



# Business and Society

Discovering a New Social Compact for the 21<sup>st</sup> Century

## The Hitachi Foundation Strategic Plan 2009-2013

*Adopted - November 2008*

# Journey to Discovery

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*We don't receive wisdom; we must discover it for ourselves after a journey that no one can take for us or spare us.*

- Marcel Proust

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# Business and Society

PLAN

*In Brief*

# Mission

- The Hitachi Foundation believes that business has an essential role to play in addressing many complex global challenges of our time.
- Our mission is to forge an authentic integration of business actions and societal well-being in North America.
- We will do this by discovering and expanding business practices that measurably improve people's lives *and* enhance business value, within the Hitachi group of companies, and in enterprises beyond Hitachi.

# [ 2009-2013 Strategic Focus ]

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- The Hitachi Foundation is focused on discovering and expanding business practices that create tangible and enduring economic opportunities for low-wealth Americans, their families, and the communities in which they reside.

# Values

- We not only espouse, we live by the principles and practice of good corporate citizenship. These include: accountability, transparency, authenticity, clarity and respect.
- The Hitachi Foundation believes that society is strengthened when every person has the opportunity to realize the fullness of his or her potential.
- We appreciate and value diversity. We strive to improve our own understanding and ability to work effectively in an ethnically, culturally and philosophically diverse society.
- The Hitachi Foundation believes in the power of ideas. We are willing to take risks in order to unearth new or surprising solutions to society's challenges. To learn and share knowledge opens the world to possibilities.
- The Foundation is proud to bear the Hitachi name, honors the company's deep and enduring commitment to corporate citizenship and strives to be a responsible steward of the resources entrusted to us.

# [ Means ]

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- **Discovery:** Learn from business pioneers who expand opportunities for people in poverty while strengthening business value
- **Diffusion:** Spread and spark adoption of effective practice
- **Leverage:** Partner with others eager to join in the discovery & diffusion process

# [ Programs ]

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- Business and Work
- Business and Community
- Cultivating the Next Generation of Leaders

# Programs

## **Business & Work**

- Discover and spread lessons from business pioneers
- Support on-the-ground place-based efforts
- Strengthen workforce emphasis within the CSR field

# Programs

## **Business & Community/Hitachi Community Action Partnership (CAP)**

- Fully implement *Mastering Community Action*.
- Strengthen focus of Community Action Committees (CACs).
- Expand links with community corporate engagement thought leaders.
- Promote Hitachi regional collaboration.
- Strengthen links between Foundation and Hitachi, Ltd.

# Programs

## **Yoshiyama Program**

- Invest in young leaders who have formed enterprises that benefit people in poverty.
- Conduct annual award event including professional development retreat for recipients and banquet for broader audience.
- Capture and spread lessons through cases, articles, webinars and other networking media.



# Business and Society

PLAN

*In Detail*



# Business and Society Plan

Mission & Focus

# Mission & Focus

## Mission

- The Hitachi Foundation believes that **business has an essential role** to play in addressing many complex global challenges of our time.
- Our mission is to forge an **authentic integration** of business actions and societal well-being in North America.
- We will do this by discovering and expanding business practices that measurably improve people's lives *and* enhance business value, within the Hitachi group of companies, and in enterprises beyond Hitachi.

## 2009-2013 Strategic Focus

- The Hitachi Foundation is focused on **discovering and expanding** business practices that create tangible and enduring **economic opportunities for low-wealth Americans, their families, and the communities** in which they reside.

# Mission & Focus

## Discussion

- We chose the words **authentic integration** to signal that we are concerned about business models that generate business and societal value simultaneously and sustainably. We are not interested in surface-level activities that may generate some positive brand recognition, but have little bearing on the core of the enterprise and could even mask practices that run contrary to societal well-being. We are likewise not interested in social programs that may utilize business resources for their own advancement, but create little value for the firm.
- We chose the words **discovering and expanding** because we want to find those businesses that have developed sustainable approaches and help other business leaders to discover and adopt these approaches. We recognize that these approaches will only take root if they resonate with peer groups, are seen to be practical and beneficial, and ultimately create value.
- We are focused on **the role of business** because we aspire to contribute to the fast moving “sustainability” transformation that is underway by elevating **social sustainability** to a level on par with **environmental sustainability**. We achieve this through our focus on practices that create tangible and enduring **economic opportunities for low-wealth Americans**, their **families**, and the **communities** in which they reside.

# Means

## Discovery, Diffusion, Leverage

### Discovery

- For almost any tough challenge, there are people who have found solutions – often hidden in plain sight. Because we concentrate on the role of business in society, we cast our lens on the path-breakers in business.
- We maintain a laser **focus on the logic and incentives that influence the many tough choices business leaders make** and that are prerequisite to success.
- Expanding economic opportunities, particularly for low-wealth Americans, is of critical significance to both society *and* to business. **Isolated interventions fail to address the complexity** of the challenges we seek to address.

# Means

## Discovery, Diffusion, Leverage

### Discovery

- Our approach operates at multiple levels: **firm-level practices** within and beyond Hitachi companies, and **community-level** and **macro-level efforts** that **reinforce** the firm-level practices we seek to influence. In particular we are concerned with practices within the firm that have bearing on economic opportunity for low-wealth people.
- These include policies and practices that enable low-wealth individuals to achieve career and economic success, and practices that strengthen communities.
- We are also concerned with **forces outside the firm** that influence these practices. These include supply chain demand and investor/financial market expectations. Our interest is in forging **greater alignment between firm-level practice, the forces of influence** in the larger environment, and **societal well-being**.

# Means

Discovery, Diffusion, Leverage

## Diffusion

- We aspire to spark larger-scale adoption. Our diffusion strategy will enable those business leaders who have the potential to incorporate these approaches to discover the benefits of adoption through peer networks that they trust.
- The Foundation's approach to communication – which includes print and web-based media, web-based and face-to-face convening -- will **enable innovation to spread virally through peer channels.**

# Means

Discovery, Diffusion, Leverage

## Leverage

- We believe in the power of **partnership** and will work with others eager to join us in the process of discovery.
- Partnerships enable us to operate at a larger scale of potential impact.
- Ultimately, success also requires greater alignment within the philanthropic community about the role of business in society.



# Business and Society

Foundation-Wide  
Program Logic Model

# Foundation-Wide Logic Model

Who/What	Assumptions	Strategy	Results
<p data-bbox="128 558 405 643"><u>People living in poverty</u></p> <p data-bbox="128 764 338 800"><u>Businesses</u></p>	<p data-bbox="478 558 1010 630">Addressing the workforce skills gap is critical to business &amp; society</p> <p data-bbox="478 688 999 797">Business practices can enable low-wealth individuals to advance up and out of poverty</p> <p data-bbox="478 855 953 964">Business practices can have significant impact on the health of communities</p> <p data-bbox="478 1023 1005 1094">Firm-level practices are influenced by community and macro-level forces</p> <p data-bbox="478 1153 957 1261">Business practices that achieve a social goal can endure only if they serve business imperatives</p> <p data-bbox="478 1320 915 1391">Large-scale change is possible through leverage.</p>	<p data-bbox="1064 558 1459 667">Focus on multiple drivers of business change – firm, community, &amp; macro</p> <p data-bbox="1064 725 1463 834">Employ interlocking change strategies to achieve tipping point</p> <p data-bbox="1064 893 1430 964">Apply leverage to achieve impact</p>	<p data-bbox="1526 558 1921 704">Low-wealth individuals will have career-advancing jobs resulting in improved skills, wages &amp; benefits</p> <p data-bbox="1526 763 1961 948">Business norms will shift toward investment in retention, training and advancement of low-skilled workers resulting in productivity and quality gains</p> <p data-bbox="1526 1006 1955 1230">Hitachi's community engagement will be strategic, resulting in greater impact in local communities and greater recognition for Hitachi's approach.</p>

# Program Logic Model

## Who/What

### People living in poverty

Low-wealth individuals with household incomes below 200% of poverty.

### Businesses

Businesses that **already provide** and those poised to provide **tangible and enduring employment opportunities for low-wealth individuals providing pathways to earnings growth contributing to reaching household income above 200% of poverty.**

**Next generation leaders** developing new business approaches that provide tangible and enduring economic opportunities for low-wealth individuals.

### Hitachi companies

## Assumptions

Addressing the workforce skills gap is of critical significance to society *and* to business. Failure to do so compromises family economic security, firm-level productivity, and national competitiveness.

Work, wages, savings and asset accumulation are necessary conditions for moving and staying out of poverty and businesses make choices that bear on these. Business policies and practices can create tangible and enduring opportunities that enable low-wealth individuals to advance up and out of poverty.

Business policies and practices can also have significant impact on the health of communities.

Firm-level practices are influenced by community and macro-level forces that reinforce those business decisions. Addressing both firm-level and macro-level forces is necessary for enduring change.

Business practices that achieve a social goal can endure only if they serve business imperatives. Creating effective pathways for low-wealth workers can be sustainable without ongoing philanthropic support.

The scale of change we are pursuing and the flexible but limited resources we can bring to bear require leverage. Partnerships provide valuable means for leverage. A carefully targeted communications strategy is also an effective means for leverage.

# Program Logic Model

## Strategic Approach

- **Focus on multiple drivers of business change - firm, community, macro**
  - Firm-level employment practices that create pathways to wage, savings & asset growth for low-wealth workers.
  - Macro forces influencing employment practices – principally supply chain and financial market demand.
  - Macro forces that advance community engagement practice - principally financial market, supply chain, and community expectations.
  - Hitachi firm-level practices in community engagement.
  
- **Employ interlocking change strategies to achieve tipping-point**
  - Catalytic change ignited and informed by trailblazers.
  - Place-based collaborative change.
  - Aspirations for excellence motivated and supported by objective standards, rewards, and recognition.
  
- **Apply leverage to achieve impact**
  - Joint-venture partnerships with other funders and community leaders where shared investment of intellectual and financial capital achieves measurable results.
  - Engagement of employers and key messengers who are credible with employers to help discover and disseminate information about employer pioneers and their models.
  - Targeted communications strategy utilizing formal and informal media, web networks, and “word-of-mouth” approaches.



# Business and Society

## Change Strategies

# Building Blocks for a Change Strategy

- To influence business practices our strategy must be realistic about **why and how firm-level change occurs.**
- Two primary drivers shape business practice: **values and value.**
  - **Values** are the moral compass that defines the firm's culture and the ethical sentiments of the larger culture that conditions business practice.
  - **Value** is the firm's calculation of the potential for gain and protection against loss.
- Actions to secure the well-being of society that align tightly to a firm's values and material gain or loss protection, are more likely to be integrated and endure.

# Building Blocks for a Change Strategy

- The Foundation will employ three interlocking strategies that rely on business values and value creation:
  - Catalytic change ignited and informed by successful pioneers.
  - Place-based collaborative change.
  - Aspirations for excellence motivated by objective standards, rewards, and recognition.

# Building Blocks for a Change Strategy

The constellation of players that influence or are influenced by the role that business plays in society include:

- **Suppliers**: The choice of suppliers has financial and reputational implications for the firm and companies influence supplier practices by setting standards that can align with values and value.
- **Employees**: Employment practices including emphases on diversity, retaining and advancing low-wealth workers, career ladders, flexibility, benefits and employee community engagement policies have high potential for aligning values and value.
- **Community and Government**: Companies actively engaged in their communities are viewed as good citizens. They are given the benefit of the doubt and a license to operate by government and by community leaders. There is not a great deal of evidence to confirm this hypothesis but it is a reasonable “cherished theory.”
- **Customers**: Consumers exercise market power through their choices. But we have little to substantiate that customers really care enough about the environmental and social impact of business to be inconvenienced or pay higher prices.
- **Investors**: Individual and even institutional investors increasingly want to invest in companies that are having a positive societal impact. This is most evident with environmental effects.

# The Catalytic Role of Successful Pioneers

- **In any community** [we define *community* broadly to include physical proximity—*place*—as well as shared characteristics, interests, experience – *peer group*] there are **people** who **depart from behavioral norms to beneficial effect**.
- They tackle prevailing challenges using their own ingenuity and resources.
- They **defy common wisdom with uncommon common sense**.
- In low-wealth communities, these are the people who utilize their wits and available networks to develop unexpected means out of poverty. In businesses, these are the employers that defy industry norms by investing in workers that others consider disposable. In the process, they bring their peers along. Their success paves the way for larger-scale adaptation.

# The Catalytic Role of Successful Pioneers

- To achieve enduring change, several elements need to be in place. First, these self-initiated behaviors and uncommon practices need to **confer benefits to the initiators**. Second, these behaviors and uncommon practices must be **affordable, sustainable**, and their **advantages recognizable by the larger community**. Third, once community awareness is heightened, there must be **means** (preferably spearheaded by the initiators) **to support wider adoption** that are culturally aligned with the particular community.
- This is an innovative approach that **starts with the pioneers** – an immediate **affirmation of the possible**. By **following their path, we discover** unexpected **evidence of practices** and behaviors that can **achieve** different and better **results**.

# Place-Based Collaborative Change

- Across America there are communities poised to champion change. They have local leadership, sources of funding and the will to make a difference.
- However, they may lack exposure and experience in other places. A place-based strategy enables a sustained relationship with a few **carefully selected communities** that are ready and able to drive change.
- Building on the already present determination of public, private, and philanthropic leaders, the approach tips the balance from potential to real change.

# Place-Based Collaborative Change

- The Foundation cannot create the will to change, nor has it sufficient resources to finance a comprehensive local change strategy. However, in places **where the will exists and resources are available, the Foundation can help** at the intersection of business and the community.
- A **deeper, longer-term relationship** in a few communities will allow the Foundation to work with business, public, and nonprofit leaders as they create the policies and practices that enable low-wealth individuals to achieve career and economic success tailored to their local contexts.
- We will **help in their efforts to build a community-level infrastructure** relevant to the circumstances of workers and employers. These sites will benefit from the Foundation's national network including the National Fund for Workforce Solutions and Jobs to Careers.

# Place-Based Collaborative Change

- This approach applies our intellectual resources through the practical application of ideas. The Foundation will not facilitate a broad community decision making process, impose programs on the community or exercise power through its grant making authority, though we may invest a small amount of financial resources provided local funding is present and in greater proportion.
- Rather, the Foundation will **help fill out a strategy** where its substantive knowledge at the intersection of the workplace, workers and the workforce system can **tip the balance**.

# Measures of Success

- **Standards of practice and rewards for performance motivate business action.**
- The Foundation's **Mastering Community Action** framework is an example of how common standards of excellence and clear milestones toward achieving master status have changed CAC performance.
  - Hitachi's development of Eco labeling might also be an example. The Foundation's work with the F.B. Heron Foundation in developing the Community Investment Index is yet another example.
- To be successful, standards must be **clear, understandable, and embraced by those in a position to take action.**
  - Progress must be **measurable and verified**. The process benefits from a **reinforcing environment that enables learning** and meaningful application.
  - It is less likely to sustain if it is an exercise in compliance or superficial window dressing.
  - Finally, managing according to these standards **must create value or be a defense against loss.**



# Business and Society

## PROGRAMS

- **Business and Work** – Three Part Strategy
- **Business and Community** - Hitachi Community Action Partnership
- **Cultivating the Next Generation** - Yoshiyama Program

# Business and Work

## Program Elements

- Catalytic Role of Successful Pioneers
  - Search for and learn from pioneering employers in key business sectors through multiple *search engines*:
    - Create new “Search Engines” to identify pioneer employers.
    - Refocus efforts within National Fund for Workforce Solutions.
    - Refocus efforts within Jobs to Careers.
  
- Place-Based Collaborative Change
  - Develop focused efforts in partnership with local business and other leaders in 2-4 communities poised to advance approaches at the intersection of business and work.
  
- New Measures of Success
  - Develop/refine workforce data and reporting protocols that document the value of investing in retention and advancement of low-wealth workers.

# Catalytic Role of Successful Pioneers

## Program Focus

- Health care & manufacturing firms that adopt approaches resulting in:
  - Improved workforce attachment, skill enhancement, earnings gains, and other progress for low-wealth workers boosting them towards and beyond 200% of poverty.
  - Tangible, enduring value for the firm where financial and quality performance exceeds peers.

# Catalytic Role of Successful Pioneers

## Program Activities

- **Search for and learn from pioneering employers in manufacturing and health care.**
  - Build new networks to identify and document employer practices. Create partnerships from among: employer/trade associations, unions, professional organizations, business schools/students, workforce development groups, economic and community development agencies, as well as databases, cases, publications, and websites.
  - Identify and document practices and results among employers in the Jobs to Careers and National Fund for Workforce Solutions initiatives.
  - Utilize these sources to identify a cohort of 200 trailblazer employers that are also diverse in size, region, organizational structure, customer base, resources, workforce populations, and etc. Data gathering on key indicators and firm characteristics will facilitate screening and identify 30-50 for study and documentation.

# Catalytic Role of Successful Pioneers

## Program Activities

- **Launch communications strategy to spread practices by other employers across the nation.**
  - Engage key messengers representing the target sector employers at the earliest stages. Cultivate channels of communication and invest in the development of materials in a variety of forms to reach multiple employers equipping them to implement comparable policies and practices.

# Catalytic Role of Successful Pioneers

## Program Activities

- **Support meta-analysis on the link between these policies and practices and business value/outcomes.**
  - Examine existing research.
  - Attempt to understand return on investment from perspectives of employer, employee and the principle investors in the workforce development system (public and nonprofit sectors).

# Catalytic Role of Successful Pioneers

## Program Activities

- **Pending available resources, branch out beyond manufacturing and health care to include up to two new sectors.**

# Catalytic Role of Successful Pioneers

## Program Measures

- Wage/earnings gains for low-wage workers.
- Change in retention/advancement rates for low-wage workers.
- # of employers with “best practices” in place for low-wage workers.
- # of employers with improved financial performance attributed to “best practices.”
- Benefit/Cost analyses of case examples.

# Place-Based Collaborative Change

## Program Focus

- Test the efficacy of a place-based variation of the strategy.
- Build upon local networks of business and community leaders to explore how approaches yielding positive results that begin with a few employers in target sectors might expand to other employers in that region, both within and outside of the targeted sectors.
  - Explore whether local/regional networks accelerate the pace of adoption or enhance the effectiveness of these approaches.
  - Explore whether there are quantifiable community or regional effects resulting in poverty reduction in these places.
  - Identify the barriers, opportunities, and lessons.

# Place-Based Collaborative Change

## Program Activities

- Select 2-4 locations, in both rural and urban settings and in different regions of the country, with significant and persistent poverty from among the Jobs to Careers and National Fund for Workforce Solutions projects.
  - Sites must have local partners who will lead the effort and fund a substantial portion of the overall site effort. The Hitachi Foundation resources will be targeted and leveraged. Local partnership capacity and commitment will be key site selection criteria.
- Work with sector/employer groups, employee groups, local foundations, community, workforce and economic development leaders, and others to identify and document effective employer policies and practices leading to both progress by low-wage workers and financial returns to the firms.
- Promote the discovery and adoption of these practices by other employers in the region.
- Engagement and dissemination strategies will be refined and tailored to local conditions and opportunities.
- Capture lessons through case studies to address questions of focus .

# Place-Based Collaborative Change

## Program Measures

- Wage/earnings gains for low-wage workers.
- Change in retention/advancement rates for low-wage workers.
- # of employers with “best practices” in place for low-wage workers.
- # of employers with improved financial performance attributed to “best practices.”
- Benefit/Cost analyses of case examples.

# New Measures of Success

## Program Focus

- Develop standards or guidelines, data, reporting protocols, and self-assessment tools to help define excellence in workforce practices for this population and allow others (investors, suppliers, customers...) to incorporate this information in their decision making processes.
  - Customers, employees, suppliers, communities, and investors influence the behavior of firms.
  - While the idea of *sustainability* has gained resonance with these groups, and workforce practices are acknowledged as part of the mix of actions important to corporate sustainability, there are few guidelines, standards, or metrics for “good practices” in this sphere. Nor are there consistent reports or data sources allowing people to access firm workforce practices.
  - Finally, self-assessment tools that could facilitate efforts by firms to consider and implement policies and practices affecting low-wage workers are not readily available. We will work to fill this void.

# New Measures of Success

## Program Activities

- Support a meta-analysis of research documenting the link between employer policies and practices affecting low-wealth workers and business value/outcomes.
- Review the history and outcome of efforts to create and promote the adoption and reporting of environmental/sustainability standards or guidelines. Assess the implications for our work.
- Identify and assess existing standards/reporting systems beginning with health care and manufacturing that are useful to supply chains, customers, communities, and investors.
- Partner with others to create and link an existing stakeholder collaborative to develop and test guidelines, standards, and reporting protocols for policies and practices affecting low-wealth workers.
- Develop a self-assessment tool relevant to small to medium-size employers.
- Develop an engagement and dissemination plan to promote self-assessment, reporting, and use of the reports.

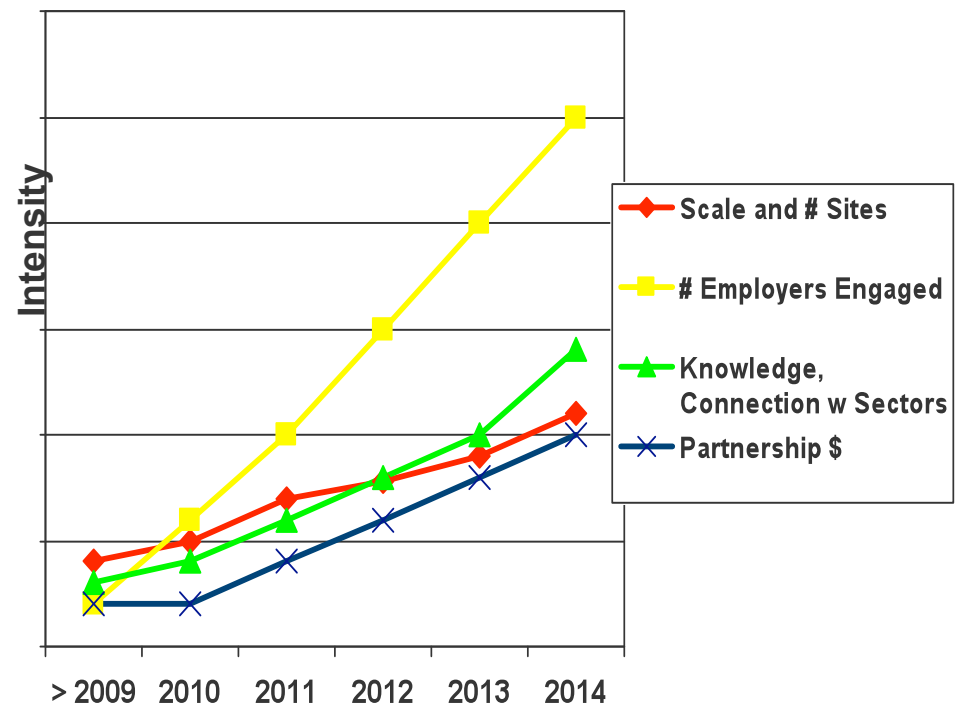
# [ New Measures of Success ]

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## **Program Measures**

- Changes in employer knowledge of and attitudes towards policies and practices affecting low-wage workers.
- Changes in employer policies and practices affecting low-wage workers.
- # of employers using self-assessment process (where tracking is cost effective).
- Improved data and reporting to supply chain, employees, customers, or investors.

# Business and Work



**Figure 1.**  
Each element of Business and Work Program builds upon the others.

# Business and Communities

## Focus: Hitachi Community Action Partnership

- **Hitachi excellence in community engagement**
  - New measures of Success
- **Deeper focus on fewer strategic issues with encouragement and substantive back-up on issues related to poverty**
  - Place-based collaborative approach
- **Deeper engagement with other field thought leaders**
  - Catalytic role of successful pioneers

# Business and Communities

## Elements: Hitachi Community Action Partnership

- Implement *Mastering Community Action* and coach CACs toward master status.
- Deepen focus on low-wealth Americans.
- Enhance regional synergy to increase effectiveness of the Hitachi group in community efforts.
- Strengthen shared leadership and management.
- Expand external recognition and adaptation of MCA approach.

# Business and Communities

## Activities: Hitachi Community Action Partnership

- **Element 1: Implement Mastering Community Action**
  - Continuous improvement of training tools including:
    - Tech-enabled training modules
    - Monthly conference calls, targeted video/teleconferences and web-based peer learning
    - Annual North American Training Conference

# Business and Communities

## Activities: Hitachi Community Action Partnership

- **Element 2: Deepen Focus on Low-Wealth Americans**
  - Integrate issue-focus in monthly conference call agendas.
  - Highlight efforts of exemplary CACs addressing these issues in promotional and training communications.
  - Highlight national and regional organizations with skillful approaches to addressing these issues.
  - Develop, test and distribute community assessment tool to help CACs develop their strategic focus.

# Business and Communities

## Activities: Hitachi Community Action Partnership

- **Element 3: Enhance regional synergy to increase effectiveness of the Hitachi group in community efforts**
  - Increase development of regional CACs.
  - Initiate and help coordinate regular information session between and among individual CACs within a geographic region including grants to a single organization from multiple CACs.
  - Cultivate collaborative efforts including volunteer opportunities among companies in a given geographic region.

# Business and Communities

## Activities: Hitachi Community Action Partnership

- **Element 4: Continue to strengthen shared leadership and management.**
  - Cultivate Foundation/Hitachi HCAP Executive Leadership and Management teams with shared goals and clear delineation of roles.
  - Expand training capacity by further nurturing trainers among Hitachi employees.
  
- **Element 5: Expand recognition and adaptation of MCA approach – Learning and Linking.**
  - Pursue leadership roles in 2-4 key peer networking groups that have reach to other corporations.
  - Engage writer/researcher to capture impact of the MCA approach.

# Yoshiyama Program

## Program Purpose

- To enhance and build upon the strengths of the Yoshiyama Award for Exemplary Service.
- To seed innovation and learn from a new generation of leaders who are using the tools of business to establish companies that have measurable positive impact on low-wealth Americans.
- To capture and spread the lessons of these young leaders.

# Yoshiyama Program

## Program Elements

- Present awards annually to young leaders exhibiting these characteristics:
  - Have formed an enterprise that benefits people in poverty
  - The enterprise has a measurable positive impact on people in poverty
  - Business may be nascent, but the entrepreneur has a track record
- Conduct annual award event including professional development retreat for recipients and banquet for broader audience.
- Conduct ongoing research to develop “teaching cases” and articles based on the lessons from the Yoshiyama Program.

# [Yoshiyama Program]

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## **Program Activities**

- Young leaders will be recognized beginning with a pilot in 2010.
- Process of identifying individuals and making award may be conducted with a national partner who will assume major portion of logistics responsibility.

# [Yoshiyama Program]

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## Program Measures

### ■ Results will include:

- Measurable improvements in the lives of low-wealth people such as
  - access to products, jobs, assets, improvements in neighborhood environmental quality and infrastructure
- Businesses are sustained, grow and are profitable over time



Business and Society

**COMMUNICATIONS STRATEGY**

# Communications Strategy

## Deepen Impact of Foundation Programs.

- **Lessons from Successful Pioneers to Catalyze Change**
  - Multi-media messages, delivered by trusted sources, targeted to key audiences:
    - Employers
    - Workforce, CSR/Corporate Community Engagement Fields
    - Other funders
- **Strengthen the Foundation's Profile**
  - 25<sup>th</sup> Anniversary.
  - Recognition of the Mastering Community Action process.
  - Recognition of contribution to spreading effective workforce practices and SRI reporting protocols.

# Communications Strategy

## **Deliver through trusted and useful sources.**

- **Nurture relationships to deliver messages through trusted conduits:**
  - Business press
  - Trade (vertical) publications
  - Websites
  - Blogs
  - Podcasts
  - E-mail distribution
  - Word of mouth

# Communications Strategy

## Strengthen the Foundation's Profile.

### ■ 25<sup>th</sup> Anniversary of the Foundation

- Develop our 25<sup>th</sup> anniversary brand (2009 project)
- Multiple audience communication strategies:
  - Internal to Hitachi
  - Philanthropic media/community
  - Business, workforce, and economic development media/community

### ■ Building profile of the HCAP/MCA process

- Communication strategies designed to achieve recognition of the program as groundbreaking among discrete audiences:
  - Business
  - Organizations dedicated to business/community engagement
  - CSR field