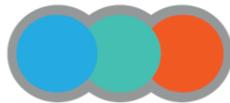




STRATEGIC PHILANTHROPY



BUSINESS CASE STUDY: General Mills

Company Overview

Sector: Manufacturing (food)

Number of Employees: 43,000

Headquarters: Minneapolis, MN

2014 Revenues: \$17.9 Billion

Initiative Overview: The General Mills Foundation

Department: Corporate Philanthropy

Geography: National; this case study focuses on philanthropy in Minnesota

Time Frame: 1954-present

Background

General Mills’ philanthropic work is closely connected with its core business. General Mills’ commitment to communities includes providing grants to nonprofit organizations from the General Mills Foundation (the Foundation), donating food, supporting brand partnerships, and employee volunteerism around the world. The Foundation works with partners locally and globally to harness their collective impact, while engaging employees through volunteerism.

Vision & Goals

Focus Area	2020 Goal
Alleviate Hunger	<ul style="list-style-type: none"> Provide 200 million meals globally
Advance Nutrition Wellness	<ul style="list-style-type: none"> 90,000 US schools access Presidential Youth Fitness program
Improve Education	<ul style="list-style-type: none"> Provide US\$1 billion to schools through Box Tops for Education
Volunteerism	<ul style="list-style-type: none"> 80% of employees volunteering worldwide
Invest in communities	<ul style="list-style-type: none"> Achieve US\$2 billion cumulative giving

Strategic Philanthropy

- Philanthropic Giving:** Total giving in 2014 was over \$151 million. This includes:
 - \$79.1 million in corporate contributions
 - \$42.8 million in food donations
 - \$29.2 million in foundation grants
- Product Reformulation:** General Mills concentrates on accelerating its net sales growth by focusing on reformulating five large, global product categories in its portfolio which include ready to eat cereal, ice cream, yogurt, ready meals, and sweet and savory snacks. While it promotes energy balance in communities, it reformulates products to address consumer demands.

Community Choice Driven By:

- Where Employees Live And Work:** The Foundation’s grant-making is geographically focused surrounding areas up to 50 miles of General Mills headquarters (Minneapolis, MN) and manufacturing facility communities nationwide. Internationally, General Mills focuses charitable giving in Malawi and Tanzania in Africa. The company also provides grants in international communities where there are business operations and a large employee base.
- Consumer Attraction & Retention:** General Mills target consumer groups include: Middle Class Consumers in Emerging Markets, US Adults 55 and Older, the US Millennial Generation, and US Multicultural consumers (non-Caucasian population). Its key strategy for reaching new consumers and retain existing consumers is to understand what they like to eat, where they like to shop, and how they approach cooking.

Assessing Community Risk & Disease Burden

- Non-Profit Partners Assess Need:** Each non-profit that General Mills Foundation funds has its own needs assessment processes. For example, Hunger-Free Minnesota developed a community close-up tool, a data analysis tool a community can use to determine how many meals its hungriest residents are missing and in which census tracts they reside. Demographic information provided for each of Minnesota’s census tracts helps inform strategies for closing the meal gap in the community.
- Employees Serve on Community Action Councils:** The work of Council members encompasses three main objectives: to understand community needs, encourage employees to volunteer their time and expertise, and review requests from local nonprofit organizations for resources.

Engaging Non-Profit Stakeholders for Collective Impact

- **Champions for Healthy Kids:** Since launching Champions for Healthy Kids in 2002, General Mills Foundation has funded more than 550 programs and reached more than 1 million kids through grants totaling US\$6.5 million. Across the US, the Champions for Healthy Kids grants program supports nonprofit community organizations that offer innovative youth nutrition and fitness programs. In June 2014, the General Mills Foundation, in partnership with the Academy of Nutrition and Dietetics Foundation, awarded US\$1 million – twice the amount of previous years – in Champions for Healthy Kids grants. Recipients include 50 nonprofits, schools and community organizations that demonstrate the greatest need and likelihood of sustainable impact on young people’s nutrition and activity levels.
- **Hunger Free Minnesota:** A collective impact model with 8 initiatives and 100+ cross-sector partners to collectively add 60 million meals to Minnesota’s hunger-relief system.
- **Presidential Youth Fitness Program:** The Foundation’s support of the Presidential Youth Fitness Program helped enroll 8,000 new schools in 2014, giving them access to school-based physical education assessment tools and fitness education program resources to help keep kids physically active. This comprehensive school fitness program cultivates lifelong skills and healthy habits in the fight against childhood obesity. General Mills helped launch the program in 2012 with the President’s Council on Fitness, Sports and Nutrition. Support from the General Mills Foundation will enable the program to reach 90 percent of US schools – and more than 50 million children – by 2020, helping students pursue personal fitness goals and promote lifelong physical activity.
- **PlayWorks:** A program that brings trained, full-time coaches to schools in low-income communities to create positive learning experiences on and off the playground. Playworks serves more than 14 schools in Minnesota including 4 in North Minneapolis.
- **Good Works:** Founded in 2009, the program links nonprofit organizations with General Mills marketing professionals in the headquarters community, enabling employees to focus their business skills via pro-bono projects for selected nonprofits.

Evaluation Framework

- **Champions for Healthy Kids:** Organizations that receive Champions for Healthy Kids (CFHK) grants predominantly use qualitative methods (e.g. surveys, observation, logging) to assess the outcomes or results of their CFHK grant projects. The program is currently undergoing evaluation.
- **Hunger Free Minnesota:** The measures and data for Hunger-Free Minnesota’s impact evaluation are compiled by EnSearch, Inc., a third-party evaluation company.
- **Presidential Youth Fitness Program (PYFP):** The participants are assessed via FITNESSGRAM®.
- **Playworks:** Playworks conducts an annual survey of school staff (teachers, principals, support staff) each May. The survey covers student behavior during recess, in the classroom and overall school climate. The survey is a combination of Likert scale rating questions as well as open-ended questions. Playworks uses the data to learn about impact and identify trends both nationally and at the city-level.

Community Impact

Initiative	Progress	Community IMPACT
Food Donations	<ul style="list-style-type: none"> General Mills provided 50 million meals through global food donations since 2013 	Served children and families in more than 50 communities around the world
Hunger-Free Minnesota	<ul style="list-style-type: none"> General Mills provided US\$2.75 million in contributions to Hunger-Free Minnesota since 2011, and was a leader in the Hunger Impact Exchange Hunger Free Minnesota implemented 8 data-driven initiatives to add meals to the statewide hunger-relief system since its inception in 2011 	Added 64.45 million meals to Minnesota’s hunger relief system (which includes SNAP program, school meal programs, food rescue programs, etc.) since 2012
Champions for Healthy Kids	<ul style="list-style-type: none"> 1 million youth reached since 2002. In June 2014, the General Mills Foundation, in partnership with the Academy of Nutrition and Dietetics Foundation, awarded US\$1 million in grants Recipients include 50 nonprofits, schools and community organizations that demonstrate the greatest need and likelihood of sustainable impact on young people’s nutrition and activity levels 	The program is undergoing evaluation in 2015
Presidential Youth Fitness Program (PYFP)	<ul style="list-style-type: none"> 3,400+ schools adopted in 2014; to date, 13,000+ schools and an estimated 6.8 million students engaging with the program General Mills committed to support and expand PYFP through a contribution of \$10 million over the course of six years. This contribution comes both in the form of financial support as well as in-kind marketing expertise 	PYFP has adopted the FITNESSGRAM® assessment—a health-related, criterion-based assessment—which helps minimize comparisons between children and instead supports students as they pursue personal fitness goals. The assessment measures health-related fitness through a variety of items designed to assess aerobic capacity, muscle strength, muscular endurance, flexibility, and body composition. PYFP aims to help educators understand that a tool like FITNESSGRAM® is more than just the assessment used at the beginning and end of each school year. Rather, fitness assessments serve as the foundation for a year-long effort to help students achieve and maintain health enhancing levels of fitness in a manner that maintains student integrity
Volunteerism via Good Works	<ul style="list-style-type: none"> 75% of employees volunteer worldwide 	<ul style="list-style-type: none"> Since inception of the Good Works program, more than 200 employees completed 45 projects In 2014, 59 volunteers and 9 projects completed
Playworks	<ul style="list-style-type: none"> General Mills Foundation provided US\$282,500 in 2014 to increase the number of US schools participating in Playworks To date this year, more than 7,000 children in Minneapolis and St. Paul Public Schools have participated in Playworks’ programming 	*National results <ul style="list-style-type: none"> 95% of staff report that 98% of students are physically active 87% of staff report decrease in number of disruptive events in the classroom incidents 85% reduction in disciplinary incidents 89% of staff report an increase in students abilities to focus on class activities
Community Investment	<ul style="list-style-type: none"> US\$151 million in total giving in fiscal year 2014 US\$1.5+ billion cumulative giving since 1954 Box Tops for Education raised \$80 million for US Schools 	<ul style="list-style-type: none"> Funded more than 1,000 non-profit partners More than 80,000 K-8 schools engaged in Box Tops for Education

General Mill's Grantmaking Aligned with Overall Business Strategy

Employee Engagement

84% of US employees surveyed by the Great Place to Work Institute said General Mills is a great place to work. While General Mills does not currently have hard data on the impact of employee volunteerism on engagement, turnover, and retention.

Product Reformulation

As it addresses health in the community through its foundation, General Mills is reformulating existing products – adding whole grain, dietary fiber, vitamins and minerals and reducing nutrients of concern such as calories, sodium, sugar, and trans fat. General Mills works to develop new offerings with strong nutrition profiles to meet consumer demand. This demonstrates that while philanthropy does not directly influence decisions to conduct product reformulation, the goals of initiatives from the business and philanthropy arms are aligned with the company's mission of "nourishing lives."

Examples of recent product reformulation include:

- Reducing calories, fat, saturated fat, trans fat, sugar or sodium by 10 percent or more per serving in products making up 13.6% of US retail sales volume in fiscal 2014. Specific examples include reducing sodium between 10-20% across the entire line of Grands! refrigerated biscuits, reducing saturated fat and trans fat across the line of Totino's Pizza Rolls, and reducing sugar by 10% in the popular kid's Yoplait Go-gurt.
- 100% of Big G cereals marketed to children contain 10 grams of sugar or less per serving; sugar levels in Big G kid cereals have been lowered by 16% since 2007. 75+% of General Mills cereals have 9 grams or less of sugar per serving.
- Whole grain has also increased across the entire line of Big G cereals so that now every Big G cereal contains more whole grain than any other single ingredient and at least 10 grams of whole grain per serving; more than 20 General Mills cereals deliver at least 16 grams whole grain per serving.

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 or look us up on social media @VitalityInst #Beyond4Walls.