



STRATEGIC PHILANTHROPY



## BUSINESS CASE STUDY: Mondelēz International

### Company Overview

**Sector:** Manufacturing (Food)

**Number of Employees:** More Than 100,000

**Headquarters:** Deerfield, Illinois

**Headquarters:** \$34 Billion

### Initiative Overview

**Department:** Corporate Philanthropy

**Geography:** 13 countries

**Time Frame:** 2013-Present

## Background, Vision & Goals

Core to Mondelēz International's business strategy is the belief that growth is directly linked to the well-being of the people and the planet. The company's goal to improve global and individual well-being is branded the "Call for Well-being." In 2013 the Mondelēz International Foundation pledged \$50 million to global programs designed to scale up innovations that improve community well-being. These efforts are rooted in a three-prong approach to delivering community programs which include offering nutrition education, promoting active play, and providing access to fresh foods through local agriculture.

## Community Choice Driven By

- **Emerging Markets:** Mondelēz International is targeting their efforts in 13 markets (Australia, Brazil, China, France, Germany, India, Italy, Mexico, Russia, South Africa, Spain, UK and US). These countries represent Mondelēz International's largest consumer and employee bases.
- **Where Employees Live and Work:** Through professional development programs, employees are teamed up with non-profits to solve operational challenges as volunteers.
- **Customer Attraction & Retention:** Business leaders review data where the company will sell its products and where they have current operations. For example, the US represents 20% of the company's market and is home to both its headquarters and 17% of employees.
- **NGO Partners:** The Foundation issues a competitive request for proposal for NGOs to implement programs promoting physical activity, access to fresh foods through local agriculture and nutrition education.

## Assessing Community Risk & Disease Burden

To help target programming, NGOs applying for Foundation grants share data on health and economic indicators in communities. Specific indicators in individual countries vary, but many include poverty levels, literacy rates, malnutrition levels, water access as well as obesity rates and related NCDs.

## Engaging Non-Profit Partners

A request for proposal is issued to 3-5 NGOs working with underserved children aged 12 and under in markets where Mondelēz International has employees and/or a large consumer base (in terms of sales). Foundation partners are selected based on their capacity to:

- Deliver targeted healthy lifestyle programming and measure three core metrics
- Reach multiple underserved communities within or surrounding key Mondelēz International geographic areas
- Explore innovative ways to deliver programming (for example, biking to generate electric power)
- Collaborate with the company's global community of public health partners
- Evaluate their efforts through consistent measurement systems

Current non-profit partners include:

- |  |   |
|--|---|
| • Alicia Foundation (Spain)                  | • Life Education Centers West Midlands (UK) |
| • Charities Aid Foundation (Russia)          | • Institute for Sports Education (Brazil)   |
| • China Youth Development Foundation (China) | • INMED Partnerships for Children (Brazil)  |
| • Football Federation Australia (Australia)  | • Klasse 2000 (Germany)                     |
| • French Red Cross (France)                  | • Magic Bus (India)                         |
|  | • Save the Children (Italy and India)       |

## Evaluation Framework

In September 2013, Mondelēz convened international NGO partners at a “Healthy Lifestyles Summit” to work with Dr. Rafael Perez-Escamilla, Director of the Office of Public Health Practice at the Yale School of Public Health, to outline specific metrics and goals grantees could agree to report on. Participants were introduced to process evaluation techniques and three critical indicators of success emerged for all healthy lifestyle programs. Each NGO agrees to collect these metrics when it enters into a grant agreement with the Foundation:

1. **Nutrition Knowledge:** percentage of program participants who improve their nutrition knowledge, measured by pre- and post- program surveys.
2. **Physical Activity:** percentage of participants who increase their daily amount of activity or play, measured by pre- and post- program surveys and observations of teachers and/or parents.
3. **Healthier Eating:** percentage of participants who report increased consumption of fruits, vegetables and other fresh foods, measured by pre- and post- program surveys and focus groups of teachers and parents.

Measurement is not limited to the tracking of the three indicators and many partners track additional quantitative and qualitative results. Additionally, the Foundation has funded several NGO partners to work with academic institutions to conduct randomized control studies to measure the impact of these programs. For example, Mondelēz partners with a researcher from the Yale School of Public Health in the US, and researchers from the University of Bielefeld in Germany.

The Foundation published the key lessons from the Healthy Lifestyles Program Evaluation Workshop in the September 2014 edition of *Food and Nutrition Bulletin*, showing how knowledge sharing and finding common indicators can accelerate efforts to improve community health. To help current and future Mondelēz International Foundation community health partners adopt the same methodology for tracking success indicators, the company developed a set of implementation guidelines. Tracking success and understanding what works will help community programs fill knowledge gaps and create greater impact.

*“It was a unique endeavor for a corporate foundation to bring together a global group of NGOs to share best practices.”*  
—Dr. Rafael Perez-Escamilla, Professor of Epidemiology & Director of the Office of Public Health Practice at the Yale School of Public Health

## Community Results: NGO Partners Report Changes in Knowledge, Physical Activity, and Dietary Behaviors

- Grant recipients from seven countries (Brazil, China, Russia, Italy, Spain, UK, Germany) developed and presented logic models at the workshop and report they are collecting process data on the three metrics outlined below.
- Since its launch in 2011, Health for Life has been implemented in 90 schools in the UK, reaching over 25,000 students, 1,000 school staff and thousands of parents. Results from primary schools participating during 2014 including the following health outcomes:
  - Increasing nutrition knowledge – 53 percent of students of a cohort of 6,868 students have knowledge about eating 5 or more servings of fruit and vegetables a day – an increase from 47 percent at baseline. Four other cohorts will be assessed over a five year period, totaling 25,000 students.
  - Expanding fresh food access – Significant improvement in the number of children growing fruits and vegetables in school and community gardens in UK communities participating in the program, increasing from 30 percent to 51 percent.

## **Business Results: Engaging Employees as Volunteers**

- Each October, teams from across the world unify through service during Global Volunteer Month. In 2014, 15,000 employees volunteered, resulting in 47,000 hours of service across 71 countries in projects designed to promote healthy lifestyles and help protect the well-being of people and the planet.
- In 2014, when asked if the company's volunteer efforts make them feel that Mondelēz International is a great place to work, 96 percent of employees agreed. The company will measure employee engagement as a result of volunteerism, community partnerships, and broader Call for Well-being efforts through formal surveys/focus groups and informal social media communications.

*This case study was adopted from a semi-structured qualitative interview and publicly available information. To learn more about the link between workforce and community health and the strategies businesses are implementing to invest in community health, read the Vitality Institute's report "Beyond the Four Walls: Why Community is Critical to Workforce Health."*

*To access the report and additional case studies, visit [www.thevitalityinstitute.org/communityhealth](http://www.thevitalityinstitute.org/communityhealth) or look us up on social media @VitalityUSA #Beyond4Walls.*