

TSIC Foundation Case Study: The One Foundation

The One Foundation commissioned The Social Investment Consultancy (TSIC) to advise on its strategic organisational development, seek funding partners, and offer advice on investment strategy to its parent company, Global Ethics.

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 The One Foundation and Global Ethics

Global Ethics is a social enterprise that sells consumer goods and donates 100 percent of its profits to charitable causes. The company started in 2005 with its own brand of bottled water that subsidised the installation of water pumps in sub-Saharan Africa. Since then, Global Ethics has grown to include a condom and vitamin-water range – supporting HIV/AIDS and nutritional projects, respectively – both under the “One” brand. The firm now has a turnover of £3.5 million per year and donates over £1 million a year to charity through its charitable arm – The One Foundation. Its founder, Duncan Goose, has won the prestigious Credit Suisse and Ernst & Young “Entrepreneur of the Year” awards in the past two years.

Project aims

The One Foundation and Global Ethics were largely synonymous when TSIC was retained in 2008. The principal aim of this project was to restructure the One Foundation as an independent entity, with its own internal governance, aims, and objectives.

The One Foundation initially donated all of its income to a single charity. However, with such impressive growth in a short space of time, the Foundation was soon faced with the task of building, managing, and overseeing relationships with a series of new beneficiaries. TSIC helped One Foundation staff clarify:

- The process for selecting new charitable partners;
- The division of roles and responsibilities between the Foundation and the business;
- The structures needed to oversee the use of funds by charitable partners.

The second aim was to directly drive commercial opportunities and support for Global Ethics by exploring financing options, briefing targeted strategic or sales contacts, and recruiting advisors and advocates.

Work undertaken

TSIC worked on a retainer basis over a 12-month period. Services provided included:

- Advising on potential Foundation board structures, governance, and operating procedures;
- Advising on standard operating and risk-management procedures for charity partners;
- Identifying how value could be added through the recruitment of additional volunteer leadership and board members;
- Identifying potential major clients for Global Ethics.

Key achievements included:

- Headhunting two new board members (an experienced trustee of several major NGOs and the Head of Equity Finance at a leading British bank) and senior informal advisers from the worlds of politics, private equity, retail, and philanthropy;
- Running a “heads of industry strategy session” – a key tool used by TSIC to expose clients to input from a variety of experienced sectoral leaders. Participating in the session were:
 - A former Secretary of State at the Department of International Development and Minister for Africa;
 - Trustees from two of the UK’s biggest international development agencies;
 - Senior private-equity partners;
 - A high-profile philanthropist;

- Key staff and board members from the One Foundation.
- Establishing regular volunteer leadership meetings to guide the development of the Foundation's structures over the next 12 months;
- Equipping staff with effective donor-stewardship techniques and processes;
- Recommending several strategic sales and marketing opportunities to Global Ethics.