a co-creating, transformational collaboration between two national innovating organizations with a shared mission.

## 2007 Employee fundraising

- From 2007 to present day, HP Canada employees and executives participate in WWF-Canada's annual CN Tower Climb for Nature (corporate team-building activity and fundraiser for wildlife conservation in Canada).

## 2008-2009 Sponsorship of thought leader conference and reports

- In 2008 and 2009, HP Canada sponsored and spoke at WWF-Canada's Business of Climate Change Conference and in 2009 HP Canada sponsored and advised on the ReThink Business Report.

## 2010 Milestone: Pivot N°1

### Transitioned from transactional to collaborative partnership and co-designed employee engagement program

After three years of small-scale initiatives, HP Canada sought to make a larger impact with its partnership with WWF-Canada.

Since 2008, HP Canada had a leading business Eco-Advocates program in which customer-facing employees were educated in sustainability and given the resources to advise customers on environmental and technology solutions from HP products. This pilot initiative was generating success and HP Canada wanted to scale its business engagement and eco-footprint reduction program to reach a larger business audience, provide more people with this knowledge and to inspire them to take action on sustainability.

About the same time in 2010 WWF-Canada's Strategic Partnerships team, led at the time by Monica Da Ponte, was piloting an employee engagement program called Living Planet @ Work (LP@W). The non-profit had recently taken the unusual step of hiring an MBA grad with skills in mobilizing business as a force for good to create relevant business engagement tools. Noting the alignment of this pilot with HP Canada's objective to scale its Eco-Advocates program, HP Canada asked WWF-Canada for a proposal that could scale both pilots and result in self-sufficiency. Initially a three-year program, the collaboration continued for five years when it transitioned again.

## 2010 Signature partnership development

- The organizations collaborated on the development of a multi-year partnership which included seed funding to get the Living Planet @ Work (LP@W) program off the ground. ([See details here.](#))

## 2011 Program co-development and sponsorship

- Living Planet @ Work launches. From 2011 – 2015 HP Canada is lead funder and champion of the national business engagement program, providing expertise and strategic input, continually advocating adoption to its customers, business partners and other audiences.

## 2012 Program co-development and event sponsorship

- The organizations co-developed award criteria and together launched the inaugural LP@W awards at WWF-Canada's Annual Public Meeting.
- HP Canada sponsored and co-designed the "Change the Equation" sustainability reporting contest with WWF-Canada for first time report writers. It ran for three years and provided resources and guidance to companies on how to write sustainability reports. Prof. Dirk Matten, the HP Chair in Corporate Social Responsibility at Schulich School of Business, York University, judged the submissions.
- From 2012-2014 HP Canada sponsored WWF-Canada's annual Panda Ball gala evening event and fundraiser, bringing together business and philanthropic conservation leaders. The success realized by the LP@W program collaboration was the impetus for sponsorship of this and subsequent fundraising events.

## 2013 Toolkit co-development

- The partnership created the [Smart Office Challenge](#), designed as a fun and unique workplace engagement initiative for LP@W champions to educate business colleagues about the environmental impacts associated with IT. Through a selection of activities, the challenge aims to help workplaces reduce their energy and waste impact from functions like printing, PCs, data centres and travel. The central resource is a [\\_](#) designed to help non-IT champions talk with their IT department about options to reduce energy use.
- The partners published a case study of WWF-Canada's use of its printing solutions that help the organization reduce its printing impacts and costs. [Link here.](#)

## OUTPUTS

**Over the course of the partnership, HP Canada funded and/or co-created the following workplace campaigns and toolkits:**

[Change the Equation Sustainability Reporting Contest](#)

[The Smart Office Challenge](#)

[WWF Spring Things Workplace Giving Campaign and CEO Committee](#)

[Environmental Activities Toolkit](#)

The company provided many additional business resources for the LP@W website including a [sustainability reporting guide](#), a [sustainable IT purchasing guide](#), and its [carbon footprint calculator](#) for printing.

## 2014 Event design and case study

- The partners launched the “Spring Things” campaign, along with a CEO leadership committee, both designed to scale and accelerate workplace giving for the environment and active participation by corporate executives. Spring Things is a series of three workplace engagement events, combining WWF-Canada’s Polar Dip, CN Tower Climb for Nature and River Quest Canoe Challenge. HP Canada’s Managing Director at the time co-chaired the CEO Committee, helping to recruit other business leaders and encourage the financial participation of their companies. There are now over twenty business leaders involved on the committee, spreading the word and engaging their employees. The campaign has raised nearly \$1M in the four years since its inception, with 813 employees from 50 companies participating in 2017. This initiative was recognized with a Canada’s Clean50 award as an outstanding and impactful project. Award details [here](#).
- HP Canada conceived and co-chaired (2014-2015) WWF’s Toronto Polar Dip (corporate team-building activity and fundraiser).
- The organizations shared their lessons learned with future business leaders via a Richard Ivey School of Business case study exploring social innovation and partnership evolution. Details [here](#).

## 2015 Toolkit development

- HP Canada funded, and collaborated, with WWF-Canada to create an “Earth Day/World Environment Day” toolkit for HP global sustainability leads, which would provide easy to implement ideas for hosting Earth Day or World Environment Day activities and events. Though initially starting out as an HP Canada customized toolkit, it was designed for use by LP@W champions, allowing the partners to leverage the information for companies across Canada.

## 2016 Toolkit co-development and toolkit and event sponsorship

- HP Canada funded and advised on a modular LP@W Volunteer Toolkit, components of which are being published over 2018. The company seconded one of its employees to WWF-Canada for a week to co-create a volunteer program and a guide about corporate environmental volunteering in the workplace. (Secondment details [here](#).)
- The company sponsored WWF-Canada’s inaugural Pandamonium fundraising and awareness-raising event focused on millennials and Gen X (which replaced the Panda Ball).
- The company transitioned into the LP@W “Founding Partner” role, and helped secure a new “Presenting Sponsor”, RSA Canada. The partners co-created a new innovation portfolio to guide the next phase of their relationship.

## 2017 Milestone: Pivot N°2

### Transitioned into founding partner of LP@W, co-designed campus engagement program

After three years of small-scale initiatives, HP Canada sought to make a larger impact with its partnership with WWF-Canada.

Five years after the first pivot, the partners transitioned their relationship again. In 2016, the two organizations secured another Presenting Sponsor for the LP@W program, so that HP Canada could move into a Founding Partner role. Over five years they had validated their initial engagement prototype to mobilize employees to become environmental champions. WWF-Canada had a similar program to engage elementary and secondary school students (Gr. K – 12), but lacked a program targeted at campuses – the last engagement frontier. The education sector is a key market for HP Canada. Both organizations were ready to leverage their early experience into the higher education sector, via the “Living Planet @ Campus” program. HP Canada was also operationally transitioning into the circular economy (see [case study](#)) and sought to advance this concept nationally in partnership with WWF-Canada.



2016 Polar Bear Dip

© WWF-Canada

- HP Canada provides continued support for LP@W as the Founding Partner. The organizations continue to work closely together in resource creation, program strategy and marketing of LP@W to HP Canada audiences.
- The partners are designing new LP@W content on the circular economy. HP Canada and WWF-Canada are developing resources and an engagement strategy to educate champions on the circular economy, to help businesses see the value in modeling their business practices and decisions in a way that supports the circular economy. This is a new sustainability paradigm and both organizations want to ensure champions have the materials and resources they need to play a role. See the HP case study on the circular economy for [more information](#).
- Living Planet engagement expands to campuses and the higher education sector via Living Planet @ Campus (LP@C). After a decade of developing programs for K-12 and the workplace, WWF-Canada saw an opportunity to fill a gap in the educational continuum, for those on university and college campuses. This is an opportunity to cultivate brand supporters for WWF from kindergarten through to the workplace and ensure that every area of post-secondary study has a sustainability focus. With the parent company's new goal of improving educational outcomes for 100 million people around the world by 2025, HP Canada saw the LP@C program as a key opportunity to raise the level of awareness for sustainability within the campus segment. HP Canada and WWF-Canada are developing a pilot program for campuses – modelled after the K-12 (Living Planet @ School) and LP@W programs. The intent is for the campus program to link closely with the LP@W program so there is a seamless sustainability engagement transition from campus to the workplace.

“At HP Canada, partnerships are a critical part of our DNA. Whether it’s working with our supply chain partners to build and recycle our technology or establishing trusted relationships with the retail and channel partners that sell our products, we believe in collaborating to innovate and build a brighter future. We are proud to work closely with WWF-Canada to address the compelling challenges outlined in 2017’s Living Planet Report Canada. We hope you will gain some insights and inspiration from this case study. Only through working together with industry partners and stakeholders can we tackle the most pressing issues of our time.”

— Mary Ann Yule  
President and CEO, HP Canada

## The Journey Continues

Ten years and two pivots later, these pioneering organizations continue to invent strategies to mobilize Canadians to become sustainability champions. HP Canada hopes these investments will provide the tools and resources for Canadians, whether at school, university or at work, to adopt more sustainable practices – including buying their IT solutions from an environmental leader. WWF-Canada hopes these programs will create a generation of Canadians who perceive the value of a healthy environment and want to take the actions to protect it.

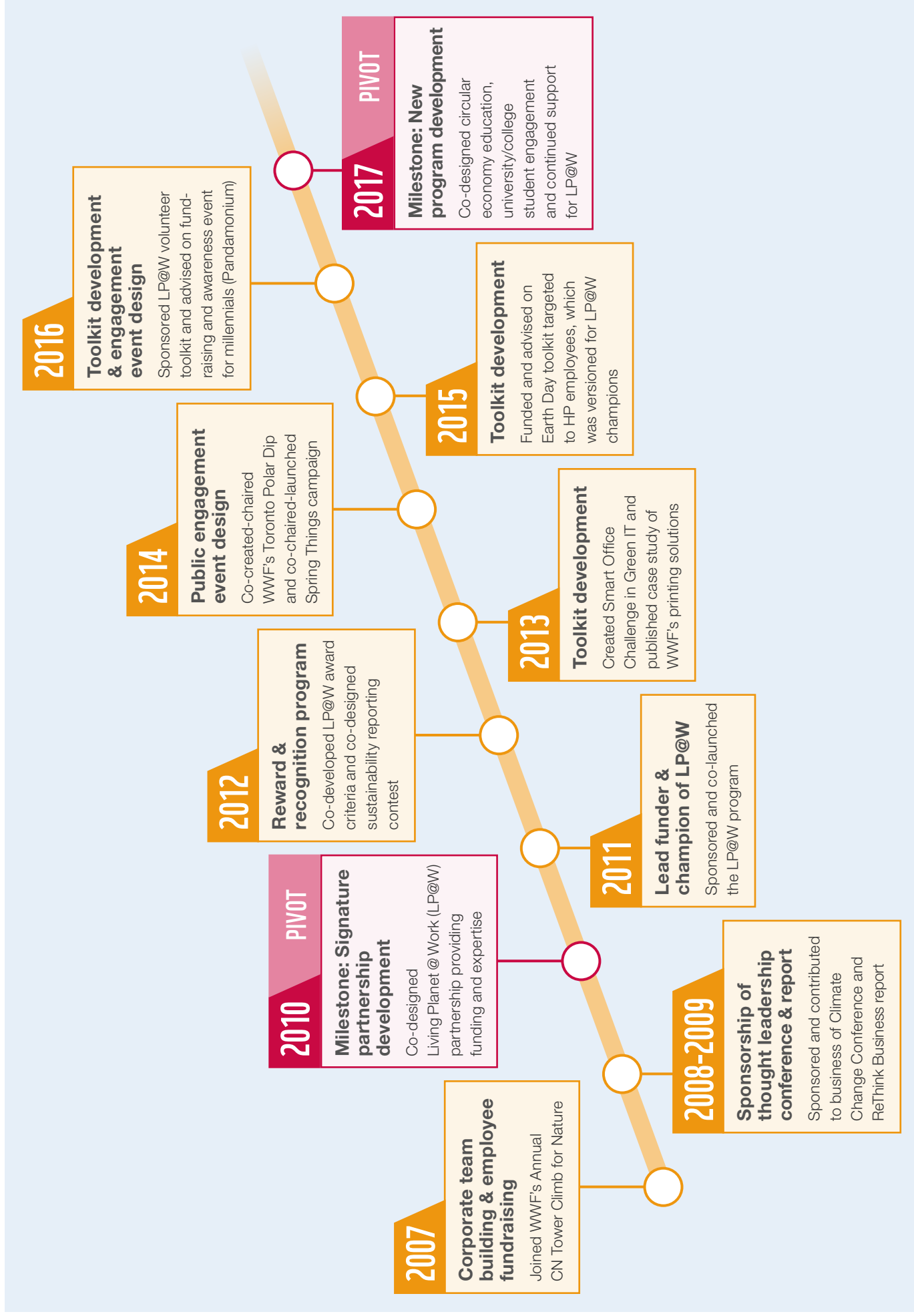
Read on to learn about critical success factors for a strong partnership, what they learned along the way, the benefits they realized and what you can do.



© WWF-Canada

HP Employee volunteer event with WWF planting Milkweed for Monarch butterflies

# HP Canada & WWF-Canada Partnership: A Transformational Decade



## WHAT IS LIVING PLANET @ WORK?

Living Planet @ Work (LP@W) is the flagship initiative that cemented the relationship between WWF-Canada and HP Canada, and led to rounds of innovation and experimentation to create a world class, award winning and impactful business and employee engagement program.

The initiative was conceived to address these challenges and opportunities:

- More than 16 million people make up the Canadian workforce and they collectively influence over a billion decisions at work every day. If these decisions take the environment into account, significant environmental impacts can be reduced.
- 88% of Millennials feel their job is more fulfilling when they have the opportunity to make a positive impact. [2016 Cone Millennial Engagement Study](#)
- 51% won't work for a company that doesn't have strong social and environmental commitments. [2016 Cone Communications Employee Engagement Study](#)
- If everyone were to live like Canadians, the world would need 5.1 planets to sustain its population. [Global Footprint Network](#)

To tackle these issues, the partners set an ambitious goal to catalyze sustainability in business by engaging a critical mass of companies and employees in environmental footprint reduction and in support of conservation – with the ultimate intent to facilitate a major shift in how business decisions, and the people who make them, contribute to conservation. This vision underpinned the development of the LP@W program.

The program was designed to provide companies with free resources, tools and strategic guidance to engage employees in adopting sustainability behaviours, actions and decisions. Companies that join LP@W receive tools and guidance to transition their organization towards sustainability, and opportunities to participate in WWF-Canada's employee engagement and fundraising campaigns. LP@W has a dual-purpose, designed to engage organizations in lowering their environmental footprint and to generate funds for WWF-Canada's conservation initiatives. The program is targeted both at front-line employees who want to promote conservation at their companies (called "champions") and at decision-makers who want to initiate large-scale change.

The partners agreed at the outset that resources would be free and easily accessible to mobilize a critical mass of businesses and their employees to take action on sustainability. HP Canada's sponsorship enabled WWF-Canada to deliver the program free-of-charge, reducing barriers to business participation.

HP Canada provided both financial resources and expertise for the early development of the program and its subsequent improvements. It officially became the corporate champion (Presenting Sponsor) of LP@W in 2011 and continued in this role until 2016 when the initiative transitioned to another Presenting Sponsor.

The chart below provides a summary of the impacts and current goals of the program.

## LIVING PLANET @ WORK GOALS AND IMPACTS

| Impact Area  | Pilot Phase | Year One | 2011-2015   | 2020 Goal   |
|--|-------------|----------|-------------|---|
| Number of signed-up corporate sustainability champions | 7           | 300      | 1,312       | 500 engaged champions (defined as participation in an employee engagement initiative, WWF campaign or fundraiser) |
| Number of participating companies/sites                | 7           | 225      | 1,250       | 2,500   |
| Funds raised for WWF conservation work                 | N/A         | \$12K    | Over \$700K | \$2M  |
| Program sponsorship funds                              | N/A         | \$400K   | Nearly \$1M | \$500K  |



# Critical Success Factors for a Strong, Healthy and Impactful Partnership

Looking back over their collaboration, the partners agree that five critical success factors, or qualities, were essential to the success of their long-term partnership. (The following is adapted from this [Source](#).)

1. Build long-term relationships based on mutual benefit. While the partnership was initially short term and transactional, it became deeply rooted over time. Both organizations now plan their initiatives with a long-term perspective and seek mutually beneficial, reciprocal outcomes. They have gone through successes and learnings together, with a focus on enhancing value at both ends. Through longevity, significant shared value can be achieved.
2. Co-create projects and programs. After the first transactional phase, the organizations began collaborating closely on project and program design. This is a key differentiator from more conventional funding relationships which do not involve one-way flow of money and do not involve co-design. The partners intentionally combined the insights and perspectives of both organizations to develop, test and scale prototypes and models.
3. Equally contribute a range of resources. To achieve greater impacts, both organizations contribute a range of resources to their joint initiatives, beyond just their financial contributions. This can include knowledge, expertise, connections, credibility, people, procurement leverage, and other assets.
4. Build trust, equity and diversity. Open, honest communications and fully disclosed agendas between partners build a partnership that can thrive. Both organizations rolled up their sleeves and got their hands dirty on shared initiatives. Neither had their guard up or feared exploitation. Power is shared in strong partnerships and different perspectives are valued for their ability to drive innovation. This reduces skepticism and lowers barriers in organizations, opening them up to deeper collaboration.
5. Gain leadership support. CEOs of both organizations in the early years and later were strongly supportive of the collaboration. They challenged their staff to be visionary and think outside the box, empowering them with resources and time to bring the collaboration to life.

## Lessons Learned

These are some of the partnership lessons HP and WWF learned during their ten-year engagement:

1. Strategic partnerships advance along a continuum.
2. Strategic partnerships follow a social innovation approach.
3. Strategic partnerships focus on transformational, not incremental solutions.

### Partnership Continuum

In retrospect, both organizations found they had advanced along a partnership continuum from ad hoc donations and short-term transactions in the early years to multi-year strategic investments influencing their core business models ten years on. This evolution is summarized in the chart below. While not intentional at the time, the roadmap revealed by the chart helps them and can help others think about opportunities to accelerate and scale their partnerships for greater impact. Looking back, the organizations can see they have a portfolio of activities, retaining some qualities of their earlier philanthropic relationship, while also investing in new, more transformational roles. Early elements, such as event sponsorship, remain a valuable part of the partnership.

**The following is a spectrum of practices companies follow when seeking to achieve social and environmental benefits through non-profit and charity engagement. These practices reveal a maturity model for both the company and its partners. Both organizations can achieve greater benefits and impacts as they advance along the continuum. HP Canada and WWF-Canada traversed this path.**

| Type     | Philanthropy               | Strategy                       | Transformation              |
|----------|----------------------------|--------------------------------|-----------------------------|
| Focus    | Donations                  | Strategic community investment | Core business               |
| Activity | Grants                     | Volunteering and in-kind       | Embedment in business       |
|          | Transactional partnerships | Strategic partnerships         | Multi-sector collaborations |
|          | Ad hoc                     | Goals and targets              | Corporate strategy          |
| Timeline | <1 year                    | Multi-year                     | Long-term                   |
| Outcome  | Reputation                 | +Impact                        | +Societal progress          |

Source: Strandberg Consulting, adapted from: [Social Purpose Tool for Strategy Discussions](#)

## Social Innovation Model

Reflecting on the progress of their partnership, it appears the organizations followed a social innovation model, summed up as “ideate, pilot, pivot, repeat”. This was not intentional, but as the partnership and its projects matured, the organizations actively reviewed and renewed their investments. Notably, they spent time in the early stages determining their “theory of change” in which they laid out their assumptions about how change would be achieved. At set points, they revisited their projections to determine successes and failures. They kept trialing and experimenting until a successful model could be found and scaled.

### The Social Innovation Path



#### How it works:

The company and its partners conceive of an idea to improve societal conditions, they conduct a small test to learn from failure and success, they course-correct with their new insights, and they test their new idea, repeating the cycle until the program is ready to scale.

Source: *Strandberg Consulting*

This happened at the partnership level as well as the program level. Consistent with the partnership continuum model summarized in the above chart, at 4 – 6-year intervals the organizations pivoted their relationship, to derive greater benefits and impacts. This involved a new theory of change process and resulted in a renegotiated relationship that built upon lessons from the prior phase.

Not all partnerships will go through these pivots, as some might prefer to remain smaller and less strategic. However, it is unavoidable that small partnerships build capacity and trust and become a strong platform for greater impact and a deeper collaboration in the future.



*LP@W Champions from Fairmont Banff Springs Hotel's Green Team*

“Partnerships with businesses that share our vision for a sustainable future enable each of us to amplify our impact in ways that we could not do on our own. For us, corporate partnerships are more than philanthropy. Through innovative collaboration, we are inspiring, uniting and harnessing the power of forward-thinking businesses – the voices and actions of their leaders, employees, customers, suppliers and business partners – to drive the transformational change that is needed to ensure both nature and the economy thrive. We hope you are inspired by this case study to consider how collaborations like this might work for you – and be a meaningful and effective way to advance both your business, and corporate social responsibility and sustainability goals.”

— David Miller  
*President and CEO, WWF-Canada*

## Transformational Company

Strategic partnerships focus on transformational, not incremental solutions, recognizing that incremental measures will not realize the changes necessary to foster a sustainable future. [Research](#) into the emerging sustainable business model reveals that these leaders – like HP Canada – transform both their core business and their operating environments to foster success for business and society – and do so in an accelerated and scaled fashion. This entails collaborating with civil society, governments and business to address wicked, intractable and pervasive problems. Transformational companies realize that business can only succeed in a successful society, and invest in measures to ensure the success of both. A key quality is the development of multi-stakeholder partnerships and collaborations to address and overcome systemic barriers and challenges to sustainability. Today’s organizational and societal challenges are too big and complex to be addressed by organizations acting alone. This is why HP Canada and WWF-Canada continue to invest in measures to mobilize citizens and businesses alike to take action. More details on this transformational approach can be found [here](#).

# Partnership Benefits

The partners identify a number of benefits arising from their ongoing collaboration. The main benefit stems from the signature project – LP@W – which neither party could have delivered on its own. In coming together, the partners leveraged each other’s strengths, expertise and limited resources to create this national sustainable engagement program targeted at employees and business leaders.

Here are the four partnership benefits accruing to both organizations:

| Benefit   | HP Canada   | WWF-Canada   |
|---|---|--|
| <b>1 Tap into expertise and resources</b>                       | <ul style="list-style-type: none"> <li>• Access WWF-Canada’s extensive network, reach and expertise in environmental footprint reduction and public engagement</li> <li>• Build leadership connections with like-minded executives (and potential future customers and business partners) through CEO platforms convened by WWF-Canada</li> </ul>   | <ul style="list-style-type: none"> <li>• Access unique insights in green IT, eco-product design and customer marketing and engagement</li> <li>• Gain business perspective in mobilizing business leaders and employees and in strategies for reducing environmental footprint</li> <li>• Access funding and in-kind resources</li> </ul>  |
| <b>2 Increase employee engagement</b>                           | <ul style="list-style-type: none"> <li>• Company-organized group volunteer events increase employee engagement, according to a third-party longitudinal study conducted for HP Canada. A more engaged employee is a more productive employee. HP Canada promoted the employee volunteer events created by the partnership to its employees</li> <li>• The company’s workforce is extended via WWF-Canada’s own efforts in support of HP Canada’s environmental initiatives</li> </ul>   | <ul style="list-style-type: none"> <li>• The corporate partnership built the non-profit’s knowledge, capacity and receptivity to collaborate with other companies</li> <li>• Enables WWF-Canada to test and learn new program content with HP employees, while enhancing its cross-functional engagement</li> <li>• The organization’s workforce is extended via HP Canada’s own efforts in support of WWF-Canada’s environmental initiative</li> </ul>  |
| <b>3 Build brand and reputation</b>                             | <ul style="list-style-type: none"> <li>• Reduced likelihood of perceived greenwashing through a partnership with the world’s most respected environmental organization, with 90% brand recognition in Canada (WWF-Canada Hall &amp; Partners Research 2013)</li> <li>• Shared thought leadership projects build credibility and visibility to HP Canada</li> </ul>  | <ul style="list-style-type: none"> <li>• Promotion of LP@W introduces WWF brand to new audiences that know and trust the strong HP brand. This allows WWF-Canada to gain credibility with other businesses and organizations</li> <li>• Shared thought leadership projects build credibility and visibility to WWF-Canada</li> </ul>   |
| <b>4 Increase customer and public attraction and engagement</b> | <ul style="list-style-type: none"> <li>• WWF-Canada promotes the HP brand to the NGO’s Canadian audience by profiling HP’s customer engagement tools</li> <li>• Access new markets which are otherwise inaccessible to business, e.g. post-secondary students</li> <li>• Partnership materials are used in HP customer presentations and offered to customers as value-added benefits; this builds customer interest and engagement</li> <li>• Raising funds for the organization as well as via HP cash matching program</li> <li>• Opportunity to sell products and services to the partner who becomes a brand champion and advocate to other customers</li> </ul> | <ul style="list-style-type: none"> <li>• Promotion of LP@W introduces WWF brand to new audiences that know and trust the strong HP brand. This allows WWF-Canada to gain credibility with other businesses and organizations</li> <li>• Opportunity to engage HP Canada employees, customers and partners on WWF-Canada’s conservation message and actions to take, including raising funds for the organization</li> <li>• HP Canada extends LP@W visibility to new business audiences through promotion of the program using its own marketing and communications resources</li> </ul> |

# Join In!

Chances are, your company is already involved in partnerships, some more or less strategic or transformational. Like HP Canada and WWF-Canada it is always valuable to take stock on occasion and see how you can get more results from your investments and build stronger, more valuable relationships. These relationships will be even more important to your organization going forward as global sustainability mega-forces increase and threaten the viability of business and its value chains. Having strong partnerships in place will help your organization navigate the turbulent times ahead, while contributing to a sustainable future.

“The betterment of our society is not a job to be left to a few. It is a responsibility to be shared by all.”

— David Packard, *HP Founder*

## Take Action:

- Discuss this case study with your colleagues to identify opportunities for partnering with non-profits to tackle the systemic social and environmental challenges we face as a society.
- Explore ways to make your existing partnerships more transformational. Reinvent the long-term partnerships you have. Go beyond simple donations to a more engaged approach.
- Talk to your company’s risk team to see what sustainability mega-forces or risks they have identified, and if non-profit partnerships can help your business address them. Such partnerships will become more essential in future, so piloting and engaging now will build the necessary capacity, credibility and trust, and a strong platform for greater impact.
- Check out the Resource Section below for more ideas and inspiration.
- Of course, you can consider partnering with WWF-Canada, too!

## Hey, NGO!

There is something in here for your organization too. You could have a team meeting to discuss the implications of this case study for your own corporate partnerships. See how you can evolve them to become more strategic, innovative and transformational. Share this case study with your corporate partners for their feedback and response.



*Pandamonium Gala 2016*

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# Resource Section

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## WWF-Canada and LP@W resources

- WWF Climate Savers Program [www.worldwildlife.org/partnerships/climate-savers](http://www.worldwildlife.org/partnerships/climate-savers)
- The Living Planet Report Canada
- LP@W micro-site [atwork.wwf.ca/en](http://atwork.wwf.ca/en)
- Smart Office Challenge toolkit [atwork.wwf.ca/en/resources/TheSmartOfficeChallengeTools.cfm](http://atwork.wwf.ca/en/resources/TheSmartOfficeChallengeTools.cfm)
- LP@W champion stories [atwork.wwf.ca/en/stories](http://atwork.wwf.ca/en/stories)
- Living Planet @ Campus [schools.wwf.ca/campus](http://schools.wwf.ca/campus)

## Partnership resources

- Richard Ivey School of Business partnership case study explores social innovation, partnership evolution [www.iveycases.com/ProductView.aspx?id=64603](http://www.iveycases.com/ProductView.aspx?id=64603)
- 10 Signs You're in a Real Partnership article [jsdaw.com/lets-not-rebadge-business-usual-partnership/#.Wck2wrKGO71](http://jsdaw.com/lets-not-rebadge-business-usual-partnership/#.Wck2wrKGO71)
- Qualities of a Transformational Company, Multi-Stakeholder Collaboration Guide [cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/16-multi-stakeholder-collaboration.pdf](http://cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/16-multi-stakeholder-collaboration.pdf)

## HP Canada resources

- HP 2016 Sustainability Report <http://www8.hp.com/h20195/v2/GetPDF.aspx/c05507473.pdf>
- HP Canada sustainability site [www.hp.ca/environment](http://www.hp.ca/environment)

## Employee engagement resources

- Why Going Green is Good Business TED Talk with WWF-Canada and HP Canada video [www.youtube.com/watch?v=T31mzo4QyOg](http://www.youtube.com/watch?v=T31mzo4QyOg)
- How Businesses Can Help Employees Find Purpose at Work article [www.theglobeandmail.com/report-on-business/careers/leadership-lab/how-businesses-can-help-employees-find-purpose-at-work/article27990909/](http://www.theglobeandmail.com/report-on-business/careers/leadership-lab/how-businesses-can-help-employees-find-purpose-at-work/article27990909/)
- Insurgent Sustainability Role of Employees article [sloanreview.mit.edu/article/leading-the-sustainability-insurgency/](http://sloanreview.mit.edu/article/leading-the-sustainability-insurgency/)
- HP Canada Eco Advocates customer engagement article [www.alternativesjournal.ca/people-and-profiles/copy-hp-canadas-eco-advocates-program](http://www.alternativesjournal.ca/people-and-profiles/copy-hp-canadas-eco-advocates-program)
- Transformational Employee Engagement guide [cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/8-employee-engagement.pdf](http://cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/8-employee-engagement.pdf)
- Enlightened Leadership guide [cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/7-enlightened-leadership.pdf](http://cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/7-enlightened-leadership.pdf)
- Sustainability Governance and Culture guide [cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/6-sustainability-governance-and-culture.pdf](http://cbsr.ca/transformationalcompany/wp-content/uploads/2015/11/6-sustainability-governance-and-culture.pdf)

## CONTACT INFORMATION



**WWF-Canada**  
[livingplanetatwork@wwfcanada.org](mailto:livingplanetatwork@wwfcanada.org)



**HP Canada**  
[sustainability@hp.com](mailto:sustainability@hp.com)