



SHARED VALUE



## BUSINESS CASE STUDY: Campbell Soup Company

### Company Overview

**Sector:** Manufacturing (Food and Beverage)

**Number of Employees:** 19,400 worldwide

**Headquarters:** Camden, New Jersey

**2014 Annual Revenues:** \$8.26 billion

### Initiative Overview: Campbell Healthy Communities

**Department:** Led by corporate social responsibility (CSR) with support from multiple business departments

**Budget:** \$10 million

**Time Frame:** 2010-2020

## Background

Campbell Healthy Communities collective impact initiative, a \$10 million, 10 year effort, works to measurably improve the health of young people in communities where Campbell has its largest manufacturing operations. In parallel, the company’s strategy increasingly emphasizes health and well-being as demonstrated by the acquisitions of Bolthouse Farms and Plum Organics, as well as the introduction of healthier options to its product portfolio over the past several years.

## Vision & Goals

By 2020, Campbell aims to reduce childhood obesity and hunger in Campbell communities by 50% and impact the lives of 100 million youth via all CSR initiatives including Healthy Communities. It is the backbone organization of a collective impact model, which began in Campbell’s hometown of Camden, NJ, and has since expanded to Norwalk, CT, and Henry County, OH, where Campbell has manufacturing operations. There are plans to launch a similar initiative in Everett, WA, in 2015. Campbell engages nonprofit and public partners to implement programs promoting physical activity and healthy food access.

## Shared Value for Campbell Communities

With an increasing emphasis on a culture of health nationwide, consumers are demanding healthier food options; Campbell is aligning its business and community engagement practices with this trend. Its collective impact initiative allows the business to strategically position itself as a competitive player in the food and beverage industry.

## Community Choice Drivers

**Where Employees Live and Work:** Employees volunteer with Campbell collective impact partners. Community Conversations consult residents for feedback on Campbell programs and provide input on methods to improve food access.

## Assessing Community Risk & Disease Burden

- On an annual basis, the company examines Robert Wood Johnson Foundation (RWJF) County Health Rankings data and consults local hospitals, health organizations, school districts, and health departments to gauge the level of community risk and disease burden related to hunger and obesity.
- Employees and community members participating in Campbell’s sponsored programs provide feedback about the health status of the community and access to healthy foods through “Community Conversations” which are open to all interested participants.

Data Collected by Partners to Assess Risk and Disease Burden in Camden, New Jersey	
Source	Data
Feeding America	% of households that are food insecure, live below the poverty line, or are unemployed
Our Lady of Lourdes Hospital	Local level data on food insecurity, which is collected by a two question food insecurity screen
Cooper University Hospital	Height and weight data collected in the hospital’s electronic medical record (EMR), resulting in data from 9,000 children
Virtua Hospital	Piloting food insecurity questionnaire to collect local data on food insecurity
RWJF County Health Rankings	Overall county rank, % Obesity

## Program Reach

- **Employees:** Engaged through school-based volunteer programs, employees can participate in skill-based volunteering for local non-profit organizations near Campbell’s offices and plants in Camden (20% of Campbell’s total volunteer hours); or by volunteering with the initiatives that are a part of the collective impact model in

Henry County (and soon, Everett). Campbell’s permits employees to volunteer during working hours, and overall, 3,000 employees<sup>1</sup> (15% of workforce<sup>2</sup>) contributed 21,000 volunteer hours across 16 U.S. locations in FY 2013.

- **Dependents/Families:** Campbell’s workforce and their dependents are reached via increased access to farmers markets and healthy foods in local stores, supported by Campbell’s efforts in Camden, NJ. In Henry County, the dependents that attend school in the area are reached through nutrition education programs.
- **Broader Community:** Campbell’s Healthy Community programs collaborate with schools, health systems, and other partners to extend efforts to the broader community (see Section “Engaging Stakeholders for Collective Impact” for a full list of partners).

### Engaging Stakeholders for Collective Impact

In each community where Campbell’s plans to launch Healthy Communities Initiatives, partners are chosen based on their capacity and expertise in collective impact, including community based organizations, local government agencies, and schools. They provide strategic, programmatic, and technical support. For example, the Camden Coalition of Healthcare Providers, a key partner in Camden, is integrating obesity and hunger measures into electronic health records and has developed a dashboard to help Campbell’s monitor population level changes happening in the community.

<b>Direct Programming Partners in Camden</b>	
<b>Partner</b>	<b>Role</b>
YMCA	<ul style="list-style-type: none"> <li>• Provides staff support and liaises between partners</li> </ul>
Food Bank of South Jersey	<ul style="list-style-type: none"> <li>• Implemented Cooking Matters, a nutrition education program that fights childhood hunger by teaching families how to make healthy food choices on a budget</li> </ul>
Food Corps	<ul style="list-style-type: none"> <li>• Supported building gardens at six sites, where teachers incorporated gardening into their educational curriculum and made garden maintenance part of their daily classroom routine</li> <li>• Farm-to-school activities included lessons that highlighted benefits of local produce and taste tests with produce donated from local farms</li> </ul>
The Food Trust	<ul style="list-style-type: none"> <li>• Conducts in-store nutrition education, providing participants with the skills, knowledge and access to make healthy choices while changing the culture and norms around healthy eating</li> <li>• Implements healthy corner store initiative and Coordinated Approach To Child Health (CATCH) physical education program</li> <li>• The Food Trust received additional funds from RWJF to create a statewide Healthy Corner Store Network in New Jersey</li> <li>• Expanding availability of locally grown produce, while accepting WIC, SNAP and senior coupons at markets</li> </ul>
US Soccer Foundation, United Way of Greater Philadelphia and South Jersey, Boys and Girls Club	<ul style="list-style-type: none"> <li>• Implemented Soccer for Success to provide soccer and nutrition education to children in after-school environment</li> </ul>
Corner Stores in Camden	<ul style="list-style-type: none"> <li>• Participate in corner store conversions to offer more fresh fruits and vegetables and healthier packaged options to the community</li> </ul>
Schools	<ul style="list-style-type: none"> <li>• Camden School District (Cooper B. Hatch Family School, Cooper’s Poynt School, H.B. Wilson Family School), The KIPP Cooper Norcross Academy, and ECO Charter School partner with Campbell’s and engage their students to participate in Healthy Communities activities</li> </ul>

<sup>1</sup> <http://www.njbiz.com/article/20140707/NJBIZ01/140709862/How-the-Campbell-Soup-Company-has-impacted-Camden:-A-Q&A-with-CEO-Denise-Morrison>

<sup>2</sup> <http://www.forbes.com/companies/campbell-soup/>

<b>Strategic Investors in Camden Provide Technical Assistance and Funding</b>	
<b>Partner</b>	<b>Role</b>
The Center for Environmental Transformation	<ul style="list-style-type: none"> <li>Assists in the maintenance and sustainability of school gardens, provides technical assistance, and funding</li> </ul>
Community Foundation of South Jersey	<ul style="list-style-type: none"> <li>Creates a multi-donor fund for a Camden Food Access competition and provides funding</li> </ul>
Westchester University	<ul style="list-style-type: none"> <li>Provides technical assistance to implement well-being policies</li> </ul>
Camden Coalition of Healthcare Providers (CCHP)	<ul style="list-style-type: none"> <li>Developed a web-based form for the two-item screen to measure food insecurity in 2013-2014. An affirmative response (“often true” or “sometimes true,” versus “never true”) to question one and/or question two is considered a positive screen for food insecurity</li> <li>CCHP worked with Cooper University Hospital in FY 2014 to extract all height and weight data collected in the hospital’s electronic medical record (EMR), resulting in data from 9,000 children</li> </ul>
Delaware Valley Regional Planning Commission	<ul style="list-style-type: none"> <li>Released a report with recommendations to support a more robust, equitable food system for Camden</li> <li>Helped to establish the Camden Food Innovation Fund, which seeds innovative projects that create economic opportunity and foster access to healthy food in Camden City</li> </ul>

## Resource Allocation

<b>Campbell’s Soup: Backbone Organization for Collective Impact</b>		
<b>Funding</b>	<b>Human Resources</b>	<b>Strategic Resources</b>
<ul style="list-style-type: none"> <li>In-kind food donations and charitable giving for all CSR activities: \$44M and \$52.6M in 2013, respectively</li> <li>Total investment for Campbell’s Healthy Communities: \$3M from 2012-2014</li> <li>Leveraged funds from Campbell’s partners for co-investment: \$2.5M</li> <li>Campbell’s provides access to its test kitchens to host educational cooking classes for youth</li> </ul>	<ul style="list-style-type: none"> <li>Campbell’s staff-support evaluation of partners’ activities via open ended questionnaires</li> <li>Supply of volunteer hours from Campbell’s employees</li> </ul>	<ul style="list-style-type: none"> <li>Effective branding and marketing strategies to help communicate and disseminate information about Campbell’s community health promotion initiatives</li> <li>Internal leadership to forge strategic partnerships in the community and to instill the value of Campbell’s Healthy Communities programs among internal business units</li> <li>Campbell Healthy Communities convenes a coalition whose members meet monthly and whose leadership is in regular communication with community partners and stakeholders.</li> </ul>

## Program Impact in Camden (2010-2014)

### Nutrition & Physical Activity

- Provided over 200,000 hours of nutrition education to children and adults, and 515,000 hours of physical activity to children in total
- Campbell Healthy Communities Cooking Matters program, a 4-6 week nutrition education program, engaged 596 of youth in 2014. In addition, 43% of student participants increased their fruit intake, and 34% of students increased the number of days they participated in moderate to vigorous physical activity, as measured from baseline via self-report surveys

- Campbell Healthy Communities Soccer for Success program participants accomplished a 10% reduction in obesity over the course of a twelve week program administered 3 days a week, offered twice a year. The program served almost 700 students at 19 sites in community centers and schools throughout Camden in 2014<sup>3</sup>

### Systems Change

- The Camden Coalition of Healthcare Providers, a collective impact partner, integrated a hunger questionnaire into local electronic medical records (EMR), and monitors population-level changes in hunger and obesity rates as part of the Healthy Communities initiative<sup>4</sup>
- The Camden Coalition of Healthcare Providers Pregnancy and Parenting Partners program incorporated nutrition and healthy eating into the curriculum for pregnant and parenting mothers through bi-monthly prenatal and pediatric group visits

## Aligning Community and Business Impact

- **Volunteerism:** With Campbell employees embracing the Healthy Communities program, more than 21,000 hours of volunteering were contributed to community organizations. An example of a specific output achieved is a year-long Career Paths program for Healthy Communities schools that was created by a 28-member team of Campbell Soup Company
- **Changing Product Portfolio:** In 2014, Campbell launched a new flavor of its V8 100% Vegetable Juice, introduced two new Healthy Request soups, and updated its Arnott's Lunch Slices to include a "Low Glycemic Index" label. While the decisions to launch new products or acquire new brands are not driven directly by Campbell's community initiatives, they are aligned and happen in parallel demonstrating the company's strategic shift towards a focus on health
- **Community Partnerships:** Campbell expanded its community network by leading 70 community conversations with 560 participants.<sup>5</sup> Partnerships with non-profits have the potential to inform Campbell's decisions on how to meet consumer demands for healthier and affordable foods that meet nutritional standards. Such healthy alternatives can be provided as part of nutritional/cooking classes in the community. Community partners can inform the company on what types of products could benefit consumers' diet and are affordable and appealing. Building an increasing number of partnerships with community organizations allows Campbell to gain brand visibility and establish itself as collaborator in addressing the issue of childhood obesity

## Looking to the Future

### Community Impact

- Evaluating the success of collective impact and stakeholder engagement efforts in Campbell communities by surveying partners on progress toward key objectives in both Camden and Henry County
- Monitoring population health improvements in Camden, reflected by changes in RWJF County Health Rankings scores and hunger and obesity prevalence tracked by the Camden Coalition of Healthcare Providers
- Continue implementation and begin evaluation of Campbell's Healthy Communities in Henry County, OH
- Since 2010, the company expanded its initiatives from Camden to Henry County and plans to expand to Everett, Washington, where Campbell's employees are taking initiative to promote health in their county

<sup>3</sup> CHI annual report 2014 pg. 12

<sup>4</sup> CHI 2014 Annual Report pg. 18 and 19

<sup>5</sup> Campbell CSR Report [http://www.campbellcsr.com/Download/\\_pdf/CSC-001\\_SR\\_PDF.pdf](http://www.campbellcsr.com/Download/_pdf/CSC-001_SR_PDF.pdf)

**Business Impact Goals in Development**

- Assessing the effects of employee volunteerism on retention and productivity
- Demonstrating effect of Healthy Communities program on business decisions (such as acquiring new brands or reformulating products) and resulting increases in profitability

*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 @VitalityInst #Beyond4Walls.*

## Appendix

### Data Collection in Camden Health Communities

	Impact on Community	Impact on Business
<b>Needs Assessment Data</b>	<ul style="list-style-type: none"> <li>• Campbell’s and partners create a shared logic model in each community</li> <li>• Partners are working to develop relationships with Camden City School District to establish an agreement to receive anonymous student height, weight, and BMI in schools.</li> <li>• Campbell’s conducts community risk assessment based on publicly available data and data from the Camden Coalition of Healthcare Providers</li> </ul>	<ul style="list-style-type: none"> <li>• “Community Conversations” improve business understanding of how community members think and feel about Healthy Communities programs</li> <li>• 3<sup>rd</sup> party research firms conduct consumer surveys to gather feedback about Campbell’s products</li> </ul>
<b>Process Data</b>	<ul style="list-style-type: none"> <li>• Hours of nutrition education offered</li> <li>• Changes in attitudes of children participating in cooking classes, measured by surveys administered by Campbell’s directly after activity completion.</li> <li>• Overall progress toward reducing obesity and hunger in Campbell’s communities.</li> <li>• Soccer for Success: Measures aerobic capacity of children measured using the FITNESSGRAM tool. Children are classified into three categories: Healthy Fitness Zone; some health risk; and high health risk.</li> <li>• Tracking a cohort of students at two charter schools receiving intensive programming, tracking students receiving the CATCH program</li> </ul>	<ul style="list-style-type: none"> <li>• Data on employee volunteerism, including number of employees participating and hours contributed</li> <li>• Sales of healthy products that promote positive nutrition, and sales of products with limited negative nutrients</li> <li>• Feedback from partners, participants, and employees gathered by community conversations and monthly surveys administered and led by Campbell’s Soup.</li> <li>• Amount of new project funds leveraged</li> <li>• Number of communities, children, and employees reached through meetings with resident groups, neighborhood organizations, policy makers, and school leaders throughout the year.</li> </ul>
<b>Outcome Data</b>	<ul style="list-style-type: none"> <li>• Increased number of minutes that children and adults spend being physically active</li> <li>• Increased access to safe places to play in the city of Camden</li> <li>• Increased number of venues (convenience stores, bodegas, Campbell’s Mobile Markets) that sell or distribute healthy food in Camden</li> <li>• Improved eating habits of participants, including cooking healthier meals, eating healthier snacks and beverages and supporting nutrition education activities</li> </ul>	<ul style="list-style-type: none"> <li>• Brand acquisitions</li> <li>• New product development</li> <li>• Existing product reformulation</li> <li>• Impact on investor relations</li> <li>• Improved industry reputation as a sustainable business</li> </ul>