Designed for Impact

Leading Practices of Organizations across the Greater Philadelphia Region Surveying Diversity and Inclusion

Summary of Survey Results and Framework for Discussion

December 2011
Document Overview

The Greater Philadelphia Chamber of Commerce (GPCC), partnered with Accenture, surveyed GPCC member organizations across the Philadelphia region to learn how these organizations managed their Diversity and Inclusion (D&I) strategy and programs. The intention of the survey was to create a platform for discussion, using the survey data to extrapolate themes that informed leading practices for effectively managing D&I programs. We did not seek to compare organizations within the assessment, but to understand what strategies and programs drive results... hence our survey, Designed for Impact.

This paper will detail the results of the survey, provide an analysis of the leading practices based on data findings, and offer examples of effective D&I management across the region. It provides a view into next steps for the GPCC to support the D&I agenda and key considerations for any organization looking to build, enhance, or transform their D&I strategy.

Designed for Impact Survey Overview

The recommendations and leading practice summaries originated from the “Designed for Impact” survey distributed by the GPCC in Summer 2011.

Through the survey, the GPCC objectives are to:

- Discuss leading practices and facilitate on-going discussion and education via the Diversity Executive Network Break fast Series, GPCC’s Committee on Diversity, and among members of the Chamber Board and Staff.
- Share examples and testimonials that present the value of implementing strategies that follow the leading practices.

Prior to conducting the survey, the Chamber’s Diversity Executive Network (DEN) and Accenture identified the following key principles to test in the survey and determine if there were any unique or differentiated needs in the Greater Philadelphia region:

- Leadership must be active and accountable.
- People at all levels of the organization need to be engaged.
- High performing organizations manage diversity and inclusion as a competitive advantage across all stakeholders - customers, employees, partners, and suppliers.
- Formal structures and informal approaches to diversity and inclusion positively impact an organization’s overall level of engagement, performance, global positioning, and innovation.
- Organizations with clear accountability and measures for diversity and inclusion management beyond compliance have better D&I results.

Given that the goal was to identify how organizations approach D&I and measure their success, the analysis compared responses across the companies to identify key themes that impacted measureable results and to validate the leading practices through comments and follow-up interviews.

The findings presented in this document support the hypothesis that D&I programs are best leveraged when aligned to broader organizational goals. The leading practices fell into 5 key dimensions for impact: Leadership, Talent, Culture, Organization, and Analytics. Overall, the survey results also revealed that diversity management and building a culture of inclusion are best achieved when the organization embeds D&I principles into their broader business and human capital strategies.

Research Approach and Participants

The Accenture Survey Team

Designed an on-line survey tool to capture various strategies and programs that create diverse workforces and instill a culture of inclusion.

Completed analysis to identify the level of accountability and types of metrics that drive real outcomes and have meaningful impact for organizations.

Conducted follow-up interviews to validate leading practices and identify success stories in the Greater Philadelphia Metro area.

Participation Statistics

Over 40 GPCC member organizations shared their facts, experiences, and insights into D&I strategy and programming for the Designed for Impact survey.

- 85% completed detailed on-line survey
- 15% participated in interviews

There were an additional sixteen organizations that did not complete the survey, but express interest in understanding how to develop a strategy using the pending results.
Key Survey Themes

In analyzing responses across the participants the following themes emerged:

- **Leading with Accountability and Visibility** – How the right levels of ownership drive results
- **Defining Diversity and Inclusion** – When alignment to a broader strategy provides clearer objectives
- **Thinking Deeply about Diversity** – How different views create more innovative approaches
- **Cultivating Values that Foster Inclusion** – Who is critical to enhancing culture and building awareness
- **Measuring for Outcomes** – What metrics can enable the desired results

**Leading with Accountability and Visibility**

When the survey respondent’s D&I Leader has clear accountability, business goals alignment, and measurable accountabilities, the likelihood of describing the D&I program as a success is higher than those that do not have clear goals and metrics for their D&I champions.

Overall, 80% of respondents state that their senior leadership team is involved in defining diversity and inclusion for the organization. Also, 87% of respondents state that they have senior leadership sponsored D&I definitions and strategies.

The data showed that less than 50% of the organizations have D&I metrics embedded in their overall organizational goals. However, 90% of those that do have D&I metrics within organizational goals report a higher level of effectiveness across all of their D&I programming. In addition, there is still little adoption of D&I goals tied to personal incentives across the region. Many responded that this would be a truly “pioneering” capability.

Analysis also implied that leadership’s engagement at the D&I program level worked best through a combination of formal roles and personal commitment:

- Identify influential leaders as visible champions
- Ensure champions are truly believes in the bigger opportunity with D&I principles beyond compliance requirements
- Establish a broader and active senior council
- Have clear top-down accountability for objectives

**Defining Diversity and Inclusion**

When the definition of both diversity and inclusion is integrated (78% of responses) the meaning of the definition is broader than just demographics, accounting for the unique attributes and perspectives that add to the value of human capital within an organization. Of those with integrated definitions, respondents explained that the value of D&I is not just internal to an organization, but is also important to external stakeholders.

However, for the companies with separate objectives, the definitions for inclusion provided stronger links to the business drivers... “diversity is foundational, inclusion is a competitive advantage.”

For organizations that leveraged and incorporated the understanding of their workforce into their definition of diversity and inclusion, the results of D&I initiatives proved to be more effective. The data implied that for those organizations with strong D&I employee engagement, maintaining an understanding of cultural competency within the workforce was critical and suggested that an organization:
• Incorporate the understanding of the culture competency, such as providing engagement options for a range of workforce segments (i.e., veterans, older workers, part-time workers, etc.) and in different ways (i.e., internal events, community involvement, etc.).
• Build a culture of inclusion by understanding the workforce segments and access them with effective communication vehicles and networks.
• Enlist the help of internal and external resources; including employee councils and networks, diversity supplier programs, etc.

Thinking Deeply about Diversity

The importance of having a clearly articulated and more comprehensive definition of diversity is apparent in the results. Where strategic benchmarks, varied program and event offerings, and targeted sponsorship were used, the results show that broad categories of diverse populations were included. For example, recognizing and including deeper dimensions to diversity imply a more advanced D&I strategy that accounts for:

• Multi-dimensional attributes of the workforce and constituents
• Targeted and specific D&I events
• Active D&I champions and specific committees

Beyond definitions there was a correlation in how D&I is incorporated into the broader organization. Those organizations that have a robust strategy, typically view D&I as a collective organizational goal and:

• Incorporate the D&I agenda into the overall human capital strategy
• Apply the D&I vision and strategy to the business, not just HR
• Enforce HR processes that shape the D&I agenda

• Leverage existing internal communication vehicles to increase effectiveness

In some cases, the D&I strategy is incorporated into individual business unit goals, further reinforcing the alignment of D&I to business strategy.

Cultivating Values that Foster Inclusion

The survey results support that building a culture that understands and values inclusiveness across all dimensions of the organization is vital for long-term success. Cultural values are often most effective when reinforced on a consistent and personal basis.

Holding a variety of internal and external program offerings requires support from middle managers, who often are the critical influencers to an employee’s participation. Securing their interest and endorsement, and then sustaining their engagement is equally as important as identifying a leader to sponsor programs.

The data suggests that leading practices in this area are centered on personal engagement and direct communications with employees’ immediate managers. Ability to assess “what this means to me” was the highest rated internal performance metric. The implication is that most organizations with strong internal drivers to advance the D&I agenda:

• Support a culture that values inclusiveness by recognizing and championing all differences
• Select executives, middle managers, and front-line managers that are fully engaged: sponsor, encourage, attend and solicit feedback on the D&I agenda
• Give the opportunity for all stakeholders to personally participate and contribute to the D&I agenda

Measuring for Outcomes

Measurement and evaluation of diversity and inclusion objectives drive accountability and over time may increase D&I program effectiveness. The survey shows that simply counting D&I events is only the beginning of how to gauge the success of overall program objectives. Additional measures can be taken to provide a more holistic view of effectiveness. In fact, 80% of those who achieve their stated goals measure D&I program effectiveness not only by participation, but also with employee engagement scores, retention data, and business results. Additional examples include:

• Dollars spent on programming
• Targeted diversity/multi-cultural marketing/advertising
• Accountability to organizational goals
• Accountability to individual performance ratings
• Talent management plans

Leading organizations measure accountability to D&I objectives; most do it at a corporate level, those who reported the most effective program results also tracked business unit and individual performance, providing more targeted accountability.

Additionally, it has been shown that reporting outcomes adds to the value of D&I programs and 90% of respondents report D&I metrics at least quarterly. Measuring and reporting D&I results reinforces its level of importance to all of the organization. Fewer than 40% of respondents report details publically; however, more than 60% share reports within the organization.
Diversity and Inclusion Framework and Leading Practices

The Designed for Impact Survey highlighted the success of companies in reaching their defined objectives. The analysis found a strong correlation between D&I impact and alignment with business strategies and outcomes. A foundational D&I Strategy should align and reinforce your overall business strategy and be anchored to the overarching Human Capital Strategy - the people dimensions to achieve business strategy.

Accenture's Human Capital Strategy Framework highlights the integration and interdependencies to an effective D&I strategy. There are five key dimensions within the Human Capital framework, Leadership, Talent, Culture, Organization, and Analytics, each of which contribute to D&I excellence and serve as a guideline to create leading practices. For this survey, we defined a “Leading Practice” as 1) a behavior that has led to the outcomes that a company used to define success, 2) the behavior was attributed to success by many companies, and finally 3) it aligns with recent and relevant D&I management principles.

These five dimensions serve as a starting point to assess and evaluate the level of commitment and competency across the organization and the future aspirations of any D&I strategy.

Leadership
Identify a senior-level leader as a visible champion, who is both active and accountable.

Talent
Leverage the understanding of a multi-dimensional workforce to drive effectiveness of D&I strategy.

Culture
Build a culture that understands and values inclusiveness across all dimensions of the organization.

Organization
Reinforce organizational structure and processes with the D&I strategy and have it owned by the business, not just HR.

Analytics
Set, track, and measure clear D&I objectives that directly align to the organization’s goals and business metrics.

Human Capital: Integrated Strategy to Reach Business Results
Leadership

Identify a senior-level leader as a visible champion, who is both active and accountable

What the survey told us...

Identify at least an influential leader as a visible champion for diversity

• 97% have an internal D&I Champion.
• 87% leveraged Executive Leadership Team sponsorship.

Establish active senior leadership involvement

43% review their D&I progress against set objectives with leadership more frequently (quarterly vs. annually).

Have clear accountability

Leaders are accountable: 87% of those with successful D&I strategies have defined D&I roles/accountabilities for strategy and execution.

Programming is objectives driven: 78% have specific measurable objectives for their D&I programs in place.

Supporting statements from responders say Successful D&I Leadership...

Identifies Influential Champions for Diversity

“What is exceptionable about this organization diversity and inclusion mindset?…Consistent leadership and commitment from the Senior Administration and the University Trustees.”

“1. A Champion who is an expert in managing diversity 2. Commitment to diversity by CEO and Executive Team.”

“Executive/CEO leadership is imperative; requires leading by example.”

Maintains Active Involvement

“<Our> top down approach toward recruiting and retaining diverse talent begins with our firm chairman…"

Talent

Leverage the understanding of your multi-dimensional workforce to drive effectiveness of D&I strategy

What the survey told us...

Organizations with strong D&I employee engagement:

Incorporate multi-dimensions of the workforce

Have employee resource groups (Hispanic, Veterans, LGBT, etc.) that are key components to the D&I strategy.

88% have sponsorship available for employees to attend events, for those with flexible work arrangements, and for integration with the community.

Build understanding of culture competency

• 86% use formal employee resource / networking groups and / or have specific policies and programming.
• 72% provide D&I / culture training.

Enlist the help of internal and external diversity advisors, councils, and other resources

“The firm’s external outreach supports numerous minority legal and business organizations, providing opportunities to meaningfully connect with the diverse communities we serve…we strive to make a significant, lasting impact on diversity in business and the legal profession in a way that enhances client service and business success…”

“Encouraging other organizations to develop and implement large-scale minority based supplier programs, by making it a practice to invest in other smaller, diverse firms by providing contract opportunities and mentoring. Recognize that their suppliers should and need to reflect the diverse customers and communities it serves. The use of diverse suppliers should be an integral part of their service model and purchasing procedures because diversity creates stronger communities and provides companies with a competitive edge.”
Organization

Reinforce organizational structure and processes with the D&I strategy and have it owned by the business, not just HR.

What the survey told us...

Organizations that create a robust D&I strategy view D&I as a collective goal and:
- Incorporate the D&I agenda into the overall human capital strategy
- Understand your employees and the challenges they face.
  - 61% of respondents provide D&I data to the organization, which implies a responsibility to inform
- Business leaders define the D&I vision and strategy for the organization
  - Approximately 66% of respondents delineate D&I objectives that align to business objectives
  - Outline leadership’s role and accountability for D&I
- Enforce HR processes that shape the D&I agenda
- Succinctly articulate the company’s D&I strategy
  - On average 77% of all D&I objectives are communicated via internal channels:
    - 72% are from Business Leadership
    - 83% are from Diversity Leadership
    - 67% come from strong corporate culture messages
- Leverage existing efforts to increase effectiveness
- Establish the programs and initiatives that will sustain the D&I agenda.
  - 44% of executive led D&I programs have greater success when they include a range of supporting initiatives such as community organizations, Diversity Suppliers, employee sponsorship, formal employee resource / networking groups, and specific policies / programming for diverse talent

Supporting statements from responders say Successful Organizational Engagement must....

Incorporate the D&I agenda into the overall business strategy

“By pioneering change in effective diversity management in implementing new practices and by forging strong relationships across race/culture, gender, orientation, disability, and age, will strengthen the effectiveness of all functions for the benefit of the enterprise and the public.”

“We have a "Diversity Blueprint" It is a five year strategic plan that guides the actions of the entire campus organization...”

Enforce HR processes to support the D&I agenda

“Diversity and Inclusion is integrated in our mission and strategic plan. The President’s Executive Team and members of the Senior Leadership Team are actively engaged in benchmarking policies and practices mid-year and annually”.

“<organization name> offers employees the option of a family-friendly schedule that encourages the resumption of their careers after the birth or adoption of children while also maintaining a healthy work/life balance... These policies do not affect an employee's abilityto be promoted.”

“Our D&I programs and D&I practices have helped support our diverse employees' professional development, increased our workplace retention, and have fostered equity. Additionally, our D&I commitments have contributed to the development of new programs, products, services, ideas and educational opportunities at the workplace.”

Leverage existing efforts to increase effectiveness

“...an ongoing mission here, to ensure a work environment where all employees treat each other with equality, dignity and respect; where an employee’s individuality infuses our high-performing teams. Where organizations work together to achieve common business objectives. This is why we are committed to diversity in our work force... it's critical to our success as a company. At <organization name>, we promote understanding and inclusion through our actions – not just our words. We do this through a comprehensive set of diversity initiatives and strategies...”

Culture

Build a culture that understands and values inclusiveness across all dimensions of the organization

What the survey told us...

Most organizations have internal drivers to advance the D&I agenda and encourage champions to:

Build a culture that values inclusiveness:

- Where multi-faceted employee resource groups were identified for D&I activities, 60% of those surveyed stated that they have a “Strong internal culture knowledge.”
- Enlist the help of employees across the organization
- Most organizations had internal drivers to advance the D&I agenda and of the 47% that leveraged executive sponsorship.
- Half at the organizations partner with corporate citizenship and community groups.
- 78% have open door channels (such as D&I Employee Council Committee) for their workforces to provide feedback on the successes of D&I programming objectives.
- Cultivate a passion and drive adoption by reinforcing key messages with organization influencers at the middle manager and front-line leader level
- 68% have said that an element of success is attributed to stronger internal cultures/ knowledge of their D&I visions and objectives.
Supporting statements from responders say Successful D&I Cultures must...

Value inclusiveness

"...encouraging a diverse, inclusive workplace gives us the business advantage of understanding and meeting the needs of our diverse customers, clients and shareholders. Our diversity also provides fresh ideas and perspectives, which promote ingenuity."

Enlist help from employees across all levels of the organization

"<We> also believe it is important to practice diversity at all levels of the corporation...a diverse and inclusive workplace generates creative thinking and ultimately delivers the best results to our customers and our shareholders..."

Cultivate the passion of those involved with leading the D&I initiatives

"Diversity provides valuable perspectives, cultural competence, and talents that allow us to be more creative, effective, and ultimately successful in the practice of law and service to our clients.

Reinforce key messages with middle managers and front-line leaders

"<Our> Board of Directors holds the CEO accountable and cascades down to executives, businesses, managers and employees..."

Analytics

Set, track, and measure clear D&I objectives that directly align to the organization’s strategy.

What the survey told us...

80% of those who achieve their stated goals, measure D&I program effectiveness not only with participation, but also with employee engagement scores, retention data, and business results

85% of respondents said that their organizations have specific measureable objectives related to D&I

Objectives that are tracked and measured must be reported. Of those that collected metrics and disseminated the data, most of them reported out to their organization at least annually.

<table>
<thead>
<tr>
<th>Frequency of Reporting D&amp;I Results</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than annually</td>
<td>5%</td>
</tr>
<tr>
<td>Annually</td>
<td>50%</td>
</tr>
<tr>
<td>Quarterly</td>
<td>40%</td>
</tr>
<tr>
<td>Monthly</td>
<td>5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting within the organization</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization wide</td>
<td>61%</td>
</tr>
<tr>
<td>Publicity</td>
<td>39%</td>
</tr>
</tbody>
</table>
The Philadelphia Story

GPCC Diversity and Inclusion Position Statements

Diversity and Inclusion at the Greater Philadelphia Chamber of Commerce

The Greater Philadelphia Chamber of Commerce, in both its values and practices, is committed to inclusion and excellence in the management of all diverse people irrespective of differences. This means that there shall be no barriers to participation in any activity of this Chamber on the basis of economic position, gender, race, creed, age, sexual orientation, gender identity, national origin, or disability.

We recognize that diverse perspectives are important and necessary for responsible and representative decision-making. We believe inclusiveness is a fundamental principle of every organization that enhances its ability to respond more effectively to changing demographics and needs.

We affirm our commitment to reflecting the diversity of the Greater Philadelphia Region and the Members of the Greater Philadelphia Chamber of Commerce.

Diversity Executive Network

Recognizing the importance and economic reward of diversity in our workplaces, and furthering our commitment of fostering a culture of inclusion, the Greater Philadelphia Chamber of Commerce created the Diversity and Inclusion Network Breakfast series for Chamber-member executives who are driving diversity and inclusion initiatives at their organizations.

Opportunities for GPCC

One of the survey objectives was to determine if there were any unique or differentiated needs in the Greater Philadelphia region. There was little variance across the five dimensions, comparing nationally, regionally, and locally-based organizations. From a size perspective, as expected, larger organizations had more rigorous D&I strategies, larger organizations, and broader programming. However, those smaller organizations that are reaching their defined goal, give similar reasons for success...leadership, accountability, alignment...with the added requirements of prioritization and focus reported more explicitly.

The following barriers had the greatest level of influence towards impeding a diverse and inclusive workforce in the Greater Philadelphia region:

- 47% - not seen as a critical business need
- 42% - not aligned D&I to business objectives
- 42% - lack of executive commitment

The potential unique regional barriers were observed by a small group of respondents:

- 11% - Lack of access (e.g., transportation/location) for potential employee pool to reach jobs
- 6% - Fear of community backlash (e.g., civic, political, legal)

Smaller organizations reported more frequently, the barriers associated with gaining access to a diverse workforce:

- Lack of diverse networking and recruiting sources – 48% for small/39% for large organizations.
- Lack of access/awareness of Diverse Talent Pools – 45% for small /33% for large organizations

GPCC D&I Agenda

This survey provides the key facts and starting point for what the Greater Philadelphia Region "wants to hear and do" to demonstrate commitment and excellence across D&I principles. Through the survey and interviews, respondents identified three core areas where the GPCC and the Diversity Executive Network can help advance diversity and inclusion efforts across the region:

Continue the Dialogue and Education

"Help with providing validated and easily translated ROI presentation material for D&I strategies."

Help Make the Connections

"Increase communication on diversity; workshops and seminars on diversity; host diversity recruiting events; exposure to more programs to access Hispanic and Asian population."

"Work on increasing its outreach to diverse companies within the area, build stronger connections with other organizations such as the African American Chamber of Commerce to share ideas, resources, and develop programs."

"Develop initiatives to increase capacity of small businesses, greater connectivity with minority businesses, and creating new effective pipeline programs."

Recognize Leaders

Increase awareness to create a more inclusive Greater Philadelphia Business Community by recognizing companies for their D&I achievements."

Next steps going forward the GPCC will incorporate the leading practices and regional opportunities into their programming:

General Learning Sessions

Provide continuing education and communications around D&I strategies and areas of innovation; open to all Chamber members and their employees

Diversity Executive Network Breakfast Meetings

Provide D&I executives with a forum to share leading practices and discuss with their peers the issues and opportunities to take their D&I agenda to the next level; open to Diversity Executive Network members.

Other Targeted Efforts

Specific opportunities for top leaders to learn, connect, and champion D&I within their organizations and across the region.
**Success Stories from Survey Participants**

**Telecommunications Company**

Our diversity and inclusion objectives begin with acknowledging our company’s credo: “We will respect and reflect the customers, communities and cultures we serve.” Our Chairman and CEO, Executive Vice President and Chief Diversity Officer, work in conjunction with [many units to develop, monitor and approve annual diversity and inclusion objectives]. Our footprint data analysis, dialogue with functional leads at our Headquarters and divisions within our major business operations, consult with internal diversity committees, and finally, goal set within five focus areas: diversity communications, workforce, procurement, programming and community investments. Progress within the five focus areas is monitored on a quarterly basis through reports to our corporate diversity and inclusion department.

**Law Firm**

Our Diversity Committee strategizes to create a solid working plan for the recruitment, retention and promotion of diverse lawyers. To this end, the committee works with other firm committees to broaden recruitment efforts both laterally and at the entry level; develop new ways to attract diverse talent; ensure that diverse attorneys already in our ranks are properly trained, mentored and staffed on key matters with our key clients; address issues unique to diverse attorneys; and provide an internal support system for our diverse lawyers.

Our Company fellowship, a scholarship program that includes an offer of employment in our summer program, continues to attract diverse law students to our firm. We also have created a system by which our Diversity Committee members are intimately involved with the recruitment committees in their region, either as members of those committees or as interviewers. Since 2001, these efforts have resulted in a significant shift in our demographics. Our minority lawyer population has grown from 38 lawyers in 2001 to more than triple that amount as of year end 2010. Indeed, as of the close of the year, our firm is nearing 15% US based minority lawyers, well above the US national average.

**Public Service Organization**

As an organization, we are required to mirror our member population demographics on our Member Service phone lines. This year, we established a Multicultural certification team. The purpose of this team was to certify that we are meeting or exceeding the demographic requirements and that associates handling member calls are appropriately bi-lingual and culturally competent. More than 99% of associates passed the certification on their first attempt. This work resulted in our receiving the accreditation at our first application. This certification demonstrates our commitment to our members and will significantly aid our growth efforts.
Conclusion

In order to deliver a successful diversity and inclusion strategy, it is critical to align the strategic drivers and key metrics. The D&I strategy should be embedded into the business goals and managed through continual assessment.

As organizations evaluate their own opportunities and barriers, they should evaluate their needs across the five key dimensions: Leadership, Talent, Culture, Organization and Analytics. A simple four point continuum from “Basic to Pioneering” provides a realistic lens to assess the current situation and future aspirations. The five dimensions can evolve at different paces and even stop at different positions on the continuum based on organizational needs and aspirations.

Diversity and Inclusion Strategic Drivers Continuum

- Basic - minimalist D&I initiatives, focused on meeting legal and regulatory requirements
- Foundational – D&I initiatives to establish a solid foundation for a full D&I agenda
- Competitive – strategic D&I initiatives that strengthen competitive advantage
- Pioneering – leading edge and innovative D&I that drive business benefit

So what is your organization's story? How do you define success? Who are your diversity champions? How do you design for impact?

Let the conversation continue...

For More Information

Nolan N. Atkinson, Jr., Esq.
Partner & Chief Diversity Officer
Duane Morris LLP
Chair, GPCC Diversity & Inclusion Network
NNAtkinson@duanemorris.com

Kristina L. Gilbert
Partner – Diversity and Inclusion Strategy and Analytics
Accenture – Management Consulting
Design for Impact Survey Team Lead
Kristina.L.Gilbert@accenture.com

Lisa Finkelstein
Senior Principal – Human Capital & Organization Effectiveness
Accenture – Management Consulting
Design for Impact Survey Research Lead
Lisa.Finkelstein@accenture.com

About
Greater Philadelphia Chamber of Commerce

The Greater Philadelphia Chamber of Commerce is dedicated to promoting regional economic growth, advancing business-friendly public policies, and servicing our members through outstanding programs, benefits and services. The GPCC website: www.greaterphilachamber.com.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. Its homepage is www.accenture.com.