Connecting Around a Shared Purpose

Ideas to Engage Employees & Customers
Introduction

At Kiva, we envision a financially inclusive world where all people hold the power to improve their lives. Every day we strive to galvanize others to join us in that purpose.

We are humbled by the opportunity our collective action has enabled: lives changed for the better.

Both theirs and ours.

These interactions not only make a difference to our borrowers, we have heard time and again from individual lenders who are compelled at first by a specific story, need, or cause, then find themselves connected and eager to learn and lend again.

Over five years ago, Kiva began our journey to co-create partnership campaigns encouraging employees and customers to make Kiva loans with an organizational-funded $25 credit.

I am honored to have recently joined Kiva and lead the team amplifying our collective reach through these engaging partnerships. I wanted to reflect and understand what led - HP, PayPal, eBay, Eventbrite, BlackRock, Eileen Fisher, Bobbi Brown, and PepsiCo to name a few of the over 100 active company partnerships - to engagement with Kiva. What drives the enthusiasm of our corporate lenders? Why does their leadership see a Kiva lending program as a fit for them—or not?

What I have observed is a universal, human truth. There is an underlying motivator for each unique company we have had the pleasure to partner with; a strong sense of engagement intertwined with the human need for purpose and connection.

By sharing Kiva’s perspective, we hope to further the conversation organizations are having about their role, their communities, and their social impact—and open the door to shared purpose.

When we tap into that natural motivation, we unlock the possibility for meaningful impact.

By creating an employee or customer engagement program, organizations connect stakeholders around a shared purpose. They create opportunities to, reflect and strengthen their brand, engage customers and build loyalty, recruit and retain talent, inspire a global workforce, and join in a celebration of shared purpose.

Kiva decided to take time to share our learnings and write this piece with you, our current and future partners in mind: organizational leaders with interest in social impact—whether from the view of Corporate Social Responsibility (CSR), talent engagement, brand management, or cause marketing lens.

We touch on the research that explains the power of purpose and connection. We note current trends pointing to the importance of companies to find authentic ways to engage employees and customers in a shared purpose. We draw on our experience developing engagement programs with partners (ranging from tech to finance to retail to food)

By sharing Kiva’s perspective, we hope to further the conversation organizations are having about their role, their communities, and their social impact—and open the door to shared purpose.

– Sarah Marchal Murray
Chief Strategic Partnerships Officer
In 2014, Hewlett-Packard and Kiva launched Matter to a Million, a groundbreaking 5-year global employee engagement partnership. The partnership concept was simple: set up a $7 million fund to provide each of Hewlett-Packard’s 275,000+ global employees with a $25 credit to lend to a Kiva borrower. The goal was to have 10% of employees participate in the first campaign, but the results blew us all away. In the first campaign nearly 50% of employees from over 100 countries redeemed their $25 Kiva credit.

Over five years, HP, Inc. and HPE employees lent $21.4 million to 288,025 borrowers in 60 countries. This engagement enabled employees to be involved in mission-driven work and directly help social impact by boosting financial health for those who face hardships to make a living.

For Kiva, it was an introduction to how our partnerships could evolve to serve employees, customers and borrowers and a way to greatly expand our pool of potential lenders. The campaigns laid the blueprint for other companies to run their own global engagement efforts, as other partnerships, large and small followed. Today we have partnered with 223 organizations, engaging 600,000 employees and 60 million customers — generating nearly $120 million in loans.

This year, as part of our efforts to better understand what makes Kiva partner initiatives successful, we reviewed our programs and interviewed partners. We researched trends in employee engagement, talent management, corporate social responsibility, and cause marketing. Through it all, we saw a thread of enabling people to be a part of something important, which led us to a growing body of research about purpose and connection.

As a result of our human makeup, people are drawn to experiences that fuel their feelings of purpose and connection — and the more of those experiences, the better.

According to biology, neuroscience, psychology, and the social sciences, people have a common, hardwired desire for purpose and connection. Purpose is generally understood as a bigger why — the reason for making a decision or choosing a course. More pointedly, it is an intrinsic “yearning to do what we do in the service of something larger than ourselves.”

Connection is the feeling of belonging and sense of togetherness. Positive social connection seems to create an upward spiral of greater health, well-being, creativity, and engagement. Social connection is increasingly understood to be “as fundamental as our need for food and water.”

As a result of our human makeup, people are drawn to experiences that fuel their feelings of purpose and connection — and the more of those experiences, the better. When people experience purpose plus connection through an interaction or activity, the benefit is magnified.

The research is fascinating (see references at the end of this paper to learn more), but maybe not surprising. Think about your own experiences: a job or project that you loved, a time when you were engaged and enthused, a group you wanted to be a part of no matter the challenge. Chances are, you felt that what you were doing mattered and you were sharing that experience with others who felt the same way.

We believe that people gain a similar spark of purpose and connection when they become Kiva lenders. Our lenders look for ways — large and small — to make the world a better place. Through Kiva, that purpose becomes tangible. Lenders put names, faces, and places to big ideas like backing a dream, investing in someone’s education, or supporting women entrepreneurs. They connect with people anywhere in the world around a shared value or interest. A global community of borrowers and lenders, businesses and investors, developing and developed, becomes more personal and powerful.

Likewise, our partner organizations seek opportunities to reflect their values and purpose and reinforce their mission and brand. They want to make a difference and open doors so others can take action, together in community, too. They know employees want to do work they care about, work for an organization they can be proud of and be a part of something bigger than themselves. Customers and stakeholders are paying close attention, too.
The research is clear that having a sense of purpose is important for individuals’ satisfaction and well-being. And a purpose shared with others amplifies motivation and commitment. This provides a huge opportunity for organizations that bring customers, employees, or both, into purpose-driven moments and experiences.

Some organizations are, at their heart, purpose-driven companies. Think Patagonia, Toms, Rothys, Bombas, Beautycounter, Warby Parker. These companies have put shared purpose front-and-center in all they do. Their brands and products are inextricably linked to a larger mission and desired social impact—and employees and customers buy in to that purpose.

Companies that lead with purpose are more likely to be profitable: 85% of purpose-led companies showed positive growth while 42% of non-purpose-led companies showed a drop in revenue.

The prospects of these purpose-led organizations look good, according to a series of recent studies:

- Companies that lead with purpose are more likely to be profitable: 85% of purpose-led companies showed positive growth while 42% of non-purpose-led companies showed a drop in revenue.3
- Brands with a high sense of purpose have seen their brand valuation increase by 175% over the past 12 years vs. a median growth rate of 86% and a growth rate of 70% for brands with a low sense of purpose.4
- 82% of respondents (executives and employees) who work full-time for an organization with a strong sense of purpose say that they are confident that their organization will grow this year, compared to 48% of those who do not have a strong sense of purpose.5
- When companies clarify their purpose, weave it into their brand and their culture, and align the internal/employee experience with the external/customer experience, they are ahead of the curve. Many more companies are concerned about how their business impacts employees, communities, and society. They are taking a bigger view, considering how they create value and positive impact beyond the bottom line, or delivering to shareholders.

These moves are important in themselves—and increasingly expected by both consumers and employees.
Shared Purpose: Customer Engagement Opportunities

Customers want to feel good about the products and companies they choose. People want their purchases to matter and to be associated with companies and communities that reflect their values.

Consumers pay attention to company’s products and practices—but also how they engage or disengage from public conversation on topics they care about. Interest in corporate social responsibility or social impact is strong, whether focused on the environment, inequity, or other issues aimed at improving lives and communities.

A Nielsen poll of 30,000 consumers in 60 countries found that 55% are willing to pay more for products and services provided by companies that are committed to positive social and environmental impact. 52% say they have purchased at least one product or service in the past six months from a socially responsible company.

Millennials and Gen Zs want to patronize and support companies that align with their values, and they reject products and services when they disagree with a company’s business practices, values, or political leanings. Notably, Millennials, who are shaping the landscape here, are not impressed. Increasingly, they see businesses as focused solely on their own agendas rather than considering the consequences for society. 55% said business has a positive impact on society, down from 61% in 2018.

Consumers have tremendous choice, and companies need to find compelling points of differentiation. Rather than providing another service or product like so many others in the market, companies can set themselves apart by the way they do business, their commitment to issues, and social impact—in other words, by how they connect consumers around a shared purpose.

Fund a Passion campaign
Pure Leaf is passionate about tea - and values the privilege to live this passion every day. They believe dedicated people everywhere deserve a chance to live their passion as well. Armed with this mission, Pure Leaf partnered with Kiva to launch a campaign that inspired and engaged their customers in a more meaningful way.

Matching loan funds: The proceeds were deposited in a Kiva loan matching fund that matched dollar-for-dollar loans that supported girls’ and women’s education from Kiva’s global online community.

Retail marketing: Pot Rouge marketing featured Kiva at make-up counters.

Social media and influencer engagement: The Pretty Powerful campaign created buzz across social media channels including Facebook, Twitter, and Instagram and shared the product with key influencers.

3x the impact: Bobbi Brown’s deposit with Kiva has been lent, repaid, and re-lent three times since the initial deposit with its collective impact funding $909,500.00 in education loans to 2,531 female borrowers across 29 countries.

Partner Spotlight: Bobbi Brown

The Pretty Powerful campaign
Bobbi Brown Cosmetics harnessed the power of its brand and customers to provide educational opportunities for women and their children. Bobbi Brown created a limited-edition blush called “Pretty Powerful” and dedicated a percentage of sales to women entrepreneurs around the world.

Matching loan funds: The proceeds were deposited in a Kiva loan matching fund that matched dollar-for-dollar loans that supported girls’ and women’s education from Kiva’s global online community.

3x the impact: Bobbi Brown’s deposit with Kiva has been lent, repaid, and re-lent three times since the initial deposit with its collective impact funding $909,500.00 in education loans to 2,531 female borrowers across 29 countries.

Partner Spotlight: Pure Leaf

Fund a Passion campaign
Pure Leaf is passionate about tea - and values the privilege to live this passion every day. They believe dedicated people everywhere deserve a chance to live their passion as well. Armed with this mission, Pure Leaf partnered with Kiva to launch a campaign that inspired and engaged their customers in a more meaningful way.

Matching loan funds: The proceeds were deposited in a Kiva loan matching fund that matched dollar-for-dollar loans that supported girls’ and women’s education from Kiva’s global online community.

Retail marketing: Pot Rouge marketing featured Kiva at make-up counters.

Social media and influencer engagement: The Pretty Powerful campaign created buzz across social media channels including Facebook, Twitter, and Instagram and shared the product with key influencers.

3x the impact: Bobbi Brown’s deposit with Kiva has been lent, repaid, and re-lent three times since the initial deposit with its collective impact funding $909,500.00 in education loans to 2,531 female borrowers across 29 countries.

Partner Spotlight: Bobbi Brown

The Pretty Powerful campaign
Bobbi Brown Cosmetics harnessed the power of its brand and customers to provide educational opportunities for women and their children. Bobbi Brown created a limited-edition blush called “Pretty Powerful” and dedicated a percentage of sales to women entrepreneurs around the world.

Matching loan funds: The proceeds were deposited in a Kiva loan matching fund that matched dollar-for-dollar loans that supported girls’ and women’s education from Kiva’s global online community.

Retail marketing: Pot Rouge marketing featured Kiva at make-up counters.

Social media and influencer engagement: The Pretty Powerful campaign created buzz across social media channels including Facebook, Twitter, and Instagram and shared the product with key influencers.

3x the impact: Bobbi Brown’s deposit with Kiva has been lent, repaid, and re-lent three times since the initial deposit with its collective impact funding $909,500.00 in education loans to 2,531 female borrowers across 29 countries.

Partner Spotlight: Pure Leaf

Fund a Passion campaign
Pure Leaf is passionate about tea - and values the privilege to live this passion every day. They believe dedicated people everywhere deserve a chance to live their passion as well. Armed with this mission, Pure Leaf partnered with Kiva to launch a campaign that inspired and engaged their customers in a more meaningful way.

Matching loan funds: The proceeds were deposited in a Kiva loan matching fund that matched dollar-for-dollar loans that supported girls’ and women’s education from Kiva’s global online community.

Retail marketing: Pot Rouge marketing featured Kiva at make-up counters.

Social media and influencer engagement: The Pretty Powerful campaign created buzz across social media channels including Facebook, Twitter, and Instagram and shared the product with key influencers.

3x the impact: Bobbi Brown’s deposit with Kiva has been lent, repaid, and re-lent three times since the initial deposit with its collective impact funding $909,500.00 in education loans to 2,531 female borrowers across 29 countries.
Shared Purpose: Employee Engagement Opportunities

Employees want opportunities to make a difference. People increasingly seek to work for organizations where they can thrive professionally and be part of something bigger than themselves.

As organizations seek to recruit and engage talent, providing purposeful experiences has become “table stakes” in many job markets and sectors. The 2019 Deloitte Global Human Capital Trends report found that 84% of nearly 9,500 HR and business leaders rated the need to improve the employee experience as important, and 28% rated it urgent. The report urges leaders to think bigger and “address the ‘human experience’ at work—building on an understanding of worker aspirations to connect work back to the impact it has on not only the organization, but society as a whole.”

The research, and our interviews with partner organizations, suggests when people are working with a sense of purpose, in alignment with their intrinsic motivations, in relationship and connection to others, and making progress on something they believe in, the work experience can be fulfilling and engaging.

Organizations can infuse purpose and connection into the employee experience by addressing several factors, including:

1. The nature of work and opportunities for growth. Employees want to do work they are interested in and have opportunities to grow in their career. This is a significant driver of retention, particularly for millennials.

2. Relationships to and interactions with colleagues. Employees want to feel a sense of connection and positive relationships with other people in the organization. Purpose-oriented people have much deeper relationships at work (69% vs. 45%), suggesting a link between the two. Some research indicates these connections are even more important than the nature of the work for employee engagement and well-being.

3. Social impact. Employees want to be engaged in work that they feel has value beyond a paycheck. According to an online poll of 30,000 people globally, 67% prefer to work for socially responsible companies. Millennials are particularly motivated to work for a company with a mission or purpose they believe in. 80% of millennials expect their employer to care about how it impacts society.

Employees are more invested in a company and motivated to do their best work when their purpose and the organization’s purpose are aligned.

- Purpose-oriented employees tend to be highly engaged in their work and focused on maximizing the value of their effort.

- They are 54% more likely to stay at a company for 5-plus years and 30% more likely to be high performers.

- Employee burnout is lessened when employees can tie their work and experience to their company’s mission and purpose.

Since its founding, eBay’s purpose has been rooted in empowering people and creating economic opportunity, and nearly 25 years later, eBay employees continue to be passionate about supporting small businesses and entrepreneurs through its platform. In 2017, the company leveraged that passion to launch a Kiva employee lending campaign, funded by the eBay Foundation. Through the employee lending campaign, the foundation found that it could magnify its support to entrepreneurs around the world through its employees while generating enthusiasm for greater social impact.

As a part of the program, eBay’s 14,000 employees were offered a free $25 credit to make a loan to an entrepreneur of their choosing on Kiva.org. As with other partner programs, loan repayments fund future lending efforts. In just three campaign cycles, nearly half of eBay employees have participated, providing loans of more than $575,000 to nearly 30,000 entrepreneurs in over 70 countries.

The San Jose, California-based company had previously funded 250 small businesses in the local area through grants to Kiva, with the goal of driving local sustainable economic growth. It also created a revolving loan matching fund, doubling the impact of select loans made on the site and powering more than $275,000 in loans.

“We are so proud to partner with Kiva. This investment allows us to provide great opportunity to entrepreneurs around the world while also connecting our employees to our purpose in a meaningful, energizing way.”

— Allie Ottoboni, eBay Foundation President.

Learn more about eBay’s Kiva campaign >
Some companies are designed as purpose-driven or have social impact as part of their mission. Everything PayPal does revolves around the belief that having access to financial services creates opportunity. “Our purpose of democratizing financial services is part of everything we do, not something separate,” said Matt Holton, Senior Manager, Social Innovation at PayPal. “It’s how we think about our impact as a company, whether it’s how we build products and features, engage our employees and customers, or build partnerships.”

PayPal demonstrates its purpose in a variety ways, including taking high-profile stances, launching products and partnerships to address challenges facing underserved populations, and creating opportunities for employee and customers to support causes and communities, and in turn, PayPal employees are also highly motivated by the company’s purpose. Ajitha Devineni, a Lead Product Manager at PayPal, explained, “A lot of what drives you to be at a company is the connection you make with a higher purpose and the things that the company stands for. At PayPal, we are helping individuals and small businesses and expanding financial inclusion ... that purpose resonates with me. Any time I ask myself why I am working here, I just mentally connect to that purpose.”

Similarly, Allie Ottoboni, eBay Foundation President, says a commitment to purpose is a core reason why many employees join the company. “Given how much time people spend at work; it makes sense that there is a big push for people to seek meaning in what they do, to feel connected to something bigger than themselves, bigger than a paycheck ... People want to know what the company stands for, and that ripples out to how people choose who to work for and how they spend their time.”

Many companies focus on engaging employees through their day-to-day experiences, creating alignment around purpose in the work itself, and creating community around a big vision, like HP, another Kiva partner. HP’s vision is to create technology that makes life better for everyone, everywhere—and by extension it is committed to doing good in the world. “Giving back in the communities where HP employees live, work, and do business has always been part of the culture,” said Dave Persohn, an HP project manager who helped launch the company’s first Kiva campaign. “A lot of people get part of their identity from their work. They want to say, My company’s not only making money. It’s doing good in the world, too. When HP employees are engaged with colleagues around the purpose of doing good in the world, it motivates them to show up every day and do the best work they can do.”

Isalid Pena, a nine-year HP employee based in Mexico, agreed. “The more you and your colleagues feel like you are contributing to something bigger, I think it boosts your motivation and engagement, and you want to contribute more ... it really creates this pride of being part of a company that cares so much about having an impact beyond the sales, beyond the product. For me, that is huge.”

“Given how much time people spend at work, it makes sense that many seek meaning in what they do, to feel connected to something bigger than themselves, bigger than a paycheck.”

Others express purpose through cause marketing campaigns and philanthropic initiatives that engage customers or the public. Partners like PepsiCo, Hired, Trip Advisor, Eileen Fisher, Bobbi Brown and more have offered opportunities to their customers to actively engage in their purpose driven work, whether through lending $25 credits on Kiva or purchasing a product that funds loans to borrowers in specific sectors. From women entrepreneurs to farmers, from Asia to South America, customers can select the sector and region they want to support, while feeling connected to the brands purpose.
At Kiva, we are proud to be a valued and effective partner with a wide range of companies who are taking this journey of positive social impact by engaging people in shared purpose.

We know that any single social impact initiative, employee engagement effort, or cause marketing campaign does not define an organization, transform the way employees or consumers view a company, or create sustained engagement. But these initiatives can be tangible, simple, powerful opportunities to make a difference. They reinforce for employees and customers why they care about being associated with the organization.

Reflecting on the stories of customers and employees who participate in Kiva lending programs, we think they have been rewarding experiences for the way purpose and connection are built into the process.

The choices.

Kiva’s borrowers are diverse, with an enormous range of goals and needs, such as loans for agriculture, women, refugees, education, arts, and more. This enables a wide array of organizations, groups, and individuals to see their purpose represented or reflected. Anyone can get involved—no matter their purpose or passion. Ottoboni of eBay explained that, “Kiva is a natural extension of what we are all about—inclusive entrepreneurship. With the Kiva lending campaign, our employees have another way to show up for a community of entrepreneurs.”

—Allie Ottoboni, eBay

The accessibility.

Lending on Kiva allows people to actively participate in a company’s purpose from their desk, in a meeting room, or on the go. With five clicks or less, they can make a difference in someone’s life, halfway across the world. PayPal’s Matt Holton says their campaign built awareness to PayPal’s mission. “It’s through experiences like this that we’re able to strengthen our relationship with our customers and bring them closer to our mission as a company.”

“Our customers want the opportunity to take action and contribute to causes they care about. Our Kiva lending campaign made it easy and we saw high engagement as a result.”

—Matt Holton, PayPal

The personal stories.

Often, making a donation or getting involved in a cause feels like a transaction or creates a vague sense of doing good. With Kiva, people hear stories. Lenders feel a human connection to a real person. They get a glimpse into another person’s life and learn what difference a loan will make to them, their family, or their community. Many Kiva lenders support a borrower who resonates with them in a personal way and remember exactly who they lent to and why, from a single mother to a farmer in their home country to an entrepreneur who needed a motorbike to make deliveries. Pablo Dominguez, Senior Financial Analyst, Technology Platforms & Experiences at PayPal, said that knowing just a small loan can make an enormous difference is powerful:

“You can see the person’s photo, see their story, and know they are real people asking for just a little bit of money to make a living.”

—Pablo Dominguez, PayPal

The ongoing opportunity.

When someone makes a loan on Kiva, even with corporate funds, they are tied to the success of the borrower and receive updates on the loan repayments, creating a touch back to the original purpose and adding to that sense of connection to others. Often, individual lenders are motivated to make additional loans or spread the word about Kiva to friends and family. Companies, too, may to re-invest repaid loans, creating ongoing, repeat opportunities to express their purpose and make a difference in others’ lives.

“What is especially exciting about this program is that it keeps on giving. When loans are repaid, the money is returned to the Powering Dreamers fund and more Britelings can loan money out again during future campaigns.”

—Caroline Barlerin, Eventbrite

Partnering With Kiva
Kiva and PayPal have a unique and deep collaboration, unified by a shared purpose of empowering entrepreneurs around the world by democratizing financial services. The connection is not surprising: Kiva was co-founded by Premal Shah, a former PayPal employee, and has been powered by PayPal since the beginning. PayPal provides Kiva with free payment processing, ensuring that 100% of every dollar goes to fund loans. In alignment with their mission and vision, PayPal launched a Kiva lending campaign for both customers and employees in 2016. PayPal invited customers and employees to first make a loan with their own funds to receive an additional $25 credit to make another. This incentive helped to build familiarity with the lending process and showed new lenders how loans made with their own funds will be repaid, and eventually repaid. This not only helped grow the community on Kiva, but drove significant long-term impact through lending. Since 2016, over 38k customers and employees have made more than $2.2m in loans through PayPal’s lending campaigns. Over 66% of participants were first time depositors and are estimated to generate an additional $13m in loans during their lifetime on the platform. (This is based on Kiva’s estimate that the average lifetime value of Kiva lender is $517).

For employees involved in the Kiva campaign, it was a clear example of the PayPal mission—democratizing financial services—coming to life in a different way. With the consumer campaign, PayPal put the company’s higher purpose front-and-center and leveraged the power of a much bigger audience, emailing tens of millions of customers a year and showcasing it on their social media channels. The campaign has been one of the largest drivers of new lenders for Kiva, with more than 18,000 people signing up to make a loan for the first time, creating millions of dollars in potential long-term impact.

“PayPal is committed to democratizing financial services and improving financial health—breaking down barriers and making it easier for people to manage their financial lives and pursue their dreams,” Matt Holton, Senior Manager, Social Innovation at PayPal. “We are proud to partner with Kiva to help people reach their full potential, and in turn create a more inclusive and interconnected global economy.”

Learn more about PayPal’s Kiva campaigns and long-time partnership →
1. **Review current social impact initiatives** to see if they are aligned with purpose and infused with opportunities for connection. Whether cause marketing, volunteering programs, charitable giving, investments in local communities, or a Kiva campaign, create consistency in message and substance for internal (employee) and external (customers, markets, stakeholders) audiences. Determine if the link to the organization’s reason for being and/or its culture is clear and strong. Evaluate whether the program has built-in opportunities for people to engage in that purpose together.

2. **Secure executive support.** Engagement among employees is much higher if an executive shows a passion and commitment for the effort. Needed resources (e.g., staff time, communications expertise, marketing budgets) are provided, especially during the planning and launch of something new. This is an easier ask when an initiative is aligned with purpose and is consistent with the way leadership currently communicates the company’s culture, values, beliefs, and purpose.

3. **Create an overarching goal.** A goal provides motivation for what can be accomplished. A shared goal amplifies that motivation, as people work together (or compete) to make progress. The goal may be percent participation, a monetary goal, a social media/awareness goal, or something else that is relevant to the business, employees, and customers. Tracking and reporting progress (and setting mini goals) keep the connection and sense of progress going.

4. **Foster collaboration.** Create opportunities for people to do something together and motivate each other to get involved. Pull in people from different teams or business units to volunteer together in the community or run an internal event. Have team members from across locations or countries talk about how they are participating at the beginning of a meeting, or via their usual collaboration technology. Recruit volunteers to rally others to the cause; these could be social media influencers, superusers, or enthusiastic employees.

5. **Keep it going.** Build structures to keep employees or customers engaged in purpose together. Create consistency in messaging and multiple ways to stay involved. Utilize an array of communication channels to bridge internal and external audiences with consistent messages about the initiative, the issue, and the larger purpose. Create ways for new employees to join in through onboarding. Sustain commitment by using social impact activities (an extra $25 Kiva credit!) to recognize work anniversaries, promotions, or a collective success.

**Conclusion**

Social impact initiatives—whether under the umbrella of cause marketing, corporate social responsibility, or talent engagement—are opportunities to bring employees and customers together around positive change and shared purpose. Such efforts are valuable not only for social benefits or outcomes like financial inclusion for all, but bring untold benefits for those who participate. They fuel people’s innate desire to be a part of something bigger than themselves, create the opportunity for connection all while making a positive impact in the world.
During her 8+ years at Kiva, Karen cultivated and expanded strategic partnerships in the US and across Asia with a portfolio of corporate, foundation and institutional partners. Karen enjoys working closely with partners to build mutually-beneficial, long-term, strategic partnerships. She’s deeply passionate about connecting and leveraging the worlds of non-profits and for-profits to create positive social impact in the US and abroad.

As Lead Manager of Partnerships for PayPal Gives on PayPal’s Social Innovation team, Karen works with existing global strategic grant partners, identifies new opportunities for partnership and impact, and engages PayPal employees in skills-based volunteer opportunities with these partners.

Tess works with over 100+ corporate partners at Kiva, helping to run employee and customer engagement programs. Through tips, best practices and examples, Tess enjoys providing opportunities for partners to connect with Kiva, each other, their employees, and their broader audiences to achieve collective goals and make a lasting positive impact.

Prior to this role, Tess served as a Kiva fellow in Zimbabwe and South Africa, an intern on the Kiva marketing team and worked as a marketing professional for four years, connecting entrepreneurs with partnership opportunities to help bring their products to life.
We want to hear from you.
What conversations do you have around purpose within your organization?

Reach out to us!

@kiva
partnerships@kiva.org