

TSIC Business Case Study: Standard Chartered Bank's Seeing is Believing Programme

In April 2008, Standard Chartered Bank commissioned The Social Investment Consultancy (TSIC) to gauge the extent and effectiveness of staff engagement in its flagship sustainability programme, *Seeing is Believing*. The *Seeing is Believing* programme works to help prevent, treat, and cure avoidable blindness around the world. Originally intended to be a 28,000 beneficiary programme, it has since grown to 20 million beneficiaries as part of VISION 2020 – a collaboration between the International Agency of the Prevention of Blindness and the World Health Organisation.

About The Social Investment Consultancy

The Social Investment Consultancy (TSIC) is a strategy consulting firm operating at the intersection of the for-profit and non-profit worlds. We provide businesses, foundations, social enterprises, and non-profit organisations with the advice and support they need to best realise their goals and maximise their impact.

About Standard Chartered Bank

Standard Chartered Bank is one of the world's leading financial institutions, with annual global revenue of over US\$16 billion. Based in London, it operates in more than 70 countries, with its key markets being Africa, Asia and the Middle East.

Standard Chartered is a major investor in sustainability programmes. The Bank has won a series of awards across its markets, and focuses on major international initiatives in countries where it has a commercial presence. It sees a rounded programme not only as something that is good for business and its stakeholders, but also as “the right thing to do”. Standard Chartered's commitment was clear when, at the worst stage of the global economic crisis, in October 2008, it reaffirmed and extended its investment in *Seeing is Believing*.

Project aims

The aim of this project was to assess the value of the *Seeing is Believing* programme to Standard Chartered and explore how this value could be further maximised. Standard Chartered wanted first to confirm and then to enhance the programme's benefits.

The focus was on staff engagement. However, external stakeholder considerations were also key, as well as issues regarding charitable partners and structures.

Work undertaken

TSIC undertook an eight-month research and strategy project with Standard Chartered project managers and key stakeholders. The work included:

- Qualitative and quantitative research in eight markets across North America, Europe, the Middle East, Africa, and Asia;
- Research was based around:
 - Focus groups with cross-sections of staff;
 - In-depth interviews with staff across eight key markets on four continents;
 - Senior management consultations.

This research helped to:

- Benchmark the *Seeing is Believing* programme against other Standard Chartered initiatives;
- Assess motivations for staff engagement with the project;
- Assess levels of engagement with the project;
- Identify best practice between countries on staff-engagement techniques.

The research also helped to bolster and inform future strategic decisions. TSIC's final presentation:

- Illuminated engagement patterns and techniques between country markets with *Seeing is Believing* work and those without;
- Advised on the extent to which direct involvement with *Seeing is Believing* correlated with pride associated with it;

- Highlighted four reasons why staff supported the programme, to underpin future engagement processes;
- Identified and advised on growth opportunities across four areas:
 - Communications strategy;
 - Staff- and other stakeholder-engagement techniques;
 - Building on NGO partnerships;
 - Leveraging the benefits of the programme for Standard Chartered.
- Generated some key statistics for use in *Seeing is Believing* reports and materials:
 - 87 percent of respondents say that *Seeing is Believing* is “fairly” or “very” closely linked to Standard Chartered’s brand identity;
 - 92 percent of staff feel proud to be a part of *Seeing is Believing*.

What Standard Chartered says about TSIC

*“Standard Chartered seeks to be a leader in sustainability through long-term business and community engagement. Integral to this is the commitment and involvement of our 70,000 staff. The Social Investment Consultancy helped us understand the core strengths of our principal community programme and how these can be applied across our business. Most importantly, they focused on the existing and potential level of staff connections and the opportunities to leverage the extraordinary goodwill associated with our programmes – invaluable information for any CSR manager building a long-term strategy. Their clear and intelligently researched reports have enabled us to map a long-term route strengthening the links between staff, communities and clients. The work was particularly helpful in showcasing *Seeing is Believing*’s tangible value to us, making a move away from softer impact measurements.”*

Joanna Conlon, Director, *Seeing is Believing*, Standard Chartered Bank