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Using cause-related events to fulfil the strategic objectives of social partnerships

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Amy Lyes

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Abstract

This aim of this research is to investigate how and why cause-related events fulfil the strategic objectives of social partnerships, thereby creating value for stakeholders. Strategic collaboration between corporate and not-for-profit firms has received widespread practitioner and academic interest in recent years. These collaborations, termed 'social partnerships' are formed to achieve corporate and not-for-profit strategic objectives via the implementation of various cause-related marketing activities. Cause-related events can be implemented by a social partnership as part of a cause-related marketing campaign. Such events are becoming progressively common in social partnership practice, and have emerged as a versatile strategic marketing platform. Limited research has examined social partnerships in the context of cause-related events, and this research addresses this gap with an exploratory study. A qualitative study was conducted using case study and ethnographic methodologies. Two case studies were examined using multiple sources of evidence for data collection and analysis.

The findings from this research generate insight into the use of cause-related events as a strategic marketing platform for social partnership implementation. The findings suggest that sharing valuable experiences through cause-related events contributes to a sense of camaraderie and togetherness amongst partners, mutual understanding between partners, and a focus on the cause. It also demonstrates how the shared risks and rewards of cause-related events promote a focus on furthering the collective interests of the partnership. Finally, it considers how the tangible and transparent elements of cause-related events encourage firms to be selective when choosing a partner to collaborate with, and to pay close attention to detail. These findings highlight cause-related events as a versatile strategic marketing platform for promoting a more successful social partnership in terms of relationship building, organisational learning, passion and commitment towards the cause, mutual benefit, legitimacy, and the quality of collaborative outcomes.

Overall, this research contributes towards a better understanding of the dynamics of social partnerships, and the value of cause-related events in fulfilling the strategic objectives of social partnerships. This understanding can assist corporate and NFP partners to deepen their relationships with each other, and develop more influential CRM campaigns using the cause-related event as a strategic marketing platform.

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Chapter 1: Introduction

Corporate and not-for-profit (NFP) firms interact and collaborate to form mutually beneficial, value-driven, and strategically-oriented relationships called 'social partnerships'. In a highly competitive and complex environment, these relationships are becoming progressively common, particularly as firms realise the value derived from cross-sector collaboration, and the opportunity to engage and build relationships with stakeholders. Social partnerships are a strategic way for firms to gain a competitive edge, address skill, knowledge and resource gaps, and achieve both individual and mutual objectives.

While social partnership formation is driven strategically by the objectives of corporate and NFP partners, they are also driven by social responsibility obligations and expectations. As an integral part of society, firms have a responsibility to uphold, regarding the wellbeing of their internal and external stakeholders. The salience of social responsibility has continued to grow in recent years, with many NFP firms being established for the sole purpose of addressing salient social and environmental issues. Corporate firms have also accepted a greater responsibility towards society that goes beyond their economic or profit-oriented responsibilities. Cause-related marketing (CRM) is a prominent social partnership marketing activity and strategic marketing tool. It involves corporate and NFP partners working jointly towards the development and implementation of a campaign that addresses a certain cause. CRM enables firms to demonstrate commitment to social responsibility, as well as harness the potential to fulfil social partnership and individual firm objectives.

Cause-related events can be organised as part of a CRM campaign. They provide a strategic 'marketing space' for the social partnership to target, communicate, interact, and build relationships with their stakeholders. Cause-related events involving a social partnership are becoming an increasingly familiar part of the current environment. However, despite their high-profile nature and widespread practitioner attention, limited research has examined this emerging trend. Examining events within the marketing domain is a recent and growing body of literature, as academics explore the use of events as strategic marketing platforms. Research specifically examining cause-related events is limited. Current research in this area focuses on corporate sponsorship of cause-related events, particularly sports or fitness-related events, and the impact on stakeholder attitudes and perceptions of the sponsoring firm.

There is a gap in the literature that holistically examines the combined efforts of partners to strategically plan, implement and evaluate a cause-related event over a period of time; and an absence of conceptual development concerning the use of cause-related events to fulfil social partnership objectives.

This study addresses this gap by investigating the strategic potential of cause-related events in fulfilling the objectives of social partnerships. The research question is: *How and why do cause-related events fulfil the strategic objectives of social partnerships?* This question is examined using a qualitative ethnographic methodology, and two case studies using the social partnership as the unit of analysis. This comprises an in-depth analysis of the social partnership and cause-related event by holistically tracking and examining the partnership's activities, processes, and approaches taken to plan, implement, and evaluate the cause-related event over time.

The contributions of this research are two-fold: theoretical and practical. From a theoretical perspective, this study develops and extends existing theory on CRM activities delivered via a social partnership. It also contributes more significantly towards an understanding of cause-related events and the value that they deliver to the social partnership. From a practical perspective, the findings are of particular relevance to social partnership (corporate and NFP) marketing practitioners, by providing a framework for using cause-related events to fulfil social partnership objectives. Overall, this information can assist corporate and NFP partners in deepening their relationship with each other, and developing more influential CRM campaigns using the cause-related event as a strategic marketing platform.

This thesis consists of six chapters outlined below:

- Chapter 1: Introduction. This chapter provides an overview of the background, problem orientation, purpose, and contribution of this research.
- Chapter 2: Literature Review. This chapter presents a critical review of the relevant literature on social partnerships, cause-related marketing, and event marketing. It highlights important issues and gaps from which the specific aim and research question for this study developed.
- Chapter 3: Methodology and Methods. The research methodology selected and methods used to conduct the research and collect the data are discussed in this chapter.

- Chapter 4: Within-Case Analysis. This chapter presents the results from the analysis of the two individual case studies.
- Chapter 5: Cross-Case Analysis. This chapter compares and contrasts the two case studies examined, presents the themes that emerged from cross-case analysis, and discusses the themes in relation to existing literature.
- Chapter 6: Conclusion. The final chapter summarises the research insights and their theoretical and practical implications. It also outlines the limitations of the study and future research directions.

Chapter 2: Literature Review

This study evaluates the strategic potential of cause-related events in meeting social partnership objectives, and the value this delivers to social partnership stakeholders. The following literature review uses stakeholder theory as a theoretical lens to analyse and justify social partnership stakeholder relationships. The purpose of this review is to discuss what is currently known and understood about social partnerships, CRM, and event marketing in order to contextualise the current use of cause-related events from a stakeholder theory perspective. The review comprehensively evaluates social partnerships, by discussing the what, why, and the how of social partnerships. CRM is highlighted as a prominent activity that social partnerships engage in to achieve their strategic objectives. It then discusses CRM in more depth, by outlining what it involves, and its placement within social partnership strategy. Cause-related events are identified as a strategic marketing platform that can be implemented as part of a social partnership CRM campaign. Finally, the review discusses what event marketing involves. It evaluates why events have emerged as an important marketing tool in the modern marketing environment, and discusses what the unique characteristics of events are that might assist firms in achieving their strategic objectives.

This literature review provides the context for this research in order to investigate how and why cause-related events assist corporate and NFP partners in meeting their strategic objectives. From this review, cause-related events are highlighted for their unexplored potential to be used by social partnerships as part of a CRM campaign for strategic implementation in the current marketing environment. The literature review concludes with a summary, a conceptual model, and an outline of important issues and gaps that surfaced from the literature from which the specific aim and research question developed.

2.1 What are social partnerships?

The first section of this review discusses the 'what' factors of social partnerships, i.e., what a partnership is, and what the objectives of corporate and NFPs are. Social partnerships generally encompass collaboration between a corporate and a NFP, which results in the achievement of corporate and NFP strategic objectives. For corporate partners, the formation of social partnerships is typically a marketing-related endeavour, driven by specific marketing and corporate social responsibility (CSR) objectives. For NFPs on the other hand, formation is driven by 'cause-related' or social marketing objectives. The following section will firstly define the nature and scope of

social partnerships, and then outline what the strategic objectives for corporate and NFPs organisations are. Social partnerships can be viewed as a bundle of stakeholder relationships. Therefore, an overview of stakeholder theory is provided as the theoretical lens to examine these stakeholder relationships, and justify the use of cause-related events as a strategic marketing tool for the social partnership to interact, engage with, and build meaningful relationships with stakeholders.

2.1.1 Defining social partnerships

In a highly competitive and complex environment, interaction and collaboration between for-profit and NFP firms has become an increasingly popular strategic initiative (Austin, 1998; Bartling, 1998; Berger, Cunningham, & Drumwright, 2004). Many companies are well-known for their involvement and collaboration with various NFPs and causes, for example: The New Zealand Post's partnership with the New Zealand Heart Foundation; SKYCITY's partnership with the Leukaemia and Blood Foundation; and ASB's partnership with St Johns.

For-profit and NFP collaboration is referred to as 'cross-sector collaboration', and involves firms actively working together on a common project or programme that is strategic in scope and addresses salient societal problems or issues (Austin, 2000; Berger et al., 2004). Parties collaborate through mutually beneficial exchanges. A general social benefit is expected, as well as advancement towards each firm's individual objectives and goals (Bhattacharya, Korschun, & Sen, 2009; Eweje & Palakshappa, 2009; Sagawa & Segal, 2000). A symbiotic relationship is formed between the two organisations, referred to as a 'social partnership' (Eweje & Palakshappa, 2009), 'cross-sector partnership' (Selsky & Parker, 2005) or 'social alliance' (Berger et al., 2004). These social relationships have been classified into various types that differ in terms of depth and scope, ranging from informal, short-term associations such as donations and licensing agreements, to more formal, long-term partnerships such as joint ventures and corporate foundations (Wymer & Samu, 2003). This highlights the complexity of their nature.

Austin (2000) proposes a collaboration continuum to classify the extent of collaboration between firms. The continuum consists of three collaboration types or stages: philanthropic, transactional and integrative. First, the philanthropic stage sees the relationship as resource dependent; there is a one-way flow of value, with the company giving economic resources which the NFP receives. There is a low-level of engagement; interaction and communication is minimal. Second, the transactional stage of collaboration sees the relationship as mutually beneficial, where there is a two-

way flow of value, with greater interaction and strategic consideration. Third, the integrative stage sees the relationship as highly collaborative, where both firms' missions, personnel, and activities merge into more collective action with a long-term focus. At the integrative stage, more significant value is created from deeper interrelations between firms.

This study seeks to investigate cause-related events that involve collaboration between multinational companies, and well-established NFP firms. Therefore, 'corporate' is used to define companies of this nature. In practice, it is evident that these corporate and NFP firms often refer to each other as 'partners', and define their relationship as a 'partnership'. Therefore, the term 'social partnerships' is adopted to define these collaborative relationships. The term 'social partnerships' also extends the scope of relationship types to be considered for the study, as the type of relationship that corporate and NFP firms have can vary. For the purpose of this study, the following definition of social partnerships is adopted from Eweje and Palakshappa (2009): "A situation wherein businesses and nonprofits collaborate and work together to achieve a successful outcome of a collaborative project initiated primarily to address specific needs that will improve the wellness of communities and society at large" (p. 17).

2.1.2 Corporate and NFP strategic objectives

Corporate and NFP firms strive to achieve a broad range of strategic objectives. These objectives are firm specific, and shaped by the inherent nature of the firms. They are usually derived from their overall mission or vision, and aligned with organisational values and culture (Cravens & Piercy, 2009; Pride et al., 2007).

Corporate strategic objectives generally relate to organisational growth and performance, and serve as milestones towards the corporate mission or vision. They can be established in the areas of marketing, resources, productivity, finance, innovation, and CSR (Drucker, 2012). Social partnerships can represent "a melding of corporate strategy and social responsibility" (Berger et al., 2004, p. 59). They are generally classified as a CSR initiative which can be strategically implemented in order to further marketing objectives (Austin, 2003; Liu & Ko, 2011; Varadarajan & Menon, 1988). Marketing objectives can be stated in terms of product/service introduction, improvement or innovation, sales volume, market share, profitability, pricing distribution, advertising, or staff training (Cravens & Piercy, 2009; Pride et al., 2007).

Marketing literature has outlined various objectives for firms engaging in socially responsible business practice (Gourville & Rangan, 2004; Liu & Ko, 2011; Porter &

Kramer, 2006; Varadarajan & Menon, 1988), which can be applied to strategic partnerships. These include: enhancing corporate credibility, image and reputation, and creating favourable impressions and purchase intentions among consumers; accessing new markets and attracting cause-minded consumers; increasing brand awareness and exposure, generating publicity and media coverage; boosting employee morale and productivity; and creating a competitive advantage. The corporate primarily aims to leverage the credibility of the NFP and their association with a worthy cause, to exude a positive, ethical image of their brand, and communicate a convincing message of compassion and caring to external stakeholders (Gourville & Rangan, 2004; Liu & Ko, 2011; Varadarajan & Menon, 1988).

NFP objectives differ to corporate objectives, in that their focus generally relates to social and environmental growth and wellbeing, as opposed to profit, market share or return on investment (Kotler & Andreasen, 1996; Pride et al., 2007). NFP strategic objectives encompass overall NFP objectives as well as NFP social marketing objectives (Pride et al., 2007). Overall NFP objectives focus on creating positive impacts or change, and can often be rather broad and ambitious, with mission statements oriented towards large, salient national or global humanitarian, environmental and ethical issues (Andreasen & Drumwright, 2001). As a typically service-oriented organisation, NFP's social marketing objectives focus on obtaining a desired response from a target market or group (Pride et al., 2007). This may include raising awareness and influencing values, attitudes, and/or behaviour towards a particular social programme, campaign or cause, as well as gaining financial contributions or donations (Andreasen & Drumwright, 2001; Kotler & Andreasen, 1996).

Although corporate and NFP strategic objectives differ, some may be mutual, as both firms work towards making a positive social or environmental impact.

2.1.3 Stakeholder theory

Through the achievement of objectives, social partnerships ultimately provide an opportunity to realise greater benefit on an organisational and societal level. Through on-going and committed collaboration, value can be created for all stakeholders that are influenced by the partnership: the corporate, the NFP, current and potential consumers, employees, donors, investors, the community and society at large (Austin, 2000; Gourville & Rangan, 2004). The social partnership therefore enables partners to build stronger more meaningful relationships with their stakeholders. Stakeholder theory perspectives can be used to examine social partnership relationships with stakeholders.

Stakeholder theory (also termed the 'stakeholder view' or the 'stakeholder-oriented approach') is a competing theory of strategic organisational management and business ethics based on the notion of creating value for the firm through stakeholder relationships. It was first popularised by Freeman (1984), who laid the groundwork for its development, and has since received considerable attention and development, as well as various criticisms. It has contributed to the movement towards a new theory of the firm, one that more accurately portrays firm behaviour by integrating social elements and focusing on stakeholder relationships, thus replacing the dominant theory of the firm as a purely economic entity (Donaldson & Preston, 1995; Jones, 1995; Mitchell, Agle, & Wood, 1997).

An understanding of the role and function of the firm is emphasised with respect to the relationships and influences that exist within its environment (Mitchell et al., 1997; Rowley, 1997). It seeks to broaden the role and responsibilities of firms, beyond profit maximisation and obligations to shareholders, towards pursuing and fulfilling the interests of all stakeholders (Donaldson & Preston, 1995; Mitchell et al., 1997). The role and function of the firm within society in particular, and the responsibilities of the firm towards societal stakeholders, has been an area of considerable discussion, with a significant influence from social responsibility literature (Carroll, 1991; Carroll & Buchholtz, 2012; Halal, 2000; Kakabadse, Rozuel, & Lee-Davies, 2005). Thus, social responsibility and stakeholder theory are interrelated, as they are both pivotal concepts when examining the role and responsibilities of business in society. Furthermore, adopting a stakeholder-oriented approach is vital in order to form mutually beneficial, value-driven relationships with stakeholders, which is a key strategic objective of social partnership formation.

While the scope of stakeholder theory is relatively ambiguous in the literature, the basic domain and main areas of agreement encompass the descriptive, normative and instrumental perspectives (Donaldson & Preston, 1995; Freeman, 1984; Jones, 1995; Jones & Wicks, 1999). These perspectives include several essential premises that explicitly or implicitly embody stakeholder theory: who a stakeholder is and what constitutes a 'stake'; how the firm should behave in terms of relationships with stakeholders; and what would happen if firms behave in certain ways.

2.1.3.1 Descriptive: Who is a stakeholder and what constitutes a 'stake'?

By nature, stakeholder theory is descriptive, intended to describe and/or explain who the key 'players' in the market are, what 'stake' they have in relation to the firm, and what managers do with respect to stakeholder relationships (Donaldson & Preston,

1995; Freeman, 1984; Mitchell et al., 1997). This perspective argues that the firm is responsible for a wide range of internal and external stakeholder groups. While the term 'stake' is quite ambiguous, it is generally defined as individuals or groups of constituents in society, who have a legitimate claim or interest in the firm's operations and decisions (Donaldson & Preston, 1995; Freeman, 1984; Mitchell et al., 1997). They are seen as key organisational players, able to influence or be influenced by the firm's objectives, behaviour, and managerial decision-making (Donaldson & Preston, 1995; Freeman, 1984; Mitchell et al., 1997).

The stakeholder's 'claim' on the firm constitutes a relationship. Developing relationships with stakeholders is a key element of stakeholder theory (Clarkson, 1995; Sachs, Post, & Preston, 2002). The stakeholder perspective has reflected a shift away from a transactional, corporate-centric focus, where stakeholders are regarded as subjects to be managed, towards a relational network-based and process-oriented view of firm-stakeholder engagement, thus taking a multiple stakeholder focus (Rowley, 1997; Sachs et al., 2002; Vargo & Lusch, 2004). The firm is viewed as an 'extended enterprise' operating at the centre of a 'social network' that generates, maintains, and enhances value-creating capacity (Sachs et al., 2002). Rowley (1997) argues that stakeholder relationships do not occur in a vacuum of dyadic ties, but consist of a social network of complex interactions of multiple interdependent stakeholders. Thus, stakeholder theory characterises the stakeholder environment and the firm itself as a complex set of relationships or a 'nexus of contracts', between and among many stakeholders groups with different rights, expectations, objectives and responsibilities (Rowley, 1997; Sachs et al., 2002).

Comprehensively evaluating stakeholders is a complex process that involves identifying and classifying stakeholder groups. Stakeholders can be categorised into primary and secondary groups. Primary stakeholders typically include owners, managers, shareholders, investors, consumers, employees, suppliers, partners (such as NFPs), local communities, the general public, and society at large (Carroll, 1991; Clarkson, 1995; Mitchell et al., 1997). There is often a high level of interdependence between these primary stakeholder groups and the firm, and without the participation of primary stakeholders, the firm cannot survive in the long-term (Clarkson, 1995). Secondary stakeholder groups on the other hand, include social activist and special interest groups, and the media (Clarkson, 1995).

Mitchell et al. (1997) developed three key competing and interacting elements to identify and categorise different stakeholder groups with different behavioural patterns.

They can be used to explain stakeholder status and provide justification for having a 'stake' in the firm, thereby requiring managerial attention. These elements include: 1) the legitimacy of the stakeholder's relationship with the firm, that may be legal, economic, social, moral, political or otherwise; 2) the power of the stakeholder to influence the firm and carry out their own will despite resistance ; and 3) the dependence or urgency of the stakeholder's claim on the firm.

Corporate and NFP firms are influenced by and cater to various stakeholders. While corporate firms are fundamentally profit and consumer-oriented, NFP firms are socially-oriented and are therefore, arguably more contingent upon a wider range of influential stakeholders such as society at large, local communities, and the environment (Knox & Gruar, 2007). Therefore, by forming a social partnership, corporate and NFPs assume a wider range of stakeholder responsibilities, which also includes a responsibility to develop strong, mutually beneficial relationships with their partner.

2.1.3.2 Normative: How should firms behave in terms of stakeholder relationships?

The normative perspective of stakeholder theory concerns the moral obligations of firm and managerial behaviour. This perspective determines whom business should be accountable to, what stakeholders or stakeholder interests should be pursued by firms, and how firms should behave and respond in terms of their relationships with stakeholders in an ethical sense (Donaldson & Preston, 1995; Freeman, 1984; Goodpaster, 1991; Jones & Wicks, 1999; Jones, Wicks, & Freeman, 2002). A moral management approach is critical; managers are obliged to create attitudes, structures and practices that facilitate ethical stakeholder management (Donaldson & Preston, 1995).

The normative stakeholder theory perspective is well aligned with the concept of social responsibility, which interprets the function of the firm as an integral part of society, and considers the various obligations and responsibilities the firm ought to uphold regarding the wellbeing of societal stakeholders (Carroll, 1991; Davis, 1960; Kakabadse et al., 2005). Managers must consider the kinds of social responsibilities they have to their stakeholders, and the impact of company actions and decisions on all constituents (Carroll, 1991). They essentially have a duty of care, to safeguard stakeholder welfare, and treat stakeholders in a fair and ethical manner, with dignity and respect, and not as a means to an end (Carroll, 1991). Thus they should strive to eliminate or minimise any potential harm to stakeholders and the environment (Freeman, 1984), and build relationships based on mutual trust and cooperation (Jones & Wicks, 1999).

In the context of a social partnership, these factors are fundamental for the creation of long-term, value-driven, and mutually beneficial relationships between corporate and NFP partners and wider stakeholders. Furthermore, by forming social partnerships, building relationships with stakeholders and engaging in socially responsible behaviour, corporate and NFP organisations are essentially fulfilling their roles and obligations as organisational 'citizens' in society.

2.1.3.3 Instrumental: What are the strategic outcomes of a stakeholder-oriented approach?

While the ethical management of stakeholder relationships can be seen as a fiduciary obligation of firms to their stakeholders, stakeholder relationship management can also be seen as a means to an end. The instrumental perspective acknowledges and emphasises that the outcomes associated with stakeholder relationship management are of interest to firms and have intrinsic value (Clarkson, 1995; Donaldson & Preston, 1995; Freeman, 1984; Jones, 1995; Jones & Wicks, 1999). It describes what would happen if managers adhere to stakeholder management principles and behave in certain ways, and establishes a strategic framework for identifying and examining (theoretical) connections between ethical stakeholder management practices and the achievement of firm objectives (Donaldson & Preston, 1995; Jones, 1995; Jones & Wicks, 1999).

Interactions and relationships between stakeholders and the firm and the attitudes and behaviours of key stakeholders can affect the viability of strategic outcomes (Kakabadse et al., 2005). Therefore, in order to perform well, it is important that favourable relations are established between stakeholders, and firms create sufficient satisfaction and value for primary stakeholder groups so they are willing to remain part of the firm's social network (Clarkson, 1995; Freeman, 1984; Jones & Wicks, 1999). Managing stakeholders based on ethical principles will deliver benefits to the firm, ultimately leading to enhanced corporate performance and a competitive advantage over firms that act opportunistically (Donaldson & Preston, 1995; Hillman & Keim, 2001; Jones, 1995). Furthermore, strong, long-term relationships with stakeholders are directly associated with long-term success and survival of the firm (Waddock, 2004).

Overall, the stakeholder theory views the firm as an entity through which numerous and diverse participants can achieve individual and mutual objectives. Good stakeholder relationships are core to value creation and play a key part in the formation of strategic initiatives (Barnett, 2007; Freeman, 1984; Hillman & Keim, 2001). Social partnerships are becoming progressively common as firms realise the value derived from cross-

sector collaboration (via the fulfilment of individual and mutual objectives) and the opportunity to enhance relationships with stakeholders. The present study considers the instrumental perspective of stakeholder theory by investigating the potential connection between ethical stakeholder management practices (within the social partnership) and the achievement of social partnership objectives.

2.2 Why are social partnerships formed?

This section discusses the ‘why’ factors of social partnerships, which refer to the factors that drive and motivate social partnership formation. The reasons why social partnerships are formed are best discussed under two key headings. The first, ‘external drivers of social partnership formation’, considers the normative stakeholder theory perspective, and discusses the underlying external pressures on corporate and NFPs to adhere to social and ethical values and expectations, and fulfil their social responsibilities. Forming social partnerships is one way that corporate firms can fulfil their social responsibilities. The second, ‘internal drivers of partnership formation’, considers the instrumental stakeholder theory perspective, and regards the internal value-driven outcomes that result from the achievement of corporate and NFP strategic objectives.

2.2.1 External drivers of social partnership formation

In order to justify the salience of social partnerships and the manifestation of socially responsible business behaviour, it is necessary to gain an understanding of the fundamental motivations that underpin the emerging presence of social partnerships in the business environment. Motivations to engage in social partnerships and socially responsible business behaviour can differ from firm to firm—some may be strategic, and others defensive or altruistic (Vogel, 2006).

While the primary initiative for social partnership formation is internally driven by strategic motivations to fulfil corporate and NFP individual objectives, underlying social and ethical motivations also have a strong influence. These encompass various external forces that drive the firm (corporate and NFP alike) to engage in socially responsible behaviour. While NFPs are altruistic by nature and are inherently motivated to be socially responsible, the external forces are thus more applicable to corporate firms. External forces include social values and ethics, the interrelationship between business and society, changes in the business environment, and emerging issues in society. These external factors have contributed to the rise of social responsibility in the business sector, as society grants legitimacy to firms that act in the interests of societal

stakeholders. They have created an expectation and obligation for firms to be socially responsible, which in turn, has created or imposed an internal drive for corporate firms to adopt a socially responsible business approach and engage in socially responsible business activities—one of which is forming partnerships with NFPs.

2.2.1.1 The fundamental influence of social values and ethics

Social responsibility is derived from the prevailing values and goals that society holds dear and strives towards. These values and goals guide actions, policies, people, and events (Schwartz, 2006). Individuals are “socialised” and oriented by their social environment. Through interaction with others, they learn patterns of role behaviour and the difference between what is “good” and “bad”, i.e., what is socially acceptable behaviour (McGuire, 1964). It is recognised that social responsibility is embedded in the decision-making process. Organisational actions are shaped by the norms and values of the society; citizens subscribe to social norms, universal principles, sets of rules, opinions, myths and beliefs, and organisations typically reflect these in their decision-making (McGuire, 1964).

Ethics are referred to as a core set of moral principles or values that guide behaviour (Sherwin, 1983). Ethics is also a fundamental element of social responsibility, and is included as a formal part of the decision-making process (for NFP and corporate firms alike) (Creyer & Ross Jr, 1997; Frederick, 1987). Ethics establish certain standards and minimum levels of responsible behaviour (McGuire, 1964). In the mid-to-late-1980s, business interest in ethics featured significant growth, reflecting a sense of rightness, respect, and humanity that put ethics at the focal point of business concerns, policies, and key decision-making (Frederick, 1987). A growing emphasis on ethics within the business community has encouraged corporate firms to adopt socially responsible business practices (Creyer & Ross Jr, 1997). The key influence of social values and morals on business conduct illustrates the interrelationship between business and society, and thus business’ obligation to societal stakeholders.

2.2.1.2 The interrelationship of business and society

Business and society are inextricably intertwined. Firms have long been recognised as having a key role in society; firms are dependent on society for continuity and growth and at the same time, society is dependent on business, to provide jobs, produce products and services, improve living standards, and create wealth and innovation (McGuire, 1964; Porter & Kramer, 2006). The co-dependence and interrelationship between business and society implies that business and society co-exist and operate in a shared environment, and thus need to operate on the principle of shared value,

where decisions, actions, and policies create a meaningful benefit for society that is also valuable to business (Porter & Kramer, 2006). Business decisions inevitably have societal consequences and affect the interests of stakeholders (Davis, 1975). Therefore, as an integral part of society, firms are broadly obliged to the communities in which they operate, and are inclined to take on various responsibilities for this role.

While some argue that the responsibilities of the firm are limited to economic aspects of public welfare (such as profit-maximisation) (Friedman, 1970, September 13), a more widely held and accepted view sees the firm's responsibilities as going beyond their legal, regulatory, and profit-making obligations, and give consideration to non-economic matters (Andrews, 1973; Carroll, 1991; Davis, 1960; McGuire, 1964). Therefore a firm's total responsibilities are considered to encompass economic, legal, ethical, and philanthropic responsibilities (i.e., to make profit, obey the law, act ethically, and be good corporate citizens) (Carroll, 1991). As a major social force, business has a moral obligation to use their considerable power and resources to contribute towards the betterment of society. They are encouraged to make a conscious effort in promoting public welfare, enhance the wellbeing of their stakeholders, operate in harmony with public interest, and distribute outputs in a manner that is congruent with the goals of the overall social system (Davis, 1975; Heald, 1970; Logsdon & Wood, 2005; Porter & Kramer, 2006). By pursuing social responsibilities and conforming to social norms, firms are granted legitimacy to operate within society and build relationships with societal stakeholders (Davis, 1973; Dowling & Pfeffer, 1975).

2.2.1.3 Changes in the business environment and emerging issues—the rise of CSR

Business initially accepted little responsibility and obligation to society, operating as strictly competitive entities (Davis, 1975). However as discussed previously, strong external forces prompted significant changes within the business environment. Business was gradually recognised as having a key role in the social system, and were inclined to take on responsibilities for this role (Davis, 1975; Heald, 1970). These changes, as well as an increased salience of social and environmental issues (see Table 1) (UNEP, 2012; United Nations, 2012) contributed to the rise and prominence of social responsibility (Wood, 1991).

Table 1: Important issues emerging in the 21st century global environment

Category	Emerging Issues
Cross-cutting issues	<ul style="list-style-type: none">• <i>Global sustainability</i>• <i>Green economies</i>
Food, biodiversity, and land issues	<ul style="list-style-type: none">• <i>Food safety and security</i>• <i>Future food supply</i>
Freshwater and marine issues	<ul style="list-style-type: none">• <i>Water degradation</i>• <i>Oceanic system collapse</i>• <i>Coastal ecosystems</i>
Climate change issues	<ul style="list-style-type: none">• <i>Environmental degradation</i>• <i>Extreme events</i>• <i>Glacier retreat</i>
Energy, technology, and waste issues	<ul style="list-style-type: none">• <i>Eco-friendly renewable energy systems</i>• <i>Risks of novel technologies and chemicals</i>• <i>Scarcity of minerals</i>• <i>Electronic waste</i>
Social issues	<ul style="list-style-type: none">• <i>Gender inequality and discrimination</i>• <i>Sex trafficking</i>• <i>Violence</i>• <i>Refugees</i>• <i>Poverty</i>• <i>Decolonisation</i>• <i>The spread of diseases such as HIV/AIDS</i>• <i>Drug trafficking</i>

Public demand for socially and environmentally responsible behaviour from firms increased, fuelled by the rise of consumerism, civil rights movements, corporate scandals, and environmental concerns (Waddock, 2004). Corporate reputation gained considerable attention as many brand-name companies were put under public scrutiny (Waddock, 2004). This era represented a pivotal point in the demand and practice of social responsibility.

Social responsibility has continued to emerge as an important consideration for business, and is now more prominent on the corporate agenda than ever before. The traditional focus on 'profit before people' has shifted to 'people before profit'. Firms have adopted a 'triple bottom-line' approach, which sees that a firm's success is dependent not only on their financial bottom-line, but also on its social, ethical, and environmental performance (Berger, Cunningham, & Drumwright, 2007; Norman & MacDonald, 2004). CSR has been emphasised as an organisation-wide commitment that requires social responsibility to be mainstreamed throughout the entire

organisation, embedding ethical values into the core, day-to-day business activities, operations, processes, and corporate culture (Berger et al., 2007).

Public concern for social and environmental issues continues to grow, as well as the need, preference, and expectation for ethically and sustainably produced products and services (Logsdon & Wood, 2005; Mohr, Webb, & Harris, 2001). Stakeholders have developed high expectations from firms regarding their behaviour, and seek to hold firms accountable for their actions linked to society and the environment (Logsdon & Wood, 2005; Mohr et al., 2001). Firms are no longer able to function in isolation of social and ethical issues, and stakeholders are often intolerant if firms fail to fulfil their social obligations (Golob, Lah, & Jancic, 2008; Mohr et al., 2001).

The modern definition of CSR generally encompasses internal initiatives, policies, and processes that ensure that a company's operations are responsible and ethical; external initiatives to contribute to and improve the communities or environment in which a company operates; and the impact of both the company's internal and external initiatives on society (Berger et al., 2007). The scope of CSR commitments and activities can incorporate a broad range of environmental, social and ethical initiatives that can have local, national, or international reach (see Table 2) (Berger et al., 2007; Bhattacharya & Sen, 2004; McWilliams, Siegel, & Wright, 2006).

Table 2: Six broad domains of CSR activities

CSR Domain	CSR Activities and Initiatives
Community support	<ul style="list-style-type: none">• <i>Community involvement</i>• <i>CRM</i>• <i>Fundraising</i>• <i>Social partnerships</i>• <i>Sponsorship</i>• <i>Philanthropy</i>• <i>Charitable contributions</i>• <i>Employee volunteering</i>• <i>Pro-bono work</i>
Diversity	<ul style="list-style-type: none">• <i>Gender, race, sexual orientation</i>• <i>Disabilities</i>• <i>Respecting and supporting indigenous groups and minorities</i>
Employee support	<ul style="list-style-type: none">• <i>Promoting employee wellbeing</i>• <i>Health and safety</i>• <i>Safe working conditions</i>• <i>Job security</i>
Environment	<ul style="list-style-type: none">• <i>Sustainability</i>• <i>Recycling</i>• <i>Reducing emissions</i>• <i>Animal welfare</i>
International operations	<ul style="list-style-type: none">• <i>Overseas labour practices</i>• <i>Sweatshops</i>• <i>Supporting small local businesses</i>
Product	<ul style="list-style-type: none">• <i>Product safety</i>• <i>Ethical manufacturing</i>• <i>Fair marketing activities</i>• <i>Reporting policies</i>

From a corporate firm's perspective, social partnerships can be viewed as a multidimensional type of CSR activity that involves community support, and encompasses a long-term, strategic endeavour that is more complex than general CSR activities (Berger et al., 2004; Liu & Ko, 2011).

Based on the previous discussion, it is evident that the salience of social partnerships can be fundamentally attributed to the underlying responsibilities and obligations that firms have towards society and societal stakeholders. These strong external forces have influenced and encouraged firms to respond and adapt to be more socially responsible, and integrate a social perspective into their core framework and objectives. Evidence suggests that engaging in socially responsible behaviour creates

value for the firm and the firm's stakeholders. Value creation has contributed towards a strong internal drive and motivation for firms to engage in CSR and form social partnerships. This is discussed in the following section.

2.2.2 Internal drivers of social partnership formation

The formation of social partnerships has grown significantly in recent years and are expected to grow further due to an abundance of positive outcomes associated with strategic collaboration and socially responsible business behaviour, that create value for partners and key stakeholders (Bhattacharya & Sen, 2004; Gourville & Rangan, 2004; McWilliams et al., 2006; Sagawa & Segal, 2000). According to Austin and Seitanidi (2012), the central justification for social partnership formation is creating value, whereby partners co-create significant economic, social, and environmental value for society, organisations, and individuals. From a strategic perspective, value creation is related to the achievement of organisational objectives, and social partnership formation facilitates the fulfilment of corporate and NFP objectives, some of which are mutually beneficial (Eweje & Palakshappa, 2009; Sagawa & Segal, 2000).

Strategic collaboration such as forming social partnerships have proven to be an effective, versatile, and highly beneficial means for firms (corporate and non-profit alike) to strengthen their resource profile, share costs, minimise weaknesses, reduce uncertainty and risk, and enhance competitive position and sustainability in the marketplace (Austin, 2000; Barringer & Harrison, 2000; Berger et al., 2004; Eisenhardt & Schoonhoven, 1996; Guo & Acar, 2005). Driven by a lack of key resources, corporate and NFP partners share their resources, knowledge, skills, and assets through the social partnership (Barringer & Harrison, 2000; Berger et al., 2004). This creates a new context for both corporate and NFPs, providing them with new perspectives and new ways of thinking, thereby enabling new strategic approaches for both sectors (Berger et al., 2004). Furthermore, by supporting a cause or NFP over a long period, it can become part of the firm's identity, thereby facilitating more favourable stakeholder attitudes and driving long-term success (Austin, 2000; Berger et al., 2004; Sagawa & Segal, 2000).

The following outlines the potential value that corporate and NFP firms receive as a result of engaging in socially responsible behaviour and/or forming a social partnership. These represent the internal drivers of social partnership formation.

2.2.2.1 Value for corporate

Socially responsible business practice in general constitutes a potential source of long-term benefits for the corporate firm, thereby creating value. Existing literature has discussed various strategic outcomes for firms engaging in CSR. These include: increased financial performance (Lev, Petrovits, & Radhakrishnan, 2010; Waddock & Graves, 1997), visibility and brand awareness (Du, Bhattacharya, & Sen, 2010; Vogel, 2006), enhanced goodwill, corporate image and reputation (Broderick, Jogi, & Garry, 2003; Bronn & Vrioni, 2001; Vogel, 2006); and reduced public criticism and scrutiny (Porter & Kramer, 2006). CSR has also been found to have a significant impact on stakeholders, particularly consumers, including: strengthened stakeholder relationships (Bhattacharya & Sen, 2004; Sen, Bhattacharya, & Korschun, 2006); more positive consumer attitudes and purchase intentions towards the firm (Bhattacharya & Sen, 2004; Brown & Dacin, 1997; Creyer & Ross Jr, 1997); increased customer loyalty (Bhattacharya & Sen, 2004; Bronn & Vrioni, 2001); willingness to pay premium prices (Bhattacharya & Sen, 2004; Creyer & Ross Jr, 1997; McGoldrick & Freestone, 2008); advocacy and positive word-of-mouth (Bhattacharya & Sen, 2004; Du et al., 2010), and higher resilience to negative information about a firm (Bhattacharya & Sen, 2004).

Actively supporting a particular NFP or cause can also boost employees' morale and productivity, and create favourable impressions on potential investors and employees (Gourville & Rangan, 2004). It can help with the recruitment and retention of employees and investors through the process of self-selection. By attracting a high calibre of like-minded employees and investors with good values, the company can create a 'CSR sympathetic culture' and a self-reinforcing internal market for virtue (Albinger & Freeman, 2000; Gourville & Rangan, 2004; Greening & Turban, 2000).

The above outcomes in turn, contribute towards the long-term sustainability of the firm and a competitive advantage (Bhattacharya & Sen, 2004; McWilliams & Siegel, 2011; Porter & Kramer, 2006). The establishment of a link between CSR and positive performance provides the 'business-case' for CSR or 'enlightened self-interest', which asserts that CSR activity pays off financially as it creates benefits for the firm (Carroll & Shabana, 2010). This concept implies that benefits for society are also valuable to business, reflecting a strong belief among academics and business leaders that "doing good" leads to "doing better".

2.2.2.2 Value for NFP

Social partnership formation ultimately assists NFPs in achieving their social marketing objectives (Andreasen & Drumwright, 2001). Limited government funding has spurred

NFPs to reach beyond traditional sources and modes of funding, and approach corporate firms to gain financial resources and meet their funding needs (Andreasen & Drumwright, 2001; Froelich, 1999). By aligning with highly successful corporations, NFPs can gain much needed funding and potential long-term support for their causes (Austin, 2000). They can secure new and additional sources of income through funds donated or raised, or via direct contributions to the cause from the general public (B. A. Lafferty, Goldsmith, & Hult, 2004; Varadarajan & Menon, 1988).

NFPs may also gain increased awareness and exposure for their cause, mission, and activities (Andreasen & Drumwright, 2001; Austin, 2000; Varadarajan & Menon, 1988). When high-profile firms support certain causes, general awareness for the cause is likely to increase as social marketing messages are able to reach a wider audience. This can also create more positive attitudes and behavioural changes in favour of the cause (Gourville & Rangan, 2004), including an increased willingness from individuals to participate in volunteering efforts to further the cause (Peloza & Hassay, 2007; Peterson, 2004).

NFPs may also welcome social partnerships in order to access technology and expertise (Austin, 2000). Corporate firms often have the skills and personnel that NFPs lack (Andreasen & Drumwright, 2001). Therefore, NFPs can gain valuable managerial knowledge and advice, and a skilled volunteer workforce from the corporate partner.

By engaging in social partnerships, addressing salient issues, and receiving support for worthy causes the NFP can achieve their objectives of making positive impacts in society by furthering social welfare and the wellbeing of societal stakeholders.

The value delivered to the corporate, NFP, and wider stakeholders provides strategic justification for social partnership formation. The following section examines how these partnerships are formed and governed, and how activities within the partnership are implemented.

2.3 How are social partnerships formed and governed?

This section discusses the 'how' factors of social partnerships, which considers how social partnerships are formed and governed, and how activities are implemented. This involves firstly identifying key characteristics that are essential to social partnership formation. These include gaining a collective strength by sharing resources, forming interdependencies by becoming mutually dependent, and facing inter-partner conflict. Secondly, this section identifies how the social partnership relationship is negotiated and held together via certain rules, contracts, and conditions. Finally, this section

identifies CRM as an activity that social partnerships engage in to achieve their objectives. CRM is further discussed in Section 2.4.

2.3.1 Key characteristics of partnership formation and governance

The dynamic interactive relationship between corporate and NFP partners is governed by certain conditions that are essential to strategic partnership formation (Das & Teng, 2002b; Liu & Ko, 2011). These partnership conditions consist of certain variables that encompass the characteristics of a partnership and can be used to describe how the partnership operates, and evaluate how successful the partnership is. They are adopted from Das and Teng's (2002b) study on strategic partnership conditions, and applied to social partnerships. They include collective strength, interdependencies, and inter-partner conflict. Common relational issues are incorporated within these three aspects; namely, to be successful, partnership relationships need to be developed and nurtured in a manner that respects and recognises each partner. Following a set of ethical standards is advised, such as equity, fairness, responsibility, and a high level of honesty, trust, and respect (Gundlach & Murphy, 1993). Furthermore, to be successful in the long-term, shared values, strong commitment, and excellent communication are key (Nowak & Clarke, 2003). Flexibility is also important as initial requests, positions, and preferences regarding the social partnership may change as the relationship evolves and adapts, and partners learn, grow, and gain experience with each other (Berger et al., 2004; Liu & Ko, 2011).

2.3.1.1 *Collective strength*

The first partnership condition, collective strength, refers to the aggregated tangible and intangible resource endowments of partners in relation to the specific strategic objectives that they aim to jointly pursue (Das & Teng, 2002b). The creation of value via the fulfilment of social partnership (corporate and NFP) objectives is facilitated by partners acquiring and sharing critical and complementary capabilities, assets and resources, combining specific knowledge, skills and expertise; and creating opportunities for organisational learning (Andreasen & Drumwright, 2001; Austin, 2000). By entering into a social partnership, firms gain access to each other's resources, enabling the partnership to expand their collective resource pool, and become stronger and more competitive in the marketplace (Das & Teng, 2000; Eisenhardt & Schoonhoven, 1996; Till & Nowak, 2000). Thus, the value derived from developing partnerships is believed to be greater and more powerful than what could have been accomplished by the firms individually (Andreasen & Drumwright, 2001; Austin, 2000).

The resource-based view (RBV) of the firm can be used to evaluate the collective strength of social partnerships. The RBV is a widely accepted theory that considers sources of competitive advantage (Barney, 1991; Wernerfelt, 1984). These sources can be tangible or intangible resources controlled by the firm that are valuable, rare, inimitable, and non-substitutable (Barney, 1991; Penrose, 1959; Wernerfelt, 1984), e.g., skills, expertise, personnel, reputation, credibility, and capital. The theory also suggests a firm's competitive position is critically influenced by its accumulated resources (Rumelt, 1984); thus, the resources possessed by firms determine successful outcomes. The RBV has been discussed in relation to CSR (Branco & Rodrigues, 2006; McWilliams & Siegel, 2001) and also briefly in the public (NFP) sector (Bryson, Ackermann, & Eden, 2007). It has also been extended to social partnerships, arguing that social partnership formation is strategically driven by a need for resources and social resource opportunities (Das & Teng, 2000; Eisenhardt & Schoonhoven, 1996; McWilliams & Siegel, 2011). According to Eisenhardt and Schoonhoven (1996, p. 138), "partnerships form when firms are in vulnerable strategic positions for which they need additional resources to compete effectively, or when firms are in strong social positions such that they have the resources necessary to know, attract, and engage partners". As a result, partners can improve their competitive position by gaining access to additional resources that enable them to share costs and risks (Eisenhardt & Schoonhoven, 1996).

It is important that the collective strength of the social partnership is recognised for the value it creates, and the value that each individual partner brings to the relationship. It is not uncommon for social partnerships to be inadequately conceived. Managers rarely consider the full potential of the partnership and how it might be leveraged to create value (Berger et al., 2004). NFPs are often undervalued for their contribution, and underestimated for their strengths (Berger et al., 2004; Gourville & Rangan, 2004). Partners need to recognise and communicate the value and unique skills they can offer the social partnership, particularly the NFP who is often in the weaker position (Gourville & Rangan, 2004). In order to ensure that the relationship is mutually beneficial, it is recommended that each partner gains an appreciation for the value generated, and potential costs incurred to their partner (Berger et al., 2004; Gourville & Rangan, 2004).

The collective strength of the social partnership can be enhanced and reinforced by pursuing a high level of compatibility between partners. This requires the thoughtful selection of a partner, and an honest assessment of individual partner positions, needs, objectives and preferences (Seitanidi & Crane, 2009). Firms need to have a clear idea

of what they are looking for in a partner. Once a clear understanding of these factors is established, firms need to evaluate their 'fit' or congruency with potential partners in order to ensure that there is a high level of compatibility between them, so they can work together to achieve mutually beneficial outcomes (Berger et al., 2004; Liu & Ko, 2011). It is recommended that firms foster synergy by selecting partners with complementary skills, resources, and organisational processes (Berger et al., 2004; Saxton, 1997). Corporate/NFP/cause fit is believed to be a major driving force in social partnership success. It is important that the cause resonates well with the social partnership's stakeholders (Gupta & Pirsch, 2006). Social responsibility initiatives are generally more successful and create more favourable stakeholder evaluations, behaviour, and brand recall when there is some linkage, belongingness, or plausible 'fit' between the corporate and NFP/cause in terms of their mission, resources, values, culture, image, management style, workforce, products/services, and target audience (Austin, 2000; Berger et al., 2004; Gupta & Pirsch, 2006; Pracejus & Olsen, 2004).

2.3.1.2 Interdependencies

The second partnership condition is interdependence. Cooperation and collaboration occur when partners are mutually dependent on each other (Das & Teng, 2002b). As mentioned previously, the incentive for partnership formation is driven by a lack of key resources (Barringer & Harrison, 2000; Berger et al., 2004). Although sharing resources creates value, the need for another firm's resources creates a sense of dependence (Das & Teng, 2002b). In practice, firms seek to maximise their power by increasing the dependency of other firms, and minimise their dependence on other firms wherever possible, thereby preserving their autonomy (Medcof, 2001). Upon social partnership formation, the interdependence of partners results in the inevitable loss of some individual organisational flexibility and operating autonomy (Gray & Wood, 1991; Guo & Acar, 2005).

While interdependence is a key partnership condition, disproportionate partner dependence is not conducive to a successful partnership (Das & Teng, 2002b). NFPs are often considered the less powerful partner due to limited resources and tighter constraints (Berger et al., 2004). Given the NFP's greater resource scarcity, some firms, particularly smaller ones, may be more inclined to sacrifice their autonomy in order to form a social partnership and acquire critical resources (Guo & Acar, 2005). The corporate partner may try to micromanage the relationship, as they perceive the ownership of the collaborative initiative as theirs due to their funding contributions, or because they may question the NFP's competence (Kotler & Andreasen, 1996). As a result, the NFP may end up being intentionally or unintentionally exploited by more

powerful, sophisticated and knowledgeable corporate partners, and compelled to sacrifice their long-term interests in order to pursue those of the corporate partner (Andreasen & Drumwright, 2001; Kotler & Andreasen, 1996).

Power is largely dependent on the assets that a partner contributes to the partnership (Berger et al., 2004), and the firm's size and sophistication (Kotler & Andreasen, 1996). While corporate firms traditionally have considerable power due to their funding contributions, some cases have demonstrated NFPs possessing the most power (Berger et al., 2004). In such an instance, NFPs harness considerable power because of their trustworthy and credible image. Publicly associating with corporate firms may put this valuable asset at risk, as working with questionable or tainted firms can bring negative publicity and potentially damage the NFP's reputation (Andreasen, 1996; Nowak & Clarke, 2003). To prevent this, NFPs may impose restrictions on the corporate use of their brand and logo and control advertising content (Nowak & Clarke, 2003). While this may be necessary, it effectively increases the NFP partner's power, and reduces the corporate partner's flexibility, and the flexibility and autonomy of the social partnership as a whole (Andreasen, 1996; Berger et al., 2004).

It is suggested that firms pursue mutual dependence (Das & Teng, 2002b), and ensure equal possession of power with shared decision-making (Saxton, 1997). A more open and successful partnership is likely if partners aim to achieve a balance between resource dependence and sustained autonomy (Gray & Wood, 1991; Liu & Ko, 2011).

2.3.1.3 Inter-partner conflict

Inter-partner conflict is likely to arise as a result of partnership formation. According to Das and Teng (2003), the two major sources of inter-partner conflict include inter-partner diversity and the private interests of each partner. The combined efforts of both firms are difficult to manage and require "a fragile balance of competing forces" (Barringer & Harrison, 2000, p. 369). Despite pursuing a high level of compatibility with strong 'fit' factors, corporate and NFP firms may differ nevertheless in terms of goals and objectives, strategic orientation, organisational values, culture and routines, managerial decision-making styles and operating approaches, and perceptions of time (Berger et al., 2004; Das & Teng, 2003). These differences often arise from the inexperience of working with the other sector (Berger et al., 2004). Therefore, the merging of these firms can set the stage for conflict, complications, and challenges, where mismatched partners have incompatible expectations, that can impact on satisfactory outcomes (Andreasen & Drumwright, 2001). Berger et al. (2004) argues, "The non-profit partner usually lives in a world defined by enduring, long-standing

social issues, while the corporate partner is usually driven by short-term results” (p. 64). If either party places their needs and objectives on top of the partnership’s collective needs and objectives, the partnership will not be compatible (Das & Teng, 2003; Hardy & Phillips, 1998).

The most powerful partner is more likely to drive and dominate the relationship, insist on their own strategies, structures, processes and operating style, and expect their needs and objectives to take precedence (Berger et al., 2004). This behaviour can result in unreasonable and/or unrealistic expectations and requests, and disappointment when outcomes, or partner behaviours are not as expected (Berger et al., 2004; Kotler & Andreasen, 1996). This undermines and jeopardises the partnership, and limits its potential as key resources may not be fully understood or utilised (Berger et al., 2004).

To minimise inter-partner conflict, managers from both parties require a deep understanding of the factors and processes influencing the new organisational form (Andreasen, 1996; Berger et al., 2004).

2.3.2 Negotiating partnership conditions

For a mutually beneficial, ‘win-win’ partnership, it is critical that social partnership conditions are carefully negotiated (Nowak & Clarke, 2003). Once the decision to pursue a partnership arrangement is reached, there are several factors that require negotiation in order to build a strong foundation for a successful long-term relationship (Berger et al., 2004).

It is necessary to firstly establish a formal code of conduct and contractual agreement specifying partner expectations, responsibilities, contributions and behaviour, as well as other relevant agreements for asset protection, partnership exclusivity, logo/brand usage, and exit and termination of the partnership (Kotler & Andreasen, 1996). This ensures fairness and equity, and provides a basis for legal action in case of serious organisational injury (Kotler & Andreasen, 1996). It is also necessary for partners to work together on a specific plan detailing respective objectives and how they may be achieved, what outcomes are paramount, what risks they are willing to take, activities to be implemented, timelines, and evaluation criteria (Doherty & Murray, 2007; Nowak & Clarke, 2003).

For the social partnership to be successful and operate in the long-term, it must be holistically integrated into each firm, to enhance relationships between stakeholders, foster commitment, and establish a united front (Berger et al., 2004; Berger,

Cunningham, & Drumwright, 2006). Implementation of social partnership activities requires the efforts of all stakeholders involved: “Employees, retailers, corporate sponsors, and NFPs, must believe in the cause, be well-informed, and committed to doing what it takes to make the campaign a success” (Nowak & Clarke, 2003, p. 147). Furthermore, emotional involvement from the managers themselves will help the partnership thrive (Berger et al., 2006).

Finally, once a partnership is established, on-going monitoring, management and re-design (refreshment and renewal) of the social partnership and associated activities is required in order to strengthen the relationship, and increase the likelihood of successful outcomes (Berger et al., 2004; Gourville & Rangan, 2004).

2.3.3 Planning and implementing activities

Social partnerships engage in a variety of marketing activities that primarily involve planning and implementing various cause-related projects or campaigns over time. In the literature, these activities are referred to as ‘cause-related marketing’ (CRM) initiatives, and can be designed and implemented via an individual firm, or via a social partnership (Liu & Ko, 2011). Liu and Ko (2011) suggest that the bulk of CRM campaigns are in-fact delivered through collaborative social partnerships as opposed to individual firms. The following section discusses CRM in-depth, in order to examine what CRM is and the types of activities social partnerships can implement as part of a CRM campaign.

2.4 Cause-related marketing

This section of the literature review discusses what CRM involves and how CRM is used by social partnerships. It defines CRM and considers four distinct CRM implementation strategies: transaction-based promotion, strategic philanthropy, sponsorship, and joint promotion. It also suggests that CRM has evolved from a short-term, tactical promotion implemented by individual firms as a sales technique, to a long-term strategic initiative implemented by social partnerships as a CRM campaign. Finally, this section identifies cause-related events as one type of CRM activity that social partnerships can incorporate into their CRM campaign to achieve partnership objectives.

2.4.1 What is cause-related marketing?

CRM is a strategic marketing activity, used to achieve marketing and CSR objectives such as demonstrating social responsibility, enhancing company revenues and

reputation, and building stakeholder relationships (Varadarajan & Menon, 1988). This is achieved by providing resources and funding to address a worthy cause (Varadarajan & Menon, 1988). It generally involves a company publically linking their identity, brand, or products to the mission and identity of a particular NFP or cause, on a long or short-term basis (Pride et al., 2007; Till & Nowak, 2000). Firms, brands and products consequently have a 'social mission', and stakeholders are invited and encouraged to participate in the campaign. A key defining aspect of CRM is mutual benefit. Both the company and NFP/cause have something of value to offer each other, and CRM facilitates this exchange to achieve mutually beneficial outcomes (Barone, Miyazaki, & Taylor, 2000; Bronn & Vrioni, 2001; Garriga & Melé, 2004). It is therefore characterised as an instrumental CSR approach, implemented by firms as a means to an end (Garriga & Melé, 2004).

CRM is defined and manifested in different ways and can involve a variety of cause-related activities and behaviour to create a CRM campaign. A comprehensive analysis of academic literature demonstrates that CRM can be classified into four main types: transaction-based promotion (Andreasen, 1996; Carringer, 1994; Ptacek & Salazar, 1997; Varadarajan & Menon, 1988), sponsorship (Irwin, Lachowetz, Comwell, & Clark, 2003; Pegoraro, O'Reilly, & Levallet, 2009; Polonsky & Speed, 2001), philanthropy or in-kind contributions (Caesar, 1986; Varadarajan & Menon, 1988) and joint promotion (Andreasen, 1996; Broderick et al., 2003). These classifications have been incorporated into what Wymer and Samu (2003) refer to as 'a typology of business and nonprofit collaborative relationships'. Liu and Ko (2011) refer to them as the 'four CRM implementation strategies', which represent four distinct ways of implementing a CRM campaign. These CRM strategies are not mutually exclusive and can be interrelated, as the social partnership may decide to implement multiple types of CRM (Liu & Ko, 2011). The following sections discuss the nature of each CRM type.

2.4.1.1 Transaction-based promotion

Academic attention was originally drawn to CRM in 1988 by Varadarajan and Menon. CRM emerged as a new form of corporate philanthropy, aligned with enlightened business-interest, and based on profit-motivated giving. This more traditional perspective defines CRM as a transaction-based sales promotion tool, whereby the (corporate) firm's contribution to a particular cause is linked to customers engaging in revenue-producing exchanges with the firm (Andreasen, 1996; Ptacek & Salazar, 1997; Varadarajan & Menon, 1988). This type of CRM provides consumers with a purchase incentive, by directly linking product sales to a firm's donation or support for a cause (Carringer, 1994; Varadarajan & Menon, 1988). Several other academics have defined

CRM as transaction-based, with a clear focus on increasing sales for the corporate, and raising awareness and funds for the NFP or cause (Carringer, 1994; Olsen, Pracejus, & Brown, 2003; Polonsky & Speed, 2001; Ptacek & Salazar, 1997).

Since its inception, the definition of CRM has moved away from being a short-term tactic to increase sales, to a long-term strategic effort to enhance corporate image and reputation (Broderick et al., 2003). Although CRM is still regarded as a sales promotion technique, the term also commonly refers to more strategic collaboration between a corporate and NFP (social partnership) (Liu & Ko, 2011; Nowak & Clarke, 2003; Samu & Wymer, 2009; Till & Nowak, 2000). This type of collaboration may include strategic philanthropy, sponsorship, or joint promotion which are discussed next.

2.4.1.2 Strategic philanthropy

Philanthropy is founded on altruism, and encompasses monetary or in-kind contributions by a firm without expecting benefits in return (Collins, 1994). Contributions are not limited to financial donations, and may also include in-kind donations of time and resources, such as products and services (J. Lafferty & Browning, 1993) and employee volunteering (Muthuri, Matten, & Moon, 2009; Peterson, 2004). Philanthropy is traditionally derived from a firm's pre-tax income, rather than from the advertising and promotion budget (Varadarajan & Menon, 1988). Therefore, some argue that due to its altruistic nature, philanthropy is not a strategic endeavour (Bennett, 1997; Lee, 1996). This conflicts with the underlying strategic nature of CRM and marketing in general.

However, Polonsky and Speed (2001) argue that although corporate philanthropy boasts an altruistic nature, much of what is labelled as such seeks to engender and exploit an association between the 'giving' company and the 'receiving' NFP or cause. This is referred to as 'pseudo-altruism' which is in fact, commercially motivated corporate 'giving' or 'strategic giving' (Collins, 1994; Polonsky & Speed, 2001; Smith, 1994). Furthermore, CRM has earlier been described as a 'new form of corporate philanthropy' (Caesar, 1986; Smith, 1994; Varadarajan & Menon, 1988). These arguments provide the basis of Liu and Ko's (2011) classification of an 'in-kind contribution' as a CRM implementation strategy, and the present study's definition of CRM to incorporate a philanthropic dimension.

2.4.1.3 Sponsorship

Sponsorship traditionally involves a firm providing funding for various activities and events to support their corporate and/or marketing objectives (Meenaghan, 1991).

Essentially an investment in the hope of receiving future benefits, sponsorship enables the firm to acquire exploitable commercial potential, including the right to promote an association with the particular sponsored activity (e.g., a cause or event) (Meenaghan, 1991; Polonsky & Speed, 2001). Sponsorship is often referred to as a separate concept to CRM; however sponsorship is nevertheless considered to be an agent of CSR. It has been widely examined in relation to sporting events (Filo, Funk, & O'Brien, 2010; Irwin et al., 2003; Pegoraro et al., 2009; Pope & Voges, 2000), and has been moderately discussed in relation to CRM (Cornwell & Maignan, 1998; Irwin et al., 2003; Liu & Ko, 2011; Pegoraro et al., 2009; Polonsky & Speed, 2001; Westberg & Pope, 2012).

In the literature, sponsorship and CRM are increasingly being linked, as similarities between the concepts reveal their potential to be combined into an integrated programme (Cornwell & Coote, 2005; Irwin et al., 2003; Polonsky & Speed, 2001). Cornwell and Maignan (1998) assert the potential of combining CRM with sponsorship to leverage sponsorship through CRM campaigns. Similarly, Irwin et al. (2003) claim that sponsorship has emerged as a powerful platform for CRM activities. One such activity is the sponsorship of causes or cause-related events, where firms agree to sponsor a cause that is associated with a NFP (Cornwell & Smith, 2001). From this, the notion of 'CRM sponsorship' or 'CRM leveraged sponsorship' has emerged (Cornwell & Coote, 2005; Liu & Ko, 2011; Polonsky & Speed, 2001).

2.4.1.4 Joint promotion

Finally, joint promotion involves the combined efforts of a corporate and NFP to advertise and promote a CRM campaign (Andreasen, 1996; Liu & Ko, 2011; Wymer & Samu, 2003). While transaction-based promotion, in-kind contribution, and sponsorship involve a tangible act of giving attached to an event or scheme, joint promotion focuses on the content and delivery of the message that firms seek to deliver to stakeholders (Liu & Ko, 2011). Thus, instead of donating funds or product to a NFP or cause, the corporate firm engages in activities with the NFP that further the cause (Wymer & Samu, 2003). This usually involves a joint advertising campaign that communicates important messages about the cause, with the aim of generating favourable publicity (Wymer & Samu, 2003), and activating emotional responses to the cause and corporate behaviour (Broderick et al., 2003). By participating in joint promotion activities, the corporate firm aims to be perceived by their stakeholders as a 'champion of the cause' (Wymer & Samu, 2003).

2.4.2 How is cause-related marketing delivered via social partnerships?

Liu and Ko (2011a) differentiate between two different CRM delivery patterns: the 'conventional delivery pattern', and the 'social alliance (partnership) delivery pattern'. The conventional delivery pattern involves a company directly addressing an issue or cause by exclusively planning and implementing a CRM campaign (via one or more of the above CRM implementation strategies) (Bhattacharya & Sen, 2004). The social partnership delivery pattern involves corporate and NFP collaboration, with partners working jointly towards the development and implementation of a CRM campaign to achieve mutually beneficial objectives (which may also encompass one or more of the above CRM implementation strategies) (Berger et al., 2004).

While the conventional delivery pattern is initiated and driven by the corporate, the social partnership delivery pattern involves cross-sector collaboration, which suggests that this pattern is more complex, long-term, and encompasses relationship building (Liu & Ko, 2011). In this instance, CRM is regarded as an overall strategic initiative that is diffused throughout the firms, rather than a short-term or one-off tactical initiative that is easily terminated (Berger et al., 2007). This would involve senior management in key decisions, and demand a long-term commitment from the firms (Berger et al., 2007), thus requiring a substantial investment of time and resources towards the development and implementation of a particular campaign. This study focuses on the social partnership CRM delivery pattern.

Cause-related events are an increasingly familiar part of the current marketing environment. They can either be implemented by an individual firm (i.e., via the 'conventional delivery pattern') or by a social partnership (i.e., via the 'social partnership delivery pattern'), which suggests that they may be classified as a type of CRM activity. Events in general are seen as a marketing communications platform or 'marketing space' that can be used to target, communicate, interact, and build relationships with stakeholders (Crowther, 2010, 2011; Daniel, Mihaela, & Alina, 2008). Therefore, events can be organised as part of a social partnership's CRM campaign to achieve strategic objectives. The following section discusses events, and how event marketing in general has been found to assist firms to achieve their strategic objectives.

2.5 Event marketing

Cause-related events are one type of activity that can be strategically planned and implemented as part of a social partnership's CRM campaign to realise diverse

marketing objectives. Literature on cause-related events and cause-related event marketing is limited; therefore, in order to evaluate how and why cause-related events can be used to achieve social partnership objectives, event marketing in general will be discussed. This section firstly outlines the nature of events and discusses what event marketing involves. It then evaluates why events have emerged as an important marketing communications platform in the current marketing environment. Finally, the key characteristics of events are outlined and discussed in order to demonstrate how events in general assist (corporate and NFP) firms to achieve their strategic objectives.

2.5.1 What is an event and what does event marketing involve?

Events in general involve an organised gathering of a target group of people at a specified time and place, to participate in an activity or experience (Berridge, 2007; Crowther, 2011; Daniel et al., 2008). Organised events have been salient since the beginning of time and have evolved and expanded together with humanity, as they were used to facilitate celebration, entertainment, commemoration, education, and competition (Daniel et al., 2008). Historical references demonstrate numerous examples of sports and cultural events for strategic political purposes (Daniel et al., 2008). The use of such events to meet strategic objectives such as positively enhancing awareness, reputation, and image can be traced back to the Ancient Roman era, where Julius Caesar gained wide publicity and won votes by financing a gladiatorial combat in 65BC (Daniel et al., 2008).

The event landscape is diverse and consists of a continuum of event platforms each with its own focus, charm, characteristics, and challenges, thereby enabling the achievement of specific event objectives (Crowther, 2011). Events may be owner-operated or franchised, single or multi-site, large or small in scale, public or private, commemorative or celebratory, and charitable and/or commercial (Silvers, 2012). Today, events comprise a variety of types that may be sporting, cultural, political, historical, religious, or commercially related. These may include festivals, fashion shows, fairs, conferences, exhibitions, civil celebrations, religious ceremonies, trade shows, sports games, fundraisers, balls, product/service launches, parades, auctions, prize giving, and concerts (Crowther, 2011; Daniel et al., 2008; Webber, 2004).

Events bring together a wide variety of stakeholders. As a result, a much wider range of stakeholders influence, and are influenced by the event compared to other marketing communication activities (Crowther, 2011). In addition to event marketers and managers, various other stakeholders play a key role in the event, including employee volunteers, contractors, performers, cleaners, medical teams, equipment suppliers,

venue owners, celebrity endorsers, government agencies, technical teams, crowd control, security, marshals, minor sponsors, and catering or food and beverage suppliers or stall owners (Crowther, 2010; Daniel et al., 2008; Gupta, 2003).

By implementing an event for strategic marketing purposes, events can be used to fulfil specific marketing objectives (Crowther, 2010). An event is seen as a marketing communications platform that firms can use to meet strategic objectives such as targeting, interacting, and building relationships with external and internal stakeholders (Crowther, 2011; Daniel et al., 2008). A unique environment is created, referred to as the 'marketing space', which is unlike other forms of marketing communication (Crowther, 2010). The utilisation of events as a marketing platform is becoming increasingly common, and evidence suggests that it will continue growing in terms of utilisation and spend (Gupta, 2003). The reason behind this can be attributed to changes in the marketing communication landscape, which is discussed in the following section.

2.5.2 Why have events emerged as an important marketing tool?

The marketing communication landscape is changing and marketers are faced with a saturated and fragmented market (Wohlfeil & Whelan, 2006). In a cluttered, competitive, and costly environment, firms are challenged to successfully target consumers and provide more personalised communications (Crowther, 2011); to stand out, differentiate, and gain stakeholders' attention (Wohlfeil & Whelan, 2005); and develop meaningful emotional connections and stronger relationships with stakeholders (Crowther, 2011). All the while, consumers are seeking to 'consume' experiences and directly improve their quality of life by obtaining enriching experiences with emotional benefits (Pine & Gilmore, 1998; Schmitt, 1999; Wohlfeil & Whelan, 2006). This change has led to a focus on entertainment, leisure, and recreation participation, and encouraged a shift towards experiential marketing communication to gain stakeholders' attention (Wohlfeil & Whelan, 2006). This essentially involves getting stakeholders to sense, feel, act, and relate to the firm or brand (Schmitt, 1999).

In conjunction with these changes, consumers are becoming less responsive to traditional advertising messages, as dominant communication methods such as websites, reports, TV, magazine and radio are becoming increasingly ineffective (Belch & Belch, 2007). These mediums operate as one-way vehicles, and usually involve persuasive or informing messages (Ballantyne & Varey, 2006; Morsing & Schultz, 2006) or 'push strategies' (Rumbo, 2002), that are communicated from the firm to stakeholders, and viewed as 'telling' rather than listening (Morsing & Schultz, 2006).

These one-way communication vehicles may be necessary, but not sufficient when communicating CRM messages (Morsing & Schultz, 2006). As a result, there has been considerable focus on interactive perspectives of marketing communication, which has placed critical importance on two-way (or multiple-way) communication channels (Ballantyne & Varey, 2006; Grönroos, 2004; Morsing & Schultz, 2006). Interaction provides a rich way of sharing information, creating dialogue, providing feedback, and promoting learning between parties (Ballantyne & Varey, 2006; Grönroos, 2004; Morsing & Schultz, 2006). This model stresses the importance of stakeholder relationships and seeks not only to influence, but also be influenced by stakeholders and open to change (Morsing & Schultz, 2006). Therefore, the process is relational and in line with stakeholder theory, as it creates value for stakeholders, by allowing new knowledge development and relationship building between parties.

The above factors have encouraged marketers to search for new and innovative ways to break through advertising clutter, to target, reach, and engage with stakeholders and build meaningful connections. Therefore, in response to a need for more creative, targeted, and experiential marketing communication tools, and an increased focus on interaction and relationship building, events have surfaced as an ideal communication platform. The prominence of social responsibility and rise of cross-sector collaboration, coupled with the recognition of events as a strategic communications tool to meet firm objectives has also resulted in a strong presence of cause-related events (Gupta, 2003). Events are rich in targeted, experiential, interactive and relational characteristics, and possess promising potential for the fulfilment of social partnership objectives in the contemporary marketing environment.

2.5.3 How do events achieve marketing objectives?

Events comprise four key characteristics: targeted, experiential, interactive and relational (Crowther, 2010, 2011). These characteristics differentiate events as a marketing platform, and are particularly useful given the modern marketing environment. These characteristics enable (corporate and NFP) firms to achieve various marketing objectives, thereby creating value for the firm and wider stakeholders. Event marketing literature considers a variety of strategic objectives of events. While there is little conceptual development concerning the strategic objectives of cause-related events, the strategic objectives of general events can be applied.

Objectives may include targeting specific market segments to increase customer base (for corporate firms) (Crowther, 2011) or broaden donor base (for NFP firms) (Taylor & Shanka, 2008; Webber, 2004); developing emotional connections, building stronger

relationships with stakeholders, and increasing customer loyalty (Crowther, 2011); enhancing employee relations (Daniel et al., 2008; Gupta, 2003); increasing awareness, media coverage, and interest towards the brand or cause (Abratt, Clayton, & Pitt, 1987; Close, Finney, Lacey, & Sneath, 2006); promoting goodwill, enhancing reputation and image, and creating positive brand perceptions and stakeholder behaviour (Daniel et al., 2008; Pope & Voges, 2000; Sneath, Finney, & Close, 2005); facilitating learning and intelligence gathering (Crowther, 2011); and generating sales (for corporate firms) (Crowther, 2011) or raising funds (for NFP firms) (Taylor & Shanka, 2008; Webber, 2004).

Many of these objectives align with the objectives of social partnerships that were previously discussed. This link provides justification for cause-related events becoming increasingly common in social partnership practice, as they represent a good strategic fit. It also highlights events as an ideal strategic marketing platform for social partnerships to implement their CRM campaign in order to fulfil their specific objectives. The following sections discuss the targeted, experiential, interactive, and relational characteristics of events, and evaluate more fully how each characteristic assists firms in meeting their strategic objectives.

2.5.3.1 Targeting

Targeting and customising messages to market segments is a key aspect of events. As traditional mass marketing loses its efficacy, there is a corresponding need for marketing methods that enable the communication of more personalised messages (Crowther, 2011). Events are prolific in this respect, as they allow for such individualised communications to take place. They are highly customisable in terms of invitees, event design, platform, location, and communication messages (Crowther, 2011).

It is recommended that the design and delivery of an event considers all attendees and provides differential experiences to accommodate their varying needs (Crowther, 2010, 2011; Getz, 2007). Event attendees can also be targeted in advance, which enables the event to be tailored and customised to suit attendees' interests and provides attendees with an optimised event experience. Furthermore, attendees are voluntary and self-initiated, and therefore more relaxed, uninhibited, and open to receiving marketing communication messages during the event (Crowther, 2011; Getz, 2007). Customising CSR messages and communication channels to particular consumer groups have been shown to evoke more favourable attitudes and purchase behaviour from stakeholders (Pomeroy & Dolnicar, 2009).

2.5.3.2 Experiencing

Events are classified within the broader field of experiential marketing (Crowther, 2010; Schmitt, 1999). This type of marketing is unique in comparison to other communication forms—which amplifies its value to the marketer (Crowther, 2010). Events are equipped with rich, tangible, sensory features that enable firms to communicate brand values as ‘real-lived’ experiences (Crowther, 2011; Getz, 2007; Whelan & Wohlfeil, 2006). This creates a meaningful experience for attendees, where they are able to actively experience the brand, referred to as a ‘hyper-reality’ (Crowther, 2011; Wohlfeil & Whelan, 2006). Event attendees are able to see, feel and sample aspects of the value proposition (Crowther, 2011). An extension of this logic considers event marketing as part of the ‘service-delivery process’ proposed by Vargo and Lusch (2004). An opportunity to connect emotionally with event attendees is present, which entails a sense of ‘dramaturgy’ (Pine & Gilmore, 1998; Wohlfeil & Whelan, 2006). This is essentially theatre play—the firm is putting on a performance, bringing their image to life, and capturing the imagination of their audience (Wohlfeil & Whelan, 2006). Therefore, the experiential nature of events lends towards the objectives of differentiating, facilitating emotional connections, and enhancing relationships with stakeholders (Crowther, 2011).

2.5.3.3 Interacting

Interactivity is another key element of events. Events are arguably the most interactive form of marketing communication. As mentioned previously, there has been a shift towards interactive communication forms that move firms away from the outdated notion of doing things ‘to’ consumers, towards doing things ‘with’ and ‘for’ consumers and other stakeholders (Crowther, 2010, 2011; Morsing & Schultz, 2006), hence the new dominant logic of value co-creation (Vargo & Lusch, 2004). Event platforms facilitate the co-creation of value as they provide an environment, which promotes participation and a collaborative experience with attendees (Crowther, 2010). Participants feel empowered to take action and get involved with the cause, rather than passively making donations (Arnold, Landry, & Wood, 2010).

This social environment enables stakeholders to become closely acquainted with the firm, and facilitates personal, face-to-face interaction and involvement with attendees, thereby enhancing relationship development (Close et al., 2006; Crowther, 2010). Event activities are designed to engage the attendees with the firm, its brands, and the community. As a result, participants are more likely to be receptive to marketing messages and images associated with the event (Lacey, Close, & Finney, 2010; Pope & Voges, 2000). This can impact significantly on their experience, attitudes, and future

behaviour (Crowther, 2010). The interactive nature of events also facilitates learning and the gathering of valuable market and customer intelligence by sensing and responding to stakeholders (Crowther, 2011; Stephan, 2013).

2.5.3.4 Relating

The relational primacy of events is another defining aspect. There has been a clear shift towards a relational marketing approach, focussed on relationship building. This is illustrated by stakeholder theory (Donaldson & Preston, 1995; Freeman, 1984), an advancement of relationship marketing thinking (Grönroos, 1995, 2004; Gummesson, 1995, 2002) and the more recent service-dominant logic (Vargo & Lusch, 2004). Due to the highly interactive and customisable environment of event marketing, and its experiential ability to provide real lived experiences, events present a valuable opportunity for social partnerships to sustain, transform, and enhance relationships with stakeholders (Crowther, 2010). By becoming closely acquainted with stakeholders and facilitating meaningful relationships, feelings of acquiescence, reaffirming, enhancing, or redefining of existing brand perceptions and relationships can occur (Crowther, 2011).

2.6 Conclusion

The following section concludes the literature review by firstly summarising current knowledge in the areas of social partnerships, CRM, and event marketing. It then presents a conceptual model outlining the key ideas and constructs of social partnerships, cause-related events, and the creation of value that have evolved from an understanding of the literature. Finally, this section identifies gaps in the literature to be filled, and discusses the areas of contribution for this study. From this analysis, the specific research aim and question of this study is presented.

2.6.1 Chapter summary

The literature review has comprehensively evaluated existing literature on social partnerships, CRM, and event marketing, and highlighted some important concepts relating to these areas that are relevant to this study. Stakeholder theory has been used as a theoretical lens to examine social partnership stakeholder relationships.

Social partnership formation is driven by both external and internal factors. With an increased focus on social responsibility, firms are increasingly in search of developing social partnerships as a way to fulfil their external societal obligations and responsibilities. By pooling resources, competencies, capacity and expertise, partners

can establish an internal collective strength, as partners work together to satisfy objectives and create mutually beneficial, value-driven outcomes.

CRM is recognised as a prominent social partnership activity that can be used to fulfil corporate and NFP objectives. CRM campaigns can be implemented by the social partnership using various implementation strategies including: transaction-based promotion, strategic philanthropy, sponsorship, and/or joint promotion strategies. Cause-related events are recognised as a strategic marketing platform that can be used to implement CRM activities as part of a social partnership's CRM campaign. The presence of cause-related events implemented by social partnerships is increasing in scale and proliferation due to the prominence of social responsibility, the rise of cross-sector collaboration, and changes in the marketing environment.

Event marketing has emerged as a versatile marketing communications tool that is ideal for strategic implementation in the current marketing environment characterised by a need for more creative, targeted, and experiential communication methods, and an increased focus on interactivity and relationship building with stakeholders. Events are high in targeted, experiential, interactive and relational qualities, and these unique characteristics make them a highly relevant and well-positioned strategic marketing platform for firms to use in the modern marketing environment to achieve strategic objectives.

2.6.2 Conceptual model

The literature review can be conceptualised by the following model (see Figure 1). This model represents the ideas and constructs of social partnerships, cause-related events, and the creation of value that have evolved from an understanding of the literature. These were important aspects identified in the literature review that highlight what the study seeks to explore. The 'social partnership' is the unit of analysis for this study, consisting of one corporate and one NFP that collaborate through mutually beneficial exchanges. The social partnership determines the partnership objectives and is the key facilitator of the CRM campaign. 'Cause-related events' refer to the strategic marketing platform that is implemented by the social partnership as part of a CRM campaign, to fulfil social partnership objectives. 'Value' considers the strategic outcomes or benefits delivered to social partnership stakeholders resulting from the fulfilment of strategic objectives.



Figure 1: Conceptual model demonstrating the strategic use of cause-related events to fulfil social partnership objectives

2.6.3 What are the gaps in the literature and the aims of this research?

Current literature examining social partnerships and social responsibility is extensive, with considerable research conducted on the nature and scope of social partnerships, why and how social partnerships are formed, and how social partnerships are governed. While the implementation of CRM activities via social partnerships is a relatively common occurrence in practice, the 'social partnership delivery pattern' of CRM has not been recognised or examined to a great extent in the literature. Existing literature examining CRM has focussed largely on the 'conventional CRM delivery pattern', where a social issue is directly addressed by an individual firm by planning and executing a CRM campaign exclusively. The 'social partnership delivery pattern' of a CRM campaign, which involves the corporate and NFP partners working closely together and collaborating to plan and execute the CRM campaign, has received little attention in comparison, which highlights an area of contribution for this study. This

study contributes to this area by examining how cause-related events are implemented by a social partnership as part of their CRM campaign.

Current event literature largely focuses on operational aspects of event implementation and management (Berridge, 2007; Getz, 2007; Silvers, 2012). The resonance of events within the marketing domain is a recent and growing body of literature, as academics explore the use of events as a communications tool to achieve strategic organisational objectives (Crowther, 2010, 2011; Daniel et al., 2008; Gupta, 2003; Hede & Kellett, 2011; Sneath et al., 2005). Research examining the strategic potential of event marketing requires further examination and conceptual development (Crowther, 2011).

When looking specifically at cause-related events, there is an even greater absence of conceptual development concerning the strategic potential of these events to fulfil organisational and social partnership objectives, and a lack of frameworks and tools that practitioners can use for guidance and inspiration. Research examining cause-related events has focussed largely on corporate sponsorship of cause-related events, particularly sports or fitness-related events (Doherty & Murray, 2007; Filo et al., 2010; Irwin et al., 2003; Pegoraro et al., 2009; Snelgrove & Wood, 2010; Taylor & Shanka, 2008). Such studies have predominantly looked at the impact on stakeholder attitudes and perceptions of the sponsoring firm, rather than the strategic impact of the event on the social partnership involved. Furthermore, relatively little consideration has been given to the fulfilment of the NFP partner's strategic objectives. However, as the NFP sector grows and NFP marketing becomes more prominent, research on purely NFP cause-related events has emerged, also with a focus on sports or fitness-related events (Arnold et al., 2010; Snelgrove & Wood, 2010; Taylor & Shanka, 2008; Webber, 2004).

While we know what cause-related events are, and how and why event marketing in general offers firms value in terms of achieving their strategic objectives, there is a gap in the literature that looks at how and why cause-related events fulfil social partnership objectives. An investigation of social partnerships within the context of cause-related events requires attention given the increased salience of cause-related events in current marketing practice. There is an absence of research examining the overall strategic integration, planning, implementation, and evaluation of cause-related events as part of a CRM campaign that results from the combined efforts of a social partnership (i.e., via the social partnership delivery pattern). This study fills this gap by investigating the strategic potential of cause-related events in fulfilling social partnership objectives. It develops knowledge and understanding of cause-related

events and the value that cause-related events offer the social partnership, and individual corporate and NFP partners. As a result, it contributes towards the growing body of literature examining the resonance of events in the marketing domain, as well as social partnership literature, by examining social partnerships in a new context. The results of this study provide practitioners with an understanding of how cause-related events can be used to fulfil their strategic objectives.

After conducting the literature review and carefully analysing the important aspects of social partnerships, CRM, and event marketing, the following research question emerged: How and why do cause-related events fulfil the strategic objectives of social partnerships? The following chapter details the research methodology and methods, which provides an indication as to how this question was answered.

Chapter 3: Research Methodology and Methods

Cause-related events have been shown to be a fairly new area of research that is yet to be explored as a context for social partnership CRM implementation. The complexity of this topic required an appropriate exploratory research methodology and method of investigation, to gather in-depth and rich data “at the coal face” of cause-related events. First, this chapter outlines the research approach and methodology used for this research. Second, it details how the research was conducted, including ethical issues considered, case selection procedures, and data sources and collection procedures. Third, it discusses how the data was analysed using a within-case and cross-case analysis. Finally measures of quality for the research are outlined and discussed.

3.1 Research approach and methodology

The exploratory and subjective nature underpinning this research requires an interpretive theoretical perspective to gauge an understanding of the social phenomena at hand. An interpretive perspective adopts a socially constructed view, where knowledge is seen as having subjective meaning (Crotty, 2003). Within this perspective, an inductive research approach is necessary to build theory and gain an in-depth understanding of the unexplored research context (Crotty, 2003; Saunders, Lewis, & Thornhill, 2009).

The type of methodology used for this research is determined by the research question: How and why do cause-related events fulfil the strategic objectives of social partnerships? The unexplored nature of this research question suits a qualitative research methodology, which focuses on small units of study, in-depth analysis, and richness of data (Saunders et al., 2009). By nature, qualitative research is humanistic, involving thoughts, feelings, beliefs, values and assumptions (Hirschman, 1986; Marshall & Rossman, 2011). A combination of case study and ethnographic methodologies are well suited to meet these research needs, and a variety of qualitative research methods were employed for data collection.

The following section discusses both case study research methodology and ethnographic research methodology, and provides justification for using these research methodologies.

3.1.1 What is a case study and ethnographic methodology?

Case study and ethnographic research are complementary research methodologies, with some overlapping characteristics. Both are firmly rooted in the inductive research approach, with the aim to dig deep, look for explanations, and gain an understanding of the phenomenon in its natural setting over a period of time (Farquhar, 2012; Willig & Stainton-Rogers, 2008). Both methodologies typically involve qualitative methods of data collection and analysis, and respond to 'how' and 'why' research questions (Farquhar, 2012; Hammersley & Atkinson, 1983).

Case study research is particularly appealing for research in business. It is used for complex and contemporary phenomena, where the researcher has little control, and can investigate single or multiple units of study such as an individual, an organisation, an event, or activity (Farquhar, 2012; Yin, 2009). It allows the researcher to study the phenomenon in its natural setting, and thereby facilitate the generation of meaningful and relevant theoretical insights of practical, real-life events (Eisenhardt, 1989; Farquhar, 2012; Yin, 2009). This means collecting evidence about the phenomenon and where it is actually taking place, for instance within the social partnership. Therefore, through actual practice, a relatively full understanding of the nature and complexity of the complete phenomenon is gained (Farquhar, 2012).

Ethnography is essentially a form of observation, and usually involves the researcher participating in the phenomenon under investigation (Willig & Stainton-Rogers, 2008). Hammersley and Atkinson (1983) classically define it as a process in which the researcher overtly or covertly participates in the context under investigation for a period of time, observing, listening, and asking questions to collect data. Therefore, ethnography essentially seeks an insider's perspective, with the aim of understanding the phenomenon from the perspective of those involved, which can be complex, diverse, and contradictory (Willig & Stainton-Rogers, 2008). A key characteristic of ethnographic research that aligns with case study research is that it is naturalistic, meaning that the phenomenon is researched within the context in which it occurs (Saunders et al., 2009). Therefore, the specific case is studied in its 'natural' setting, with complete immersion of the researcher to become part of this 'natural' setting in order to fully observe the phenomenon (Willig & Stainton-Rogers, 2008).

Another key characteristic of ethnographic studies is that they are relatively unstructured and can evolve and develop over time in relation to changes in the activities, events, and cultural practices and priorities of the phenomenon under investigation (Willig & Stainton-Rogers, 2008). Therefore, while most ethnographic

studies are instigated with research questions, an overall research design, and a strategy for data collection, and analysis, these may develop as the study proceeds (Willig & Stainton-Rogers, 2008). In order to become fully immersed within the phenomenon under investigation, a sustained period of fieldwork is necessary (Willig & Stainton-Rogers, 2008). A prolonged period is also required for data collection because it often takes time for the researcher to familiarise with the world they are investigating (Willig & Stainton-Rogers, 2008).

Responding to 'how' and 'why' research questions is facilitated by the versatility of case study and ethnographic research to use multiple data collection methods, such as interviews, observation, field notes, diaries, film or videos, official documents, and other secondary data material, thereby offering a holistic insight from a multidimensional perspective (Banister, Burman, Parker, Taylor, & Tindall, 1994; Farquhar, 2012).

3.1.2 Why use a case study and ethnographic methodology?

This study investigated social partnerships within the context of cause-related events. While the strategic nature of social partnerships has been well-established in the literature, examining social partnerships within the context of cause-related events was identified as something new, and as yet, not well understood. Due to the exploratory nature of this research, an inductive research approach was most suited in order to generate new theoretical insights that answer the research question: how and why do cause-related events fulfil the strategic objectives of social partnerships? Inductive research looks for patterns in the data with the aim of generating new theory (Maylor & Blackmon, 2005). Thus, it is exploratory by nature, and seeks to generate in-depth understanding—which is consistent with case study research. When considering the research question, it is stated around “the importance of the phenomenon and the lack of plausible existing theory” (Eisenhardt & Graebner, 2007, p. 26). It follows that the methodology selected for this research was open to new and unexpected findings, and facilitated an in-depth and detailed exploration of social partnerships and cause-related events.

In order to evaluate the strategic potential of cause-related events in meeting social partnership objectives, the study holistically tracked and examined social partnership activities, processes, and approaches taken to plan, implement, and evaluate a cause-related event over time. Case studies and ethnography were the most appropriate qualitative research methodologies to use in this context, because they provided an opportunity for the researcher to be immersed within the social partnership as completely as possible, and gauge subtleties of the relationship. The researcher was

able to capture some of the complex interrelationship and dynamics of social partnership collaboration by becoming familiar with its members, and the organisational processes and activities related to the cause-related event. Complete immersion was a necessary step in order to gain a rich and deep insight into the integral processes involved in planning, implementing, and evaluating the cause-related event. The ethnographic approach also enabled flexibility and responsiveness to change, as the researcher constantly interpreted what was being observed throughout the research process.

Further justification for the case study and ethnographic methodologies for this study is due to the need to gain insights about the partnership and cause-related event and better understand and interpret it from the perspectives of those involved. The study gathered insights regarding the strategic potential of cause-related events in fulfilling social partnership objectives by exploring the dyadic perspective of social partnership managers. The data collected from social partnership managers via in-depth interviews was based on the managers' point-of-view on how the cause-related event fulfilled strategic objectives. This involved exploring intangible attitudes, perceptions, and behaviours.

3.2 The methods: How was this research conducted?

This section discusses the specific method and procedures used in this research and explains how the research was conducted using this methodology. Firstly, the case selection procedures are presented, including the number of cases selected, case selection criteria, and case recruitment and access. Then, the multiple data sources and collection procedures are discussed, which encompasses in-depth interviews, observation and field notes, documents, visual materials, and online content. Before conducting this research, ethics approval was sought and accepted under a low risk application (see Appendix A); full ethics approval was not necessary. The ethical issues considered for this study included: informed and voluntary consent, respect for privacy and confidentiality and the storage and security of data.

An outline summarising the steps taken to conduct this research is provided in Table 3:

Table 3: Steps taken to conduct the research

Research Method	
1. Locate potential cases that meet the selection criteria	
2. Approach research participants (corporate and NFP) via phone or email <ul style="list-style-type: none"> • Invite participation • Provide information sheet • Request internal access or involvement in the event 	
3. Conduct interview 1 with NFP <ul style="list-style-type: none"> • Obtain signed consent form 	Conduct interview 1 with corporate <ul style="list-style-type: none"> • Obtain signed consent form
4. Collect secondary material (on an on-going basis) <ul style="list-style-type: none"> • Reports • Media articles • Speeches • Advertising material • Online content (e.g., websites and social media) 	
5. Attend the cause-related event <ul style="list-style-type: none"> • Observe activities and interactions • Take photos 	
6. Conduct interview 2 with the NFP	Conduct interview 2 with corporate
7. Transcribe audio-recorded data from interviews <ul style="list-style-type: none"> • Add analytic reflections for analysis 	
8. Within-case analysis <ul style="list-style-type: none"> • Compile all data collected into NVivo • Establish coding framework • Analyse and code data using an open coding approach 	
9. Repeat the above process for case study 2	
10. Cross-case analysis <ul style="list-style-type: none"> • Analyse and code data across cases using axial coding • Update the coding framework with emerging themes • Interpret themes and discuss in relation to the literature 	

3.2.1 Case selection procedures

Two individual case studies were conducted for this research, using two social partnerships as the units of analysis. Each social partnership consisted of two distinctly different firms embedded within the social partnership relationship: one corporate and one NFP. The specific participants required for this study were one manager or staff member from both the corporate and NFP firm. The two specific cases that were used for this research are detailed in Chapter 4. The following section firstly justifies why

these case studies were selected for this research. It then outlines the selection criteria for these cases, and discusses how case participants were recruited and accessed.

3.2.1.1 Number of case studies selected

Researchers typically have the option of conducting either multiple or single case studies (Yin, 2009). Multiple case studies are used to compare and contrast different cases, and are important for establishing rigour and increasing the generalisability of the findings (Eisenhardt & Graebner, 2007; Yin, 2009). Single case studies on the other hand are more in-depth and revelatory (Eisenhardt & Graebner, 2007; Yin, 2009). Two case studies were selected for this research to enable the researcher to compare and contrast the strategic impact of the cause-related events on each individual partnership, whilst pursuing a sufficient level of depth to generate new insights.

The breadth of research methods used required an in-depth, holistic approach for data collection, which was time-sensitive, as events occurred at specific times. Therefore, two case studies enabled a sufficient depth of data to be collected within the time available. More than two case studies would have required additional time for the data collection process. Furthermore, ethnographic methodology involves the progressive contextualisation of the researcher (Willig & Stainton-Rogers, 2008). Therefore, data was collected over several months, which enabled the researcher to become well acquainted with the culture and processes of the social partnership. Time was required for the researcher to build trust and familiarity with the social partnership and its constituents, gradually adapting and evolving from an outsider to an insider (Hammersley & Atkinson, 1983). Furthermore, due to time constraints, only cause-related events that were being implemented within a four-month period could be examined.

3.2.1.2 Case selection criteria

In order to find appropriate social partnerships to participate in this study, certain selection criteria were established:

Firstly, the social partnership needed to have an intention to plan and implement a cause-related event in the near future. In order to gauge sufficient richness and depth of data, the cause-related event organised by the social partnership needed to be relatively large in scale and 'special' i.e., not frequently occurring. 'Large in scale' was defined as requiring a reasonable amount of planning and resources to design and implement the event. This may range from several months to a year of planning in advance of the date of the event.

Secondly, commitment was an important characteristic for the social partnership to demonstrate, as the unexpected termination of a partnership may have significantly harmed the research process. Furthermore, the social partnership effort needed to be focussed on the strategic planning and implementation of the cause-related event, rather than setting up and establishing new partnership contracts and foundations. Therefore, the research required social partnerships that were already established and in operation for at least two years.

Thirdly, the literature outlined various objectives for social partnerships, such as image enhancement and increased credibility for the corporate partner, and increased funding and awareness for the NFP. With these objectives in mind, it was important that the corporate partner was well-known (either internationally, or nationally within their country of operation), and had sufficient power and resources to assist the NFP in implementing the cause-related event. A large, more sophisticated firm such as a multinational corporate would have the capacity to facilitate this, and would also generate more interesting theoretical insights compared to smaller firms. The NFP partner also needed to be relatively well-known, respected and credible, and associated with a particularly worthy or noble cause that people cared about. It was also important that both firms were trustworthy, and perceived favourably by stakeholders, particularly the corporate partner due to the NFP's reputational risk. Therefore, social partnerships needed to demonstrate a high level of 'fit' or compatibility between partners.

In summary, the following selection criteria were required for the cases:

- An intention to plan and implement a cause-related event that is large in scale
- Established and in operation for at least two years
- Corporate partner: Large, well-known, high-profile, reasonable power and resources, favourably perceived, trustworthy
- NFP partner: Well-known, respected, credible, associated with a worthy cause, favourably perceived
- A high level of compatibility between partners

Both social partnerships selected for this study met all of the above selection criteria, and implemented their event on a suitable date for the time-sensitive nature of the data collection process. This allowed the researcher sufficient time to examine the processes and approaches adopted by the social partnership, and how partners

worked collaboratively to plan, deliver, and evaluate a cause-related event over a period of time.

3.2.1.3 Case recruitment and access

Before data was collected for analysis, finding and gaining access to the social partnerships was an important part of the research process. The researcher located potential cases by purposively searching for social partnerships that met the specified selection criteria, via the Internet and through word-of-mouth. Although the selection criteria were relatively specific, there were several social partnerships that met the criteria, which were considered as appropriate cases for this study. To maintain integrity, only two social partnerships were approached at once, rather than simultaneously requesting participation from multiple firms. This ensured that any willing participants did not have to be rejected upon the possible agreement of another partnership to participate.

Case recruitment and access was a complex process. Due to the dyadic nature of the social partnership, both the corporate and NFP partner needed to agree to participate in the research. While the social partnership consisted of two firms, the NFP partners were approached first. There were two reasons behind this. Firstly, the NFP partner was typically a smaller organisation, therefore gaining access and finding the right manager was likely to be considerably faster; secondly the cause-related event was 'owned' by the NFP, and therefore had more influence in convincing the corporate partner to participate in the study. In terms of research participants, the researcher sought to recruit one corporate manager, and one NFP manager from each partnership, who were directly involved with or responsible for dealing with the social partnership relationship and the strategic and implementation of the cause-related event. These managers were likely to be the most knowledgeable and experienced staff members regarding the social partnership relationship and activities.

The researcher approached each NFP with an initial phone call to inform the partnership manager about the research and invite their participation. A follow-up email was sent after this, which had the information sheet attached (see Appendix B). This contained important information about the research. The NFP manager was asked to pass on the information sheet and the researcher's contact details to the appropriate person at the corporate firm, and discuss with them whether it was something they would both like to commit to. This allowed partners to take their time to read what was required in terms of time and resource commitments, and carefully consider participation.

Once both partners agreed to participate, the researcher proceeded to negotiate access to the partnership. This was a challenging task, as the ethnographic methodology required physical access to the firms for an extended period. At the outset, the researcher endeavoured to foster goodwill and a high level of trust throughout this process, and demonstrate integrity, credibility, and competence. The researcher also ensured that participants fully understood the nature of the research purpose, and potential sensitivities. Furthermore, in order to demonstrate the value of the research to participants, they were notified that a report summarising managerial implications and recommendations would be presented upon completion.

Once a working relationship with the participants had been initiated, the researcher arranged for interviews with managers to be conducted before and after the event. Although initial access to the partnership was granted, access is considered to be a continuing process (Gummesson, 2000; Marshall & Rossman, 2011; Okumus, Altinay, & Roper, 2007). Therefore, further access had to be negotiated by the researcher throughout the data collection process. This included access to internal documents and other material related to the partnership and event, as well as the ability to volunteer and participate in the event. Whilst initially seeking to operate in the role of an external researcher, the evolving nature of ethnographic involvement moved the researcher to a more internal role, in order to enhance the data immersion process. Due to confidentiality constraints, the researcher was unable to gain access to partnership meetings or internal communications to collect data. However, the researcher offered to volunteer time to assist with any jobs leading up to or during the event, and also anticipated to participate in the event. This enabled the researcher to gain a richer experience and develop greater insight, not possible through less sustained involvement. The researcher was able to experience both of these roles. For the first case study, the researcher was given permission to be a volunteer during the event, and for the second case study, the researcher was an active participant in the event.

3.2.2 Data sources and collection procedures

Multiple data sources were used to collect and extract the necessary information for this research. The use of multiple data sources is advantageous, as they can be analysed together, which Yin (2009) refers to as “converging lines of enquiry” (p. 115). This strengthens the research findings as the evidence is triangulated. Furthermore, by using multiple data sources, a deeper interpretation of the phenomenon is possible (Silverman, 2009). The following section outlines the multiple data sources that were adopted, and discusses why and how these data sources were used to collect data.

These included both primary and secondary sources including in-depth interviews, observation and field notes, and document and visual materials. Examples of the visual material analysed are presented in Appendix G and H. The data was collected over a four-month period. An outline summarising the steps taken to collect the data is provided in Table 4.

Table 4: Steps taken to collect the data

Data collection procedure		Timing
1. Collect secondary material (on-going) <ul style="list-style-type: none"> • Reports • Media articles • Speeches • Advertising material • Online content 	2. Interview 1 with NFP participant <ul style="list-style-type: none"> • Introduction of the interviewer, project and project purpose • Obtain signed consent form • Audio-record the interview • Discussion about the firm, the partnership and the cause-related event 	<ul style="list-style-type: none"> • 2–4 weeks after the event
	3. Interview 1 with corporate participant <ul style="list-style-type: none"> • Introduction of the interviewer, project and project purpose • Obtain signed consent form • Audio-record the interview • Discussion about the firm, the partnership and the cause-related event 	<ul style="list-style-type: none"> • 2–4 weeks after the event
	4. Attend the cause-related event <ul style="list-style-type: none"> • Observe event activities and corporate/NFP interactions • Write reflective field notes • Take photos 	<ul style="list-style-type: none"> • 3–6 hours during the event • 1 hour post-event to write remaining reflective notes
	5. Interview 2 with NFP participant <ul style="list-style-type: none"> • Audio-record the interview • Discussion reflecting on the partnership and the event 	<ul style="list-style-type: none"> • 2–4 weeks after the event
	6. Interview 2 with corporate participant <ul style="list-style-type: none"> • Audio-record the interview • Discussion reflecting on the partnership and the event 	<ul style="list-style-type: none"> • 2–4 weeks after the event
	7. Repeat the above process for case study 2	Complete two case studies within a four-month period

3.2.2.1 In-depth interviews

In-depth interviewing was used to collect data and gain information from the social partnership managers on their perspectives of the strategic potential of the cause-

related event in fulfilling social partnership objectives. Interviewing generally involves having a conversation with the participant, which enables information to be gained from the participant's perspective, experience, and language (Boeije, 2010; Kvale, 1996). At first glance, interviews appear to be relatively straightforward and much like normal conversations, however the design and execution of interviews needs just as much thought and planning as other methodology techniques (King, Cassell, & Gillian, 1994; Marshall & Rossman, 2011). In-depth interviews involve unstructured, open-ended questions, used to generate insight and understanding of the phenomenon (Gillham, 2000). There are no predetermined questions to work through with this type of interview; participants are encouraged to talk freely about the topic, in order to generate a large amount of rich and detailed information (Saunders et al., 2009). Probing techniques are a useful technique to use during interviews, and refer to verbal or non-verbal behaviour of the interviewer when the interviewee's reply to a question is irrelevant, unclear or incomplete, and can consist of posing questions, keeping silent or giving non-specified encouragement (Gillham, 2000; Gorden, 1980).

This study conducted unstructured, one-to-one, face-to-face interviews with participants. Unstructured interviews were used in this case, because this is an exploratory study, investigating something new that is not well understood. The unstructured nature of the interviews, and broad open-ended questions were also necessary to take into account the dynamic nature of the partnership and uncertainty of the event. Before conducting interviews with participants, the researcher conducted two separate pilot interviews in order to reflect on the structure and flow of the interview, anticipate potential problems, and practice interviewing skills.

Two interviews were conducted with each partnership manager. The first interview took place several weeks before the event, and the second took place several weeks after the event. This enabled the researcher to gauge perspectives on the phenomenon before and after it occurred. Conducting the second interview several weeks after the event also enabled the partnership to have sufficient time to evaluate the event and measure the outcomes and value which was an important factor for this research. Interviews were conducted either in a private room at the firm or via Skype, at an appropriate time arranged between the participant and the researcher. Interviews were recorded with an audio-recording device. Each interview lasted approximately one hour. The general interview structure and questions asked for interview one and two can be found in Appendix C.

At the beginning of the interview, the participant was briefed about what it would involve and were given a consent form (see Appendix D), and asked to sign it to confirm their participation. In the first interview, participants were initially asked to talk about their organisation and its mission, goals, and objectives. They were then asked to talk about their partnership and how it worked. Finally, they were asked to talk about the event, what they were planning on doing for the event, and what they hoped to achieve through the event. In the second interview, the researcher recapped on what the objectives were for the partner, and then asked the participant to evaluate and reflect on how the event went and then discussed how the partnership and objectives were impacted.

Throughout the interview process, the researcher endeavoured to build trust and rapport with participants by taking time to explain the study and answer any of the participants questions before beginning the interview, opening the interview with broad, simple questions, listening attentively, and maintaining a friendly, yet professional disposition. This was important so that participants felt safe and comfortable to share information (Gillham, 2000; Kvale, 1996; Marshall & Rossman, 2011). Ensuring participants were fully informed about the study was also important, in order to reduce the likelihood of participants misunderstanding questions or going off-topic. Probing techniques were used during the interviews to encourage more information and elaboration from participants.

The interviews were audio recorded and transcribed by the researcher in intelligent verbatim, which enabled the researcher to analyse the data more easily and thoroughly, and to capture direct quotes from participants.

3.2.2.2 Observation and field notes

Observation is a common research method associated with case study and ethnographic research that can add considerable insight to the research question (Farquhar, 2012). Fetterman (1998) defines participant observation as “participation in the lives of the people under study with maintenance of a professional distance” (p. 35). Observation data can be recorded via field notes, however digital images also provide a useful alternative for data capture (Farquhar, 2012). Observation is a useful research method for explaining ‘what is going on’ in a particular situation, and affords the opportunity for the researcher to experience the reality of the research phenomenon (Saunders et al., 2009). Observation is commonly used in conjunction with the in-depth interviews (Angrosino & Mays de Pérez, 2003). Observational techniques in this instance, enable the researcher to note body language and other

nonverbal behaviour that helps understand the meaning behind spoken words (Angrosino & Mays de Pérez, 2003).

For this study, the researcher examined the processes and approaches adopted by the social partnership as a whole, i.e., how the corporate and NFP worked collaboratively to plan and deliver a cause-related event over a period of time. Therefore, throughout the data collection process, the researcher spent an extended period 'in the field', examining activities leading up to event implementation, volunteering at the event, participating in the event, and examining post-event activities. Observation was key to this process, as it encompassed the observation of surrounding organisational processes and activities during the planning of the cause-related event, as well as direct observation of the implementation and running of the cause-related event. The researcher observed various aspects and activities at the event, and the behaviour of partnership managers and staff.

Gill and Johnson (2002) developed a four-fold categorisation of roles the researcher can adopt as an observer. For this research, the researcher assumed two observer roles: 'observer as participant' and 'participant as observer'. For these roles, the researcher's identity is known to social partnership members, and the researcher either observes the activity or takes part in the activity (Gill & Johnson, 2002). The role of 'observer as participant' was assumed during the planning, implementation, and evaluation of the cause-related events. The researcher essentially spectated organisational activities and operations leading up to and following the event, and also observed event activities while volunteering at the event for the first case study.

Observation took place from an appropriate distance that allowed the researcher to examine the corporate and NFP managers' and staff members' behaviours, interactions and conversations with each other. Although observation is typically from a distance, the researcher also engaged briefly with partnership managers and staff, asking questions to gauge their responses more fully. By observing, rather than taking part in these activities, the researcher was able to write down insights as they occurred, and could concentrate on conversations and interactions taking place. The 'participant as observer' role was assumed during the implementation of the cause-related event for the second case study. The researcher actively participated in the event, and as a result, was able to establish emotional involvement, and a true understanding of what it felt like to be on the receiving end of the experience.

During the observation process, photos were taken of the event, and the researcher wrote reflective field notes in a diary. It was important to record field notes as soon as

possible, so that valuable data was not forgotten. During the interview process, the researcher also took note of any nonverbal behaviour from participants, in order to assist in further understanding the meaning behind what participants were saying.

3.2.2.3 Documents, visual materials, and online content

Documents, visual material, and online content are secondary data sources, and may include written materials such as notices, correspondence (including emails), minutes of meetings, reports to shareholders, diaries, transcripts of speeches, administrative and public records, web pages and social media content (Saunders et al., 2009). They may also include books, journal and magazine articles, and newspapers (Saunders et al., 2009) and non-written materials such as voice and video recordings, pictures, drawings, marketing/advertising material, films and television programmes (Robson, 2002). These materials provide an additional source of information for data collection and analysis. Therefore, they can be used to help to triangulate findings based on the primary data collected through interviews and observation (Farquhar, 2012). This form of data collection is also advantageous, because it is relatively unobtrusive and requires minimal effort compared to other research techniques such as in-depth interviews and observation (Farquhar, 2012).

The secondary data sources examined for this study included various documents and visual material that were related to the social partnership and cause-related event. These included reports, advertising material, PR releases, online content such as website and social media material, speech transcripts, and post-event evaluation reports. Examples of some key material can be found in Appendix G and H. Some sources of information such as internal email correspondence between partners, minutes of meetings, and partnership contracts were confidential, and therefore not accessible to the researcher. Despite this challenge, the additional material that was gathered provided additional insight to the existing data collected via in-depth interviews and observation.

3.3 The method: How was the data analysed?

The objective of this research was to go beyond mere description of how cause-related events assisted the social partnership in achieving their objectives, towards interpretation and theorisation of this phenomenon. Therefore, an appropriate method of data analysis was sought to facilitate this. Due to the complex nature of qualitative data, there is no standardised procedure for analysing data. However, it is guided by following a process that involves bringing order and structure to large amounts of data,

by breaking it down into manageable pieces, synthesising and then reconstructing it in a meaningful and coherent fashion (Boeije, 2010). This involves immersion in the details and specifics of the data to look for key patterns, themes, and interrelationships to draw and verify conclusions (Boeije, 2010; Bogdan & Biklen, 1992; Miles & Huberman, 1994). This was an iterative process that involved multiple readings of the data, starting from transcription. In summary, typical analytic procedures include organising the data, immersion in the data, generating categories and themes, coding, and interpreting the data (Marshall & Rossman, 2011).

The data analysis method chosen for this research is guided primarily by the work of Eisenhardt (1989), Ragin (1987) and Miles and Huberman (1994). The analytical procedures essentially involved a within-case analysis, followed by a cross-case analysis. The following section firstly outlines the steps taken to prepare the data for analysis, and then discusses the theory behind and process involved with the within-case analysis and cross-case analysis.

3.3.1 Preparation for analysis

In order to prepare the data for analysis, the audio-recorded material collected from the interviews was transcribed, thus allowing the researcher to analyse the data more easily and accurately and obtain direct quotations from participants. The transcriptions were also useful for the researcher to analyse not only what participants said, but how they said it which was annotated during the interview. Transcribing the data was an important step in the initial process of data analysis, as it provided the researcher with an opportunity to become familiar with the data. During the transcription process, the researcher added in analytic reflections to the document, which were referred to later on and incorporated into the analysis.

A considerable amount of data was gathered from various sources, with many pages of transcriptions from in-depth interviews, observational field notes, and secondary materials. Therefore keeping the data organised was very important. Due to the multiple sources of data collected for this research, the qualitative research software, NVivo was used to facilitate the organisation of data, and the analysis and interpretation process. NVivo can store and manage virtually any data source including Word documents, audio files, videos, pictures and web-based data (QSR, 2013). Analysing all sources in one place provided a complete view of the data. The researcher imported all the data sources from each case study into NVivo, and proceeded to organise the data for each individual case.

3.3.2 Within-case analysis

An individual case-write up and within-case analysis is a necessary step in the data analysis process in order to gain familiarity with the data and begin preliminary theory development (Eisenhardt, 1989). The case studies are presented descriptively, based on accurate, detailed information to form a solid foundation for comparison across cases and with the literature (Eisenhardt, 1989). The individual case write-ups for this research were generated from a comprehensive organisation and analysis of interview transcripts, observational field notes, and secondary material collected. Open coding was used for this stage of analysis, which involves the disaggregation of data into units (Saunders et al., 2009). The data was organised into a coding framework based on the literature review's key constructs i.e., social partnerships, CRM and cause-related events (see Appendix E). In NVivo, the coding framework consists of different categories called 'nodes', and sub-categories called 'child nodes'. The coding technique involved marking passages or parts of the data, and storing them into the appropriate node or child node. This enabled the researcher to work systematically to organise the large amount of data collected. Axial coding was used subsequently used for the cross-case analysis process, which is discussed in the following section.

The data organised into the coding framework provided a strong starting point to facilitate the case write-ups. In order to assist with cross-case analysis, and the discussion of findings in relation to the literature, the individual case write-ups are presented under identical headings that correspond to the coding framework nodes and child nodes created in NVivo. As such, the following key headings were used to write up each case study:

- Who are the partners and stakeholders?
- What is the social partnership's CRM campaign?
- What are the social partnership's objectives?
- What is the nature of the social partnership?
- The cause-related event
- Post-event evaluation

The interview transcripts, observational field notes, and secondary material were all included as supporting evidence for each individual case. Quotes from interview transcripts were used to emphasise key points, and screenshots of secondary material were included to provide evidence for certain partnership activities.

3.3.3 Cross-case analysis

The fundamental aim of cross-case analysis is to develop a greater understanding and more powerful explanations of case processes and outcomes, thereby increasing generalisability (Miles & Huberman, 1994). Comparing and contrasting cases enable the researcher to form more general categories to explain how specific conditions may be related (Miles & Huberman, 1994; Ragin, 1987). They also assist the researcher in strengthening theoretical insights, by examining underlying similarities and differences across cases (Ragin, 1987).

Cross-case analysis can be a complex process, as Silverstein (1988) suggests, there is tension between the 'particular' and the 'universal'. In this sense, the researcher is faced with the uniqueness of each individual case, and the need to understand the processes and outcomes that occur across cases in a more general sense. Noblit and Hare (1983) also suggest an importance to preserve uniqueness as well as demonstrating comparison between cases. For this research, the two social partnerships being examined encompass a complex and multi-dimensional relationship between two firms. While each social partnership was unique, they could be compared on a more general level, in terms of organisational processes and strategic outcomes that became apparent through the implementation of a cause-related event. Furthermore, while each cause-related event was unique, and therefore impossible to compare on an operational level, the strategic impact it had on the social partnership could be compared and contrasted across cases.

In order to analyse cases thoroughly and generate theoretical insights, in-depth engagement with the data is critical. Each case must first be fully understood in its own terms, and then compared and contrasted based on key research constructs, to identify themes (Ragin, 1987). Thus, Eisenhardt (1989) advocates a within-case analysis to familiarise with the data and begin theory generation, followed by a cross-case pattern search using divergent techniques to see evidence through multiple lenses. Similarly, Yin's (1984) replication strategy for cross-case analysis uses a theoretical framework to study one case in depth, and then examines successive cases in the same way, to see whether the pattern found matches that in previous cases. The key themes identified through the cross-case analysis are then compared with both similar and conflicting literature, which Eisenhardt (1989) refers to as 'enfolding literature'. This process enhances research quality, generalisability, and the theoretical contribution of the research.

This research used the above processes to analyse each case, and then compare cases through a cross-case analysis, and an inductive approach for the identification of themes, and development of theoretical insights. The specific process is detailed next.

3.3.3.1 Cross-case analysis process

Axial coding was used for the cross-case analysis process. This coding technique involves looking for patterns and relationships between the categories of data that emerged from open coding (Saunders et al., 2009). Using the initial coding framework, each case was analysed in-depth, and compared across each of the key nodes (which were established as key headings in the case write-ups). The researcher systematically went through each node, and compared nodes across the two cases to identify common ideas and themes. During this process, the researcher entered analytic memos and annotations as reflective insights and thoughts about the data, which helped to emerge themes. These were also stored in the appropriate nodes or created as new nodes and added to the coding framework as emerging themes. The adjusted coding framework was then used as a basis for formulating the discussion chapter. The final coding framework used for this research can be found in Appendix F. Three themes emerged from the cross-case analysis, which were written up and discussed in relation to the literature. The themes were then further discussed and interpreted to give meaning and attach significance to what was found. The themes provide answers to how and why cause-related events fulfilled the strategic objectives of social partnerships.

3.4 Research quality and credibility

Research quality and credibility encompasses the objectivity and accuracy of the understanding gained from data collection, analysis, and interpretation, and the generalisability of the research findings (Boeije, 2010). Qualitative research findings are generalisable to theoretical propositions only, and therefore, cannot be extended to other situations as they can with quantitative research (Farquhar, 2012; Yin, 2009). This limitation is offset however, by gaining a deep and rich understanding of the phenomenon, which is not possible with quantitative research methods. The quality and credibility of qualitative research is primarily dependent on rigorous techniques and methods for gathering and analysing qualitative data, and the credibility, competence, and perceived trustworthiness of the researcher (Patton, 1999). In order to evaluate the quality and credibility of this study, it was necessary to consider the case selection procedures, the data sources and collection techniques, and the data analysis procedures.

To ensure interval quality, the researcher remained as objective as possible during interviewing, observation, and data analysis and interpretation, so that personal opinions and biases did not influence the findings. Furthermore, because the researcher was embodied in the research process, a neutral composure was necessary during interviewing and observation so participant responses were not influenced. Internal quality was further enhanced by linking emerging themes and theoretical insights to existing theory in the literature. External quality was ensured through the selection of two case studies. The two cases studies enabled contrast and comparison between cases, which increased the generalisability of the findings. Finally, credibility was established by utilising multiple sources of data to create a chain of evidence, and strengthen the research findings.

3.5 Chapter summary

This chapter has discussed details pertinent to the research methodology and methods. An attempt has been made to describe a consistent and coherent research methodology and method to enhance quality data collection, analysis, and interpretation. The philosophical approach, research methodology, and research methods for case selection, data collection, and data analysis have been outlined and justification provided for their use.

A within-case analysis was conducted for each case, followed by a cross-case analysis which evoked three overarching themes. These analyses are presented in the following two chapters.

Chapter 4: Within-Case Analysis

This chapter presents the two individual case studies that were used for this study. The first case is Estée Lauder Companies (ELC) and the New Zealand Breast Cancer Foundation's (NZBCF) partnership, with the Pink Star Walk event. The second case is Gillette and Movember's partnership, with the Movember moustache-growing event.

The aim of this research is to investigate how and why cause-related events fulfil the strategic objectives of social partnerships. A clear understanding of the social partnership and its stakeholders, their CRM campaign, and the cause-related event is built up on a case-by-case basis in order to investigate the research aim. For each case study, the data collected are presented in the following ways. A descriptive account is given of the establishment of the partnership, and what the cause-related event is. Then each partner's nature, social responsibility, and stakeholders are outlined. The partnership's cause is identified and the CRM campaign that they both work towards is explained. Individual and mutual objectives are outlined, followed by how the partnership works, including what resources each partner contributes, and the nature of their relationship. An overview of the cause-related event is provided in terms of its establishment, and the activities involved in planning and implementing the event. Finally, the success of the event is evaluated in terms of strategic outcomes, challenges and conflicts, and future improvements are identified from the partnership managers' perspectives.

The two case studies have been written up using a collation of information from multiple data sources¹. Direct quotations from in-depth interviews with partnership managers and excerpts taken from secondary material including websites², and organisational reports³ are included by way of illustration. Additional secondary material referred to in case 1 and 2 can be found in Appendix G and H respectively. A cross-case analysis is presented in Chapter 5 which provides understanding and insight into how and why the cause-related events assisted the social partnerships in achieving their strategic objectives.

¹ Multiple data sources include interviews, field notes, photos, online content, organisational reports, media articles, speeches, and advertising material.

² (Estée Lauder Companies, 2013b; NZBCF, 2013; Procter & Gamble, 2013b; The Movember Foundation, 2013b).

³ (Estée Lauder Companies, 2012, 2013a; Procter & Gamble, 2013a; The Movember Foundation, 2012, 2013a).

4.1 Case study 1: Estée Lauder Companies and the New Zealand Breast Cancer Foundation

The first case selected for this study is the partnership between Estée Lauder Companies (New Zealand affiliate) (ELC) and the New Zealand Breast Cancer Foundation (NZBCF). The partnership between ELC and the NZBCF goes back over 20 years. It initially stemmed from the launch of the ELC Breast Cancer Awareness Campaign by the late Evelyn Lauder (Mrs Estée Lauder's daughter-in-law), who co-created the Pink Ribbon and founded The Breast Cancer Research Foundation in the United States in 1992. Evelyn Lauder incidentally became a leading voice for breast cancer awareness around the world, making the breast cancer cause a significant part of ELC's operation. Subsequently, ELC affiliates around the world were invited to join the movement by establishing a Breast Cancer Foundation in their respective countries. As a result, the NZBCF was established in New Zealand in 1994, with ELC on board as a founding partner, and its first annual CRM campaign, the October Pink Ribbon Breast Cancer Awareness Campaign was launched.

In 2013, the partnership implemented an event called the Estée Lauder Companies Pink Star Walk as part of their Breast Cancer Awareness campaign. ELC was the key partner or 'naming-rights sponsor' for the event. The event is held annually in October, and is a major fundraising event for the NZBCF, encompassing a non-competitive 10km or 5km twilight walk to raise funds and awareness for breast cancer.

The following chapter presents this case study, to provide some context as to how and why the Pink Star Walk event assisted ELC and the NZBCF to achieve their strategic objectives and deliver value to stakeholders.

4.1.1 Who are the partners and stakeholders?

The two partners involved in this case are the corporate, Estée Lauder Companies (ELC) and the NFP, the New Zealand Breast Cancer Foundation (NZBCF). The following section provides a brief overview of these partners including each firm's history, nature, and social responsibility. It then outlines who the social partnership's stakeholders are.

4.1.1.1 Corporate partner: Estée Lauder Companies

ELC was founded in 1946 by Mrs Estée Lauder in the United States, and is one of the world's leading cosmetics companies, manufacturing and marketing high quality, prestige makeup, skin care, fragrance and hair care products. They hold a strong position in key geographic markets with products being sold in over 150 countries,

under a vast portfolio of 30 different brands, and net annual sales exceeding US\$5.7 billion. In 1963, ELC was established in New Zealand, with a brand portfolio that includes Estée Lauder, Clinique, Aramis, M.A.C, Bobbi Brown, La Mer, LAB Series, and Jo Malone. In the New Zealand market, ELC is the biggest prestige beauty company, employing around 45 staff at their head office, as well as beauty artists and consultants who work in-store. ELC's mission is:

"Bringing the best to everyone we touch and being the best in everything we do."

A stakeholder-oriented approach and CSR are cornerstones of ELC's operation. Strong 'family values' of trust, integrity, accountability, respect for individuals and communities, and a passion for excellence have been long embedded as a fundamental part of how the company does business. The company has a relatively flat structure, and people are a central focus. Staff are empowered through training and development to maximise their individual capabilities and talents and take on leadership roles within the organisation. Social responsibility is considered a key business value. The company's association with CSR endeavours goes back over 20 years, and the scope of their CSR commitments and activities has grown to encompass a broad range of social, environmental and ethical initiatives that have local, national, and international reach, including community support, employee volunteer programmes, employee health and safety, environmental stewardship, sustainable packaging, global supply chain management, and consumer communications.

In New Zealand, ELC has been involved with a number of different NFPs, on many different levels. As a company that caters to women, their main focus is on women's health and empowerment. Their key CSR initiatives are associated with different brands, including Dress for Success (through Bobbi Brown), and the New Zealand AIDS Foundation (through M.A.C). Their single biggest CSR initiative is focussed around breast cancer education and research, and has been a core long-term commitment of the company. In New Zealand, the majority of their brands all support breast cancer related charities, however 95% of what they do is provided via their partnership with the NZBCF. Internally, ELC has employed a 'breast cancer task force' where staff from all levels, functions, and brands work together to instigate breast cancer initiatives.

4.1.1.2 NFP partner: The New Zealand Breast Cancer Foundation

The NZBCF is a NFP charitable trust, and New Zealand's foremost breast cancer education and awareness organisation. As mentioned previously, the NZBCF was established in 1994, when ELC New Zealand was encouraged by their head office to

establish a breast cancer foundation in New Zealand. Around the same time, a group of five New Zealand doctors had been talking about the need for an organisation that could bring the conversation about breast cancer out into the open—it was a subject women were embarrassed and ashamed to talk about. Together with the help of ELC, the NZBCF was established and the first annual October Pink Ribbon Breast Cancer Awareness Campaign was launched.

The NZBCF is run by a small but passionate team of around 10 fulltime staff, as well as many volunteer workers who assist throughout the year on a short or long-term basis, either at the Auckland office or at fundraising events. The Pink Ribbon remains the NZBCF's official symbol, and the internationally recognised symbol of breast cancer. It maintains 95% brand awareness, and is one of the most trusted and highly credible NFP brands in New Zealand.

The NZBCF's mission is to prevent New Zealanders from developing and dying from breast cancer, and to support and improve the quality of life of those who have the disease:

“Sharing Knowledge. Spreading Hope. Supporting Action.”

Their ultimate vision is a world without breast cancer, and their three key areas of focus are saving lives, providing support, and funding research. In order to further this cause, the NZBCF relies on fundraising from partnerships, community groups and individual donors. The Foundation is associated with several commercial firms that provide the Foundation with significant support in various ways. Key partners include ELC, Bridgestone, Dove, Pandora, ghd, Avon, and Whittakers. The Foundation offers these firms opportunities for different levels of involvement to support the breast cancer cause, including corporate partnerships, transaction-based promotion (involving the licensing of the Pink Ribbon on product specific initiatives), in-kind product donations, event sponsorship, donations and grants, staff volunteering, and payroll giving. The NZBCF maintains strong relationships with their commercial partners who provide support to the Foundation as part of their CSR.

4.1.1.3 Stakeholders

ELC is stakeholder-oriented, with a focus on the service model and relationship building. Key stakeholders for ELC include customers (mostly women who buy their products), employees, suppliers, retailers, beauty artists, advisors and consultants (who work in pharmacies and department stores), NFP partners, and investors.

The NZBCF's target audience and key stakeholders include all women, but particularly women aged 40–70 years old, women with breast cancer and their families, anyone who has been touched directly or indirectly by breast cancer, health professionals, the Government, breast cancer interest groups, donors, communities, corporate partners, trusts, volunteers and NZBCF employees, ambassadors, governing boards such as the Foundation's Board of Trustees, and the Medical Advisory Committee.

4.1.2 What is their cause-related marketing campaign?

Through their partnership, ELC and the NZBCF are committed to working together to increase awareness and funds for the breast cancer cause through their CRM campaign. Breast cancer is an important cause; it is the most common form of cancer in women, with around one in nine New Zealand women diagnosed with breast cancer over their lifetime, and more than 600 dying from the disease every year.

In New Zealand, October is recognised as Breast Cancer Awareness Month, and is the NZBCF's major fundraising campaign (see Figure 25, Appendix G). The month is promoted broadly through the media, and supported by an extensive multi-media awareness campaign and education programme, as well as various fundraising activities and events initiated by the Foundation, including the sale of Pink Ribbons through retailers nationwide, the Pink Ribbon Day Street Appeal, and the Pink Star Walk. Due to NZBCF essentially being established by ELC, this campaign is aligned with ELC's global Breast Cancer Awareness campaign. ELC run a global Breast Cancer Awareness campaign, with ELC affiliates around the world participating. The theme or mission for the 2013 campaign is:

"Let's defeat breast cancer, we're stronger together."

A spirit of unity and camaraderie is at the heart of the campaign, with key stakeholders such as employees, customers, retailers, doctors, and researchers being encouraged to come together in 'circles of strength' and work to defeat breast cancer through action, education, and medical research.

As part of this campaign, ELC New Zealand supports the NZBCF in various ways. This includes supplying the yearly stock of Pink Ribbons which are used for the NZBCF's Pink Ribbon Street Appeal and distributed to counters in department stores and pharmacies around the country; monetary donations from Pink Ribbon products sold during the month of October (where 20% of the selling price, or \$10 from every purchase is donated) (see Figure 26, Appendix G); product in-kind donations for various fundraising events; in-house fundraising activities such as Pink Morning Teas,

Dress in Pink Day, raffles; and the Global Landmark Pink Illumination Initiative. As part of this campaign in 2013, ELC were involved in supporting the NZBCF through the Pink Star Walk event.

4.1.3 What are the social partnership's objectives?

In order to work towards their stated missions, ELC and the NZBCF have various individual objectives. Due to ELC having a long-standing and fundamental connection to the breast cancer cause, some of these objectives are mutual. Table 5 summarises the social partnership's individual and mutual objectives in order to clearly demonstrate what factors were driving the strategic formation and long-term commitment of the social partnership, and the subsequent agreement for ELC to become the naming rights sponsor for the Pink Star Walk event.

Table 5: Individual and mutual objectives for ELC and the NZBCF

ELC Objectives	NZBCF Objectives	Mutual Objectives
<ul style="list-style-type: none"> • Provide customers with innovative, high-quality products and outstanding service • Create an environment that fosters personal growth and wellbeing • Build strong relationships with stakeholders • Enhance reputation of image, style, and prestige • Be responsible citizens in the communities they serve • Help women live longer, more beautiful lives • Increase awareness of breast cancer • Come together, share the strength, and take action against breast cancer • Raise significant funds for breast cancer research, education, and medical services • Increase exposure and stakeholder awareness of ELC's involvement and history with the breast cancer cause and the NZBCF 	<ul style="list-style-type: none"> • Increase awareness of breast cancer • Educate the public around breast cancer • Promote factors that reduce risk of breast cancer • Raise significant funds for breast cancer research, education, and medical services • Provide support to women and families going through breast cancer • Send a message of hope to those touched by breast cancer • Advocate for improved breast cancer care and treatment 	<ul style="list-style-type: none"> • Increase awareness of breast cancer • Raise significant funds for the breast cancer cause • Foster and share hope and strength <p><i>Overarching mutual objective:</i></p> <ul style="list-style-type: none"> • Make a difference in women's lives

The Pink Star Walk event assisted ELC and the NZBCF in successfully achieving the above objectives, thereby creating positive outcomes and value for stakeholders. The cross-case analysis (Chapter 5) will discuss how and why the Pink Star Walk event assisted the social partnership in achieving these objectives.

4.1.4 How does the partnership work?

This section outlines how the partnership between ELC and the NZBCF works. The success of ELC and the NZBCF's partnership is dependent on what resources each partner contributes. The following section firstly outlines the resource contributions made by each partner. It then details the nature of their relationship and how partners interacted and worked together to achieve their objectives.

4.1.4.1 What did each partner contribute to the partnership?

ELC and the NZBCF contribute significant resources, skills, and assets which are combined and leveraged by the partnership to achieve individual and mutual objectives. Table 6 provides a summary of the key resources or value that ELC and the NZBCF contribute to the partnership.

Table 6: Resource contributions by partners

ELC Resource Contributions	NZBCF Resource Contributions
<ul style="list-style-type: none"> • Access to a large network of stakeholders including head office staff, suppliers, retailers, beauty artists and consultants • High-profile, prestigious brand, well-known in the cosmetics industry • High-quality image and reputation for excellence • Significant funds to put towards CSR endeavours • In-kind product donations and Pink Product sales-based marketing donations • The skills and expertise of the General Manager and other staff • Staff volunteers 	<ul style="list-style-type: none"> • Opportunity to communicate/interact with target market demographic (women) • Exposure through communication channels such as direct mail-outs through their electronic database, social media, radio, and fundraising events • A well-recognised, highly credible, respected, and trustworthy brand (the Pink Ribbon) • A wide variety of different platforms for ELC to demonstrate their CSR including event sponsorship, product in-kind, and transaction-based promotion

These resource contributions demonstrate that ELC and the NZBCF have a well aligned partnership in terms of complementary resources. Each partner possesses certain resources that the other partner can leverage to achieve their individual and mutual objectives and create value. In the context of the Pink Star Walk, this resulted in

mutually beneficial ‘win-win’ outcomes, where both ELC and NZBCF received value in return for the resources they provided. How and why the Pink Star Walk event enabled partners to leverage these combined resources to fulfil their objectives and create value is discussed in the cross case analysis in Chapter 5.

4.1.4.2 What is the nature of their relationship?

ELC and the NZBCF have a unique relationship. As mentioned previously, the NZBCF originated from ELC’s commitment and passion for the breast cancer cause, and therefore ELC is essentially part of the NZBCF’s DNA. As a result, the relationship is highly integrative and collaborative, with a strong alignment between the two partners in terms of values, resources, target market, and mutual objectives.

It was evident that partners recognised the value in this alignment, and as a result, vigilantly sought to maintain it:

It’s taken us 46 or however many years to build it up, so you want to make sure that the alignment is strong (ELC).

Their strong alignment was advantageous as it contributed to transparency, more open communication, stronger personal relationships, and uncomplicated conflict resolution. It also resulted in a high level of commitment, flexibility towards change, a deep understanding of partner needs, and appreciation for the value that each partner contributed. These key factors are discussed below.

The partnership maintained strong interpersonal relationships between managers and staff, which was advantageous. The managers talked quite fondly of each other, and regularly mentioned that they “work very well together” and that they considered them to be part of “the family”:

It’s a very special relationship we have with them, it’s almost like, you see her and say hello, she could be a friend ... but it’s almost yes, they’re part of the family, they are part of the family, absolutely (NZBCF).

When referring to the NZBCF, ELC’s manager often spoke of ‘us’ and ‘we’, which illustrates a high level of partner integration. Partners worked cooperatively, and communicated and met on a regular basis. They discussed issues and ideas, and made decisions together. The strong alignment between partners meant that interpartner conflict was minimal, however there were a few minor challenges and conflicts of interest that arose during the planning of the Pink Star Walk event (see

Section 4.1.6.2). Good communication, respect, balancing partner needs and requests, and compromise ensured that these conflicts were resolved.

A high level of commitment from both partners was evident. The NZBCF were committed to ensuring that the needs of ELC were met, and that they received a return on their investment:

I endeavour to make sure that it is a win-win for both parties ... tell me what you need, and I'll tell you how, and if we can deliver on that, so win-win. And those win-wins create those long-term relationships, where everyone is happy (NZBCF).

It was clear that ELC was genuinely passionate about the cause and the Foundation. Being actively involved was important to them, and by having a manager sitting on the NZBCF Board of Trustees, ELC were able to have a say as to how their resource contributions were being utilised:

We are actively involved, it's not just a case of handing over the money, we are actively involved in how the money is spent, and how we support it ... you need to have a great level of comfort that your money is being used in the right way. And also because we encourage other people to support the Foundation, there is a real responsibility there that the funds are going to the right place, so I feel very strongly and quite passionate about that (ELC).

Partners had a deep understanding of each other's brand, values, needs, and individual objectives. As a result, partners had established a high level of trust, and gained a strong appreciation for the value that their partner brought to the relationship:

Personally, I knew already that the standard in terms of brand and delivering was high, and so is ours, so I felt very comfortable to actually take on board some of their ideas (NZBCF).

Partners would often mention things like, “we’re lucky to have them because of” or “we’re in a fortunate position because they”. The level of awareness and understanding between partners was so high, that partners were continually on the lookout for any opportunities that may be beneficial for their partner.

When negotiating conditions of the partnership, care was taken in the preparation of the partnership proposal by the NZBCF, which negotiated conditions of the partnership. Partners met face-to-face to discuss their needs and expectations, how they could leverage the Pink Star Walk to achieve their objectives, what the return on investment would be, and how outcomes would be measured. Partners were also well aware of, and took great pride in the value that their own organisation brought to the relationship.

This meant that the partners were equally dependent, with an equal amount of power and control in the relationship.

I believe we have a strong brand ... we're not beggars, we know that our brand is strong and valued, we have a strong proposition (NZBCF).

This high level of understanding and appreciation of value deepened the relationship, and created strong partnership ties, as partners were determined to deliver the best value they could to the partnership.

4.1.5 The cause-related event: The Pink Star Walk

The following section outlines the operational aspects of the Pink Star Walk event, to gain an understanding of how the event worked and thereby create a foundation upon which the event can be examined in relation to the ELC/NZBCF partnership, and to determine whether or not partnership objectives were met.

The section firstly describes how the Pink Star Walk for 2013 was established, followed by how the event was designed and delivered, including target audience and aim, registration and finance, human resources, venue set-up and peripherals, PR, and advertising and promotion. It then outlines ELC's involvement.

4.1.5.1 What is the event and how was it established?

The Pink Star Walk is the NZBCF's major annual fundraising event, encompassing a non-competitive 10km or 5km twilight walk. ELC came on board in 2013 as the event's key partner, or 'naming rights sponsor'. Three other supporting commercial partners were also involved in 2013, including Trafalgar NZ (a travel company), MFS Investment Management, and MoreFM. Although ELC and the NZBCF have a 19-year-long partnership, this was the first year that ELC had been involved in the event, as Dove (a Unilever brand) the initial creator and initiator of the Pink Star Walk event in New Zealand, owned and ran the event from 2006 to 2010, in aid of the NZBCF.

Following that, 2011 was a challenging year for the Pink Star Walk, as media buy-in was overly expensive due to the Rugby World Cup. Therefore, a decision was made to suspend the event for that year, and Dove subsequently decided to hand the event over to the NZBCF, and make contributions to the Foundation in other ways. The NZBCF later decided to re-establish the Pink Star Walk event in 2013. By this time, a significant number of requests were coming in from the public regarding the Pink Star Walk, asking when it was going to be back. The NZBCF were overwhelmed with the support and enthusiasm from the public—the event was clearly something meaningful to

their supporters, and the Foundation felt they had let them down by not having the event. After announcing the re-establishment of the event for 2013, there was a significant positive response from supporters. However, because the decision to re-establish the event was made relatively late, the NZBCF were still in need of a naming rights sponsor for the event. ELC saw an opportunity to support the event, and came on board in July 2014, which resulted in a relatively short amount of time to organise the event.

After being absent for two years, the Pink Star Walk event is now held annually in the month of October as a key part of the NZBCF's Breast Cancer Awareness Campaign. In 2013, the event was held from 7–10pm on Saturday the 5th of October in the Auckland Domain, in Auckland, New Zealand.

4.1.5.2 How was the event designed and delivered?

Target audience and aim

The Pink Star Walk targeted those who have been touched in some way by breast cancer. It sought to attract women, men, children, and even pet dogs (see Figure 27, Appendix G). As a community fundraising event, participants were encouraged to set-up an online fundraising page to raise funds for the cause as individuals or groups. Participants were also encouraged to dress in pink costume on the night (see Figure 28, Appendix G). Participants were mostly breast cancer survivors, women fighting the disease, and their supportive family and friends. The event was family-oriented, to allow families to come and support each other. A large number of employees and volunteers with a passion for the cause also participated in the walk, such as staff members from NZBCF's corporate partners and event sponsors. The aim of the event was to provide participants with an opportunity to come together and walk in memory of loved ones who had been lost to the disease, to support those currently going through the disease; and to celebrate survivors of the disease.

Registration and finance

Tickets for the event were sold online (\$25 for adults and \$10 for children), and at the event (\$30 for adults and \$15 for children). The costs of these tickets contributed towards the total amount of funds raised for the event. Participants who registered online were mailed a pack, which contained logistical information about the event and information about the breast cancer cause, a pink t-shirt to wear on the night, some paper 'angel wings' to decorate and wear, as well as some ELC product. Having taken the event in-house, NZBCF were responsible for managing the overheads for the event, and coming up with a costing model. As naming rights sponsor, ELC made a

significant financial contribution to the NZBCF which ensured that overhead costs for running the event were covered.

Human resources

The event is a NZBCF event, primarily organised by a committee of volunteers, NZBCF's corporate and fundraising managers, with the support of ELC. The implementation of the event is assisted by CrackerJack, an event management company. Their role is to manage operational aspects of the event such as venue set-up, health and safety, ticketing, parking, security, and troubleshooting. Many enthusiastic volunteers were recruited to assist with set-up and pack-down, marshalling along the walk's route, and cheering on the walkers. In spirit of the event, the volunteers also dressed in pink costume, and were given bright pink volunteer sashes to wear. There were also 10 ELC staff members assisting with the set-up.

Venue set-up and peripherals

The Auckland Domain provided an ideal setting for the event, being an open environment with a large concreted and open grass area to set-up the venue (see Figure 29, Appendix G). The Auckland SkyTower was also visible from this area, and illuminated pink. Several tents were set-up with stalls, including a registration tent for participants and volunteers, ELC's tent, the MoreFM VIP experience area, the stage, and MoreFM's BBQ area. Joe Cotton from MoreFM was the MC for the night, and speeches were made by several women, including an inspirational speech from a former New Zealand TV presenter Helena McAlpine, who had been diagnosed with secondary breast cancer, and a speech by ELC's General Manager. There was also a performance by a breast cancer survivor who performed a song, and the owner of Ludus Magnus Gym, who did a pre-walk warm-up on stage.

Spot prizes of ELC product, as well as prizes from other event sponsors such as travel packages from Trafalgar were given away on the night. Event participants were randomly selected at the end of the walk, and given a token to redeem their prize. A post-walk sausage sizzle was hosted by MoreFM who were also DJs for the night. A Mr Whippy ice-cream truck was there, and mini H2go water bottles and Kellogg's muesli bars were given out to the participants as they finished the race.

Advertising, PR, and promotion

A variety of advertising and promotional activities were implemented before and after the event. As a sponsor, ELC received acknowledgement on all NZBCF media releases, on the NZBCF website, social media channels, and on event information forms. Acknowledgement was also given to ELC via electronic direct marketing (e-DM)

messages relating to the Pink Star Walk. ELC created a flyer advertising the event (see Figure 30, Appendix G), and 2,500 flyers were distributed to local cafes and gyms across the Auckland region. 300 A4 posters were also sent to local gyms, and 80 were distributed to local cafes. A website and Eventfinder banner were used online, as well as an email signature by all employees at ELC New Zealand leading up to the walk (see Figure 31, Appendix G). Posts about the event on social media sites received positive responses from the public (see Figure 32, Appendix G). Finally, post-event, NZBCF wrote some PR articles about the event, which were distributed online and on the MindFood website.

4.1.5.3 What was Estée Lauder Companies' involvement in the event?

ELC were involved in the event on several levels. Thirty of their staff members including head office staff, and in-store beauty consultants and artists participated in the walk. ELC provided a monetary donation as naming rights sponsor, as well as product in-kind for prizes, goodie-bags, registration packs, sampling, t-shirts, and Pink Ribbons. ELC's creative services manager was the photographer on the night, and photos taken were uploaded to the NZBCF Facebook page.

The ELC tent was set-up by their team, which had a photo booth with an ELC backdrop (see Figure 33, Appendix G), some Pink Products on display for participants to try, and a lolly station. Several ELC staff were inside the tent talking to participants, informing them about the Pink Products, and the history of the ELC/NZBCF partnership. Groups could come into the tent to have their photo taken, and were offered a pack of lollies for the walk. In terms of branding, inside the tent, and outside the entrance of the tent, ELC had four banners displayed, which listed their key beauty brands associated with the breast cancer cause. Identical banners were also displayed on the main stage of the event, where the speeches and entertainment were held (see Figure 34, Appendix G).

4.1.6 Post-event evaluation

The following section details an evaluation of the Pink Star Walk event, in order to establish whether the event was successful, and if partners were happy with the results. Firstly, the success of the event is demonstrated through an overview of the positive outcomes of the event, which resulted from the achievement of social partnership objectives. Then, challenges and conflicts of interest that arose during event planning and implementation are outlined. Finally, based on managerial perspectives, improvements identified for the event, and managers' recommendations for running the event in the future are given.

4.1.6.1 What were the strategic outcomes of the event?

Both partners were thrilled with the overall result of the Pink Star Walk event. Through collaborating to implement the event, ELC and the NZBCF further enhanced their already close relationship. Partnership expectations were met, and both partners delivered on the promises and commitments they made to the partnership. The event successfully achieved the partnership's mutual objectives of increasing awareness and raising significant funds for breast cancer, and fostering strength and sharing hope for breast cancer victims and their families.

Almost 2,000 people participated in the event, and NZD \$68,000 was raised after cost. This will enable the NZBCF to invest these funds into educating the public around breast cancer, providing support to women and families going through the disease, and advocating for improved care and treatment for victims. ELC were able to use the event to demonstrate their CSR, and build stronger relationships with their stakeholders. It also increased stakeholder awareness of their involvement and history with the breast cancer cause and the NZBCF. Furthermore, the event provided ELC employees with an opportunity to undertake leadership positions to organise the event, thereby fostering their personal growth and development.

It was evident that the event was a positive experience for participants and made a lasting impact. The NZBCF sent out a survey asking participants for feedback, and several positive comments were made, particularly in relation to the event atmosphere, the prizes, the ELC photo booth, the volunteers, the walk itself, and the feeling of being surrounded by support and strength:

Thank you for putting on the event. It was so uplifting, having had breast cancer, to see there's so much support and interest by so many people. And all the breast cancer information provided on your mail outs and website is fantastic. I learnt a lot about early signs to look out for and straight away booked in for my mammogram. So thank you to all the people who made this possible (Pink Star Walk participant).

Although the above outcomes described by the partnership managers demonstrates that their objectives were met, *how* and *why* the event assisted the partnership in achieving their objectives and created value for the partnership is yet to be discussed in the cross-case analysis chapter.

4.1.6.2 What were the challenges and conflicts of interest that arose?

There were a few challenges and conflicts of interest that partners faced throughout the planning and implementation of the Pink Star Walk event. Good communication,

respect, balancing partner needs and requests, shared decision-making, and compromise ensured that challenges and conflicts were resolved and a good relationship was maintained. There were some conflicts however, that presented some on-going issues to be dealt with in the future.

A small, yet important conflict of interest that arose, was that the initial flyer created for the event was not up to ELC's standard of excellence, and they therefore requested to redo the flyer themselves. Another conflict of interest that came up was expanding the event to other cities in New Zealand. The NZBCF were committed to taking the event national in 2014, and run it in other main cities such as Wellington and Christchurch. Whereas, ELC wanted to focus first on the quality of the Auckland event before expanding to other cities.

An on-going challenge for the NZBCF when running the Pink Star Walk event was ensuring that the needs of the other Pink Star Walk sponsors (i.e., MoreFM, Trafalgar, and MFS Investment Management) were balanced alongside those of ELC. These sponsors also contributed significant resources towards the event, so it was important to the NZBCF that they were looked after and treated fairly. There was also the challenge of ensuring that different levels of sponsors were receiving value relative to the amount they contributed.

Finally, balancing the commercial and community nature of the Pink Star Walk was another on-going challenge for the partnership. It was very important to the NZBCF that the event remained a community event, and did not become too commercial, as they felt that supporters and donors would otherwise lose interest.

4.1.6.3 What improvements were identified for future events?

Several weeks after the event, the NZBCF Board of Trustees had a debrief meeting to discuss how it went, and what they'd improve on for next year. The partnership established some clear improvements and recommendations for running the event in future years, with a particular focus on what they would do for 2014.

The success of the 2013 event persuaded ELC to continue sponsoring the event and remain naming rights sponsor for (at least) the next few years.

We're absolutely committed to it, at least for the next three years, we just think it was fabulous and we could do a lot more (ELC).

The NZBCF considered this a huge relief, as they wouldn't have to worry about finding a naming rights sponsor for 2014, and could focus on creating a more fulfilling event

experience for participants. Partners were excited about the possibilities for 2014, and identified several opportunities to grow and improve the event. This included taking greater advantage of ELC's large network of stakeholders to spread the word about the event, and encourage more stakeholders to get involved. Partners also saw an opportunity to gain meaningful PR and media exposure with 2014 being a celebration of ELC and the NZBCF's 20-year anniversary.

Additionally, there were several operational improvements suggested for the event, such as earning extra donations from selling merchandise (e.g., t-shirts, glow sticks, pink lipsticks, pink ribbons) and raffle tickets. It was also agreed that the event should start earlier (around 6:00pm or 6:30pm) to encourage more family participation, and so participants might stay a bit longer after they finish the walk.

Finally, branding was something that ELC wanted to improve on, to establish a clearer identification of their company as naming rights sponsor, and stronger association with the NZBCF.

4.2 Case study 2: Gillette and Movember

The second case selected for this study is the partnership between Gillette, a Procter & Gamble (P&G) brand, and Movember, an independent global NFP organisation that runs a moustache-growing event as part of their men's health campaign during the month of November (Movember). Together, Gillette and Movember aim to raise vital funds and awareness for men's health through *"the power of the moustache"*. Movember's partnership with Gillette was first formed in 2012. A recent trend of young men sporting facial-hair styles prompted Gillette to launch a new product, the Fusion ProGlide Styler, a product that could shave, edge and trim facial hair. To promote it, they adopted a bold strategy; a campaign *for* facial hair, and requested to partner with Movember to bring their strategy to life.

This partnership has been running for two years in the UK from 2012 to 2013, and was launched in several other countries, including Australia, New Zealand, the US, and South Africa in 2013. While the Gillette/Movember partnership operates on a local level within these respective countries the campaign creative and strategic direction of the partnership is maintained on a global scale and is managed from the UK. This study examines the partnership from two perspectives: the strategic rationale of the Gillette/Movember partnership, and the operational planning and implementation of Movember event is examined from a UK perspective. While observation and engagement in the event is evaluated from a New Zealand perspective, with the researcher being based in New Zealand, and participating directly in the event.

The following chapter presents this case study to provide some context as to how and why the Movember event assisted Gillette and Movember to achieve their strategic objectives and deliver value to the partnership.

4.2.1 Who are the partners and stakeholders?

The two partners involved in this case are the corporate P&G brand Gillette, and the NFP Movember. The following section provides a brief overview of these partners including each firm's history, nature, and social responsibility. It then outlines who the social partnership's stakeholders are.

4.2.1.1 Corporate/brand partner: Gillette

Gillette is a leading male grooming brand of P&G, founded in the United States in 1895. For over 115 years, Gillette has delivered *"the best a man can get"*, making the lives of over 800 million men around the world *"better, and more comfortable, through grooming innovation"*. Gillette provides solutions for all men's personal care and

grooming needs. The Gillette brand was originally owned by the Gillette Company, but was merged into P&G in 2005. P&G operates in approximately 70 countries worldwide, and serves approximately 4.8 billion people around the world with its large portfolio of 50 different brands. The company has one of the strongest portfolios of trusted, quality, leadership brands, and are among the world's most well-known household names.

P&G's 'purpose' (mission) and values have been instilled into the Gillette brand. P&G's 'purpose statement' reflects their common cause and growth strategy around *"touching lives, improving life"*:

"To provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders and the communities in which we live and work to prosper."

P&G's purpose statement, values, and principles form the foundation for their culture. Their core values reflect the behaviors that shape the tone of how they work with each other and with their partners. These include integrity, leadership, ownership, passion for winning, and trust. They also apply key principles when conducting work on an everyday basis. These include respect for all individuals, inseparable company and individual interests, strategically focussed work, innovation, personal mastery, striving to be the best, and mutual interdependency.

P&G see themselves as a force in the world able to touch and improve the lives of consumers around the world. They recognise the responsibility that comes with this stature; to be an ethical corporate citizen, and as such, CSR is an integral part of P&G's nature. P&G's CSR focus encompasses four key areas: environment, communities, product safety, and employees and suppliers. Within these areas, they implement various initiatives to serve the stakeholders they work with. Partnerships with NFPs are a key part of this, and P&G are partnered with several NFPs at an organisational and brand level. On a brand level, Gillette's partnership with Movember is one way that P&G are able to demonstrate their commitment to CSR and improve the lives of their key customers and the communities they operate in.

4.2.1.2 NFP partner: Movember

Movember is a global independent NFP organisation, running a campaign for men's health, specifically prostate cancer, testicular cancer, and mental health. The organisation's core function encompasses a month-long cause-related event, where men grow a moustache for the month of November (Movember) to raise awareness

and funds for men's health causes. Through their men's health campaign and moustache-growing event, Movember works towards achieving their vision:

"To have an everlasting impact on the face of men's health."

Movember incorporates several values into their vision and the way they run their campaign and event. These include creating fun, being accountable and transparent, caring for and serving the community, collaborating in teams, a humble attitude and approach to everything they do, an innovative and entrepreneurial spirit, creating remarkable experiences at every touch point, and standing for constructive change to drive significant outcomes.

In order to work towards their vision and apply their values, Movember collaborates with various men's health NFP partners based in each country. Unlike conventional NFP organisations, funds raised are not used by Movember itself, but are distributed to NFP partners, and directed towards supporting men's health programmes. The programmes are focussed on three key areas: awareness and education, survivorship, and research. In 2013, Movember New Zealand's men's health partners included the New Zealand Cancer Society, and the Mental Health Foundation of New Zealand. In the UK, partners included the Institute of Cancer Research, and Prostate Cancer UK.

Movember also collaborates with various companies and brands, providing them with an opportunity to engage in CSR. Corporate partners vary from country to country, however in New Zealand, major partners for 2013 included Gillette and Mitre10 Trade. In the UK, they included Gillette, HP Sauce, Marshall Amplification, and Three.co.uk. These partners work closely together with the Movember teams in their respective countries, providing added value and support to the campaign in various ways, such as donating product in-kind, making monetary contributions, raising awareness for the cause and spreading health messages through stakeholder networks, providing 'money can't buy' experiences, and participating in the Movember event through staff engagement.

4.2.1.3 Stakeholders

Engaging and building relationships with stakeholders is important to Gillette. Gillette's key stakeholders include their customers (specifically men), employees at a brand and corporate level, suppliers, communities, NFP partners, and investors.

Movember's core stakeholders include event participants ('Mo Bros' and 'Mo Sistas'); individuals and organisations who donate and support event participants; NFP men's health partners; and all men, particularly those suffering from men's health issues.

Other key stakeholders include employees and volunteers; corporate and supply partners; local communities; ambassadors, media partners and the online community; and the advertising agency that works on Movember's annual campaign creative.

4.2.2 What is their cause-related marketing campaign?

Through their partnership, Gillette and Movember are committed to an on-going campaign working together to increase awareness and funds for men's health causes in three key areas: prostate cancer, testicular cancer, and mental health. Men's health is an important cause, as there is a lack of awareness and understanding of the health issues men face, men do not openly discuss their health, and are often reluctant to take action when they are unwell. Prostate and testicular cancer are common forms of cancer among men. More than 36,000 men are diagnosed with prostate cancer and 2,300 are diagnosed with testicular cancer every year in the UK. Suicide and depression are also common, with one in eight experiencing depression at some point in their lives, and suicide being the single most common death in young men. In various countries around the world, November is recognised as 'Movember', and is the partnership's core fundraising and awareness campaign for men's health.

Each year, Movember creates a new concept for the campaign theme. Changing the theme is important to ensure the campaign is kept fresh and engaging for supporters:

We change it up every year, Movember stays the same, men grow a Mo, but every year it's a different journey, and men grow a different Mo every year, so we work really hard to make a different campaign creative each year, to surprise people and inspire the community (Movember).

In previous years, Movember focussed on different types of 'gentlemen' for their campaign theme, such as the country gentlemen and the modern gentleman. In 2013, this theme was taken further, by seeing these gentlemen as renegades, who stand united for change and are part of a new generation: 'Generation Moustache' or 'Gen Mo' (see Figure 35, Appendix H). This campaign was about returning to the initiative's roots as a driver of change and featured strong branding around the notion of rebellion, rallying troops, united people power, and using the moustache as a catalyst to fight for change:

This Movember, we fight for change. We stand up for what we believe in, not accepting the humdrum or the tried-and-tested. Conventions will be challenged and the boat will rock. The ranks will swell, the borders will break and our numbers will force change. We don't just accept our responsibility, we welcome it. The road less travelled will be our

path and, united under one flag, we will not stop until we are heard. This year, Mo Bros and Mo Sistas will shape the future of men's health. Crank up the volume, make some noise and fight the good fight. There is strength in numbers—let's ride the lightning. This is Movember. You are Generation Moustache. We are Gen Mo (Movember).

This branding was implemented globally, and holistically integrated into all advertising and promotional communications, activations, and events. At the core of Movember's campaign, is the moustache-growing event, which acts as a fundraising and awareness tool. The details about this event will be discussed shortly.

Gillette aligned their commercial campaign for facial hair with Movember's campaign for men's health, with the aim of encouraging men to participate in Movember and raise funds, and help Mo Bros to look their best during the month. In 2012, their campaign theme was 'Turning Men into Gentlemen', which featured a vintage, 1950s style campaign theme, which was in-line with Movember's 2012 'gentleman' theme. In 2013, Gillette's new Movember-aligned campaign called 'Mo Gents United' maintained the gentleman, vintage-style theme, but also linked with the 'united generation' theme of Movember (see Figure 36, Appendix H). Gillette continued to promote their Fusion ProGlide Styler product as the Movember grooming tool essential.

4.2.3 What are the social partnership's objectives?

In order to work towards their stated purpose and vision, Gillette and Movember have various individual objectives as well as some mutual objectives that are associated with Movember's campaign for men's health. Table 7 summarises these objectives in order to clearly illustrate what factors were driving the strategic formation of the social partnership, and agreement for Gillette to become a major partner of Movember to support their men's health campaign and moustache growing event.

Table 7: Individual and mutual objectives for Gillette and Movember

Gillette (and P&G) Objectives	Movember Objectives	Mutual Objectives
<p>P&G (corporate level)</p> <ul style="list-style-type: none"> • Provide branded products and services of superior quality and value • Improve the everyday lives of consumers and other stakeholders • Develop close, mutually productive relationships with stakeholders • 'Build from within' to foster a strong internal culture of trust and shared experiences • Be an ethical corporate citizen <p>Gillette (brand level)</p> <ul style="list-style-type: none"> • Drive trial and sales of the Gillette Fusion ProGlide Styler to make it the No.1 razor on the market • Grow overall Gillette razors and blades business by having significant impact on market share and sales • Engage target audience of younger, trendier 'blokes' • Engage Gillette staff with the Movember campaign • Add value and fun to the Movember campaign and enhance the Mo-growing experience • Provide men with information and advice on grooming • Help Movember participants ('Mo Bros') look their best • Encourage as many men as possible to register and engage with the Movember campaign • Raise funds for Movember's men's health campaign 	<ul style="list-style-type: none"> • Raise funds for men's health programme investment • Create conversations about men's health • Increase awareness and understanding of health risks men face • Change the mind-set and remove stigmas associated with prostate cancer, testicular cancer and mental health • Encourage men to take action when they are sick • Target a new generation of fundraisers and supporters with the 'Generation Mo' campaign • Become a communication conduit for global men's health partners • Increase Movember event registrations • Have fun doing good 	<ul style="list-style-type: none"> • Increase awareness of men's health causes • Raise significant funds for men's health causes • Encourage Movember event registrations • Have fun <p><i>Overarching mutual objective:</i></p> <ul style="list-style-type: none"> • Make a difference in men's lives

The Movember moustache-growing event assisted Gillette and Movember in successfully achieving the above objectives, thereby creating positive outcomes and value for stakeholders. The cross-case analysis in Chapter 5 will discuss how and why the Movember moustache-growing event assisted the social partnership in achieving these objectives.

4.2.4 How does the partnership work?

This section outlines how the partnership between Gillette and Movember works. The success of Gillette and Movember's partnership is dependent on what resources each partner contributes. The following section firstly outlines the resource contributions made by each partner. It then details the nature of their relationship and how they interacted and worked together to achieve their objectives.

4.2.4.1 What did each partner contribute to the partnership?

Gillette and Movember each contributed significant resources, skills and assets, which are combined and leveraged by the partnership to achieve individual and mutual objectives. Table 8 provides a summary of the key resources or value that Gillette and Movember contribute to the partnership.

Table 8: Partnership resource contributions

Gillette Resource Contributions	Movember Resource Contributions
<ul style="list-style-type: none"> • Access to a large global network of stakeholders including customers, staff, suppliers, and retailers • Large staff base for internal engagement and participation in Movember • High-profile, well-known, leading brand in the male grooming industry • Brand values: masculine, cutting edge, timeless style • Significant funds to put towards CSR endeavours • In-kind product donations of high quality • Transaction-based promotions on Movember stamped Gillette products • Knowledge and expertise around shaving and male grooming 	<ul style="list-style-type: none"> • Access to the 'Movember community', a large global network of stakeholders including participants, staff, ambassadors, and NFP partners • Exposure through communication channels such as direct mail-outs, website, PR releases, social media, competitions, and events • Opportunity to directly communicate, interact and engage with men (target audience) • A 'cult charity' brand with strong, dedicated followers • A high-profile, popular, widely-liked, and respected brand • Honourable, gentlemanly, stylish and quirky brand values • An element of fun • A variety of platforms for Gillette to demonstrate CSR

These resource contributions demonstrate that Gillette and Movember's partnership is well aligned in terms of complementary resources.

It's a natural fit, we want men to grow their Mo's but we also want them to look good while doing it, and Gillette makes that happen (Movember).

Each partner possesses certain resources that the other partner can leverage in order to achieve their individual and mutual objectives and create value. In the context of the Movember event, this resulted in mutually beneficial 'win-win' outcomes, where Gillette and Movember both received value in return for the resources they provided. How and why the Movember moustache-growing event enabled partners to leverage these combined resources in order to fulfil their objectives and create value is discussed in the cross case analysis in Chapter 5.

4.2.4.2 What is the nature of their relationship?

The relationship between Gillette and Movember is unique. Movember is unlike other NFP firms. Although considerable planning is undertaken throughout the year, Movember only implements their campaign and surrounding activities around the month of November. As a result, Gillette and Movember do not collaborate at an integrative stage, as the partnership is only active for part of the year. The lack of integration can also be attributed to the fact that Movember is partnered with Gillette at a brand level, rather than with P&G at a corporate level. Furthermore, as a newly formed partnership, it is still at a relatively early, experimental stage of collaboration. Nevertheless, the strong alignment between Gillette and Movember in terms of resource needs, target audience, values, and objectives shaped their relationship in various ways.

Although partners had complementary resource needs, the partnership did not have a high level of interdependence. Movember's costing model has a low cost-to-fundraising ratio, and as a result, Movember does not rely on large donations of corporate funds to cover overheads and run the event. Sufficient funds are raised through public participation in the event, and a portion of the funds are retained within the firm for implementing future events. Therefore, partnerships with companies or brands such as Gillette are not critical, and thus interdependence between Gillette and Movember was low. A quality grooming tool however, was a highly relevant and useful contribution to the partnership. Gillette's Fusion ProGlide Styler helped Mo Bros look their best during the month, which added value and enhanced the event experience.

These guys need razors during the month, and Gillette has developed a product, the Pro Glide Styler which suited the campaign ... we want partners to enrich the experience, whether that's through awards, or a free razor for example, to make their [event participants'] experience a little bit better (Movember).

While the partnership has only been in play since 2012, Gillette and Movember's long-term commitment to the partnership cannot be certain; however, partners did express a willingness to commit to the partnership long-term.

Building strong and close interpersonal relationships was important to partners. In terms of communication and interaction, partnership managers had meetings face-to-face or via videoconference to discuss terms and conditions of their partnership, and the activities planned for the event.

We work face to face ... it's always good to have time with people, spending an hour in the same room with someone you inevitably get the best results that way ... and we talk about collaborating with people, rather than them just being our sponsors, to get the best campaigns (Movember).

It was evident that even at this early stage of their relationship, both Gillette and Movember had a good understanding of each other's image, values, and needs. Partners had specific criteria for what they were looking for in a partner. Gillette were looking for a way to address a lack of brand and product affinity for the younger, trendier audience of men who enjoyed sporting facial hair. They also wanted assistance launching their new product to market—the Fusion ProGlide Styler. Instead of investing in conventional advertising, Gillette saw the partnership with Movember as a more effective and efficient option to launch Gillette into this new space. Movember on the other hand, was careful to ensure that the partners they selected had some relevance to their campaign, a good alignment in terms of values, culture and target market, and a commitment to the cause. Movember receives many corporate and brand partnership requests, and therefore, when Gillette approached Movember to form a partnership, Gillette needed to ensure that they clearly and convincingly demonstrated a common ground between Gillette and Movember, and a commitment to get behind men's health causes.

4.2.5 The cause-related event: Movember

The following section outlines the operational aspects of the Movember event, in order to gain an understanding of how the event worked and thereby create a foundation upon which the event can subsequently be examined in relation to the Gillette/Movember partnership, and whether partnership objectives were met. The section firstly describes what the event is and how it was established, followed by how the event was designed and delivered, including target audience and aim, event participation, event platforms, and advertising, PR and promotion. It then outlines what Gillette's involvement in the event was.

4.2.5.1 What is the event and how was it established?

Movember is an annual global moustache-growing event, held during the month of November. At the start of November, men register at Movember.com with a clean-shaven face, and then for the rest of the month, these men, known as 'Mo Bros', grow and groom a moustache. Mo Bros raise funds by effectively donating their face, and seeking out donations from family, friends, and colleagues for their efforts. Mo Bros become walking, talking billboards for the 30 days of November, and through their actions and words, raise awareness by prompting private and public conversation around men's health. The aim behind this event is to use the moustache as a catalyst to raise funds, bring about change, and give men the opportunity and confidence to learn about their health more openly and take action.

The idea for Movember started at a grassroots level in Australia, co-founded by three young men in 2003, who inspired 30 of their friends to grow a moustache, raise awareness and funds for men's health, and have fun along the way. The idea quickly became popular, growing from 30 to 450 people participating in the event, to 10,000 the following year. It received a huge amount of support and experienced significant growth, expanding rapidly to countries outside Australia. By 2013, the event was operating in 21 countries across the globe, the growth fuelled by keen supporters, word-of-mouth, and social media.

4.2.5.2 How was the event designed and delivered?

Target audience and aim

The event targeted men, specifically those with an interest in registering to grow a moustache to raise funds and awareness for men's health causes. It also targeted men and the general public to be educated around men's health risks. Women were also targeted to register as Mo Sistas, and act as a driving force for the event, to encourage, and support Mo Bros through their moustache-growing journey, as well as promote conversations about men's health (see Figure 37, Appendix H).

Event participation

Participation in the event began with registering at Movember.com, and then choosing to participate either individually, or as a team. Participants then created a 'Mo Space' where they could post photos and messages, link to and keep track of team members, view individual and team collected donations, and share updates to Facebook. Through the Mo Space, participants had access to various resources including fundraising tips, Mo growing, grooming and styling tips, and downloads such as donation cards, posters, certificates, desktop backgrounds, and logos.

To participate in the event, Mo Bros had to adhere to the following rules:

1. Once registered, begin the 1st of Movember (November) with a clean-shaven face.
2. Grow and groom a moustache for the entire month of Movember (not a beard or goatee).
3. Conduct oneself like a true gentleman.

Various prizes and rewards were on offer to motivate participants. Participants were able to compete for prizes, including the Best Mo Space, Brushes with Fame (best photo of a Mo Bro with someone famous), The Mo Mo (the individual who raises the most money), Team Mo (the team who raises the most money), The Moscars (the best Movember video), and the International Man of Movember (the ultimate win). Prizes consisted of packs containing product in-kind donated by corporate partners, including a Gillette Fusion ProGlide Styler set. In order to gain an in-depth understanding of the event and how it works, the researcher participated as a Mo Sista, and formed a team with 10 Mo Bros (see Figure 38, Appendix H).

Event platforms

The Movember event was implemented via various platforms, to inform, connect, interact and engage with event participants. The event was primarily implemented online through the Movember website, social media channels, and a mobile app.

As part of the event, Movember also implemented official launch events, and Gala Partés. These events were an important platform for bringing event participants together, and delivering a Movember experience to the community. The launch event was an invite-only event to start off the month, inviting committed event participants from previous Movember events, ambassadors, NFP partners, community fundraisers, and key personnel. In New Zealand, the official Auckland launch event was held on the 22nd of October, at a motorcycle showroom bar (see Figure 39, Appendix H). Free drinks and canapés were provided, and goodie bags were given out containing various promotional material, event information, Gillette razors, and other corporate partner products that had been donated in-kind. The launch event comprised of various speeches and promotional videos to communicate Movember messages to the audience. Gillette had a strong presence on the night with a hands-on shaving promotion. Attendees were able to have their face shaved using Gillette's Fusion ProGlide Styler, and take the product home with them afterwards (see Figure 40, Appendix H).

At the end of the month, Movember participants had an opportunity to attend an official end of month Gala Parté, which was held in main cities around the world. In New Zealand, Gala Parté events were held in Auckland, Wellington, and Christchurch. At these events, Mo Bros, Mo Sistas, and teams, dressed up in costume, and came together to celebrate and show off their moustaches and fundraising efforts. Prizes were given out to winners, judged in categories: 'Ultimate Mo', 'Lame Mo', 'Team Mo', 'Mo Bro & Mo Sista', 'Best Mo in Character', 'Miss Movember', and 'Man of Movember'. Several Mo Bros, Mo Sistas, and teams were nominated for each category and had to parade down a catwalk to be judged (see Figure 41, Appendix H). There was a strong sense of unity, fun, and passion for the cause at the event. Interestingly, although Gillette was a major partner of Movember in New Zealand, Gillette promotions or branding were not visible at this event.

Advertising, PR, and promotion

Movember implemented various advertising, PR and promotional activities before, during, and after the event. Printed material such as posters and flyers played a key part in the communication of event messages and the campaign's theme. Newsletters were emailed out to registered Movember participants, providing updates during different stages of the month. Movember awareness, education and fundraising collateral were available free for participants to order online, including men's health information, posters, donation boxes, Mo party packs, wristbands, badges, and stickers. PR releases and media attention surrounding the event was significant, and social media was used to reinforce the event and drive communication further, including the use of hashtags such as #Movember, #TeamGillette, and #BestAMoCanGet. Mo Bros and Mo Sistas were encouraged to share personal stories via social media, and thereby encourage others to take on the challenge.

4.2.5.3 What was Gillette's involvement in the event?

Gillette was involved in supporting Movember in various ways, from product donations, employee engagement, to implementation of various activities and events that assisted the partnership in achieving their objectives. With a focus on the UK and NZ Gillette/Movember partnership, these areas of involvement are outlined below:

- Gillette's 'Mo Gents United' campaign for Movember featured promotions via TV, print, radio, in-store, and digital and social media platforms, including Facebook, Twitter and YouTube (see Figure 36 and Figure 42, Appendix H), which raised awareness for the Movember campaign and event.

- Gillette's Fusion ProGlide Styler was the event's official grooming tool, and was featured regularly as an advertisement banner on the Movember website (see Figure 38 and Figure 44, Appendix H). Gillette motivated Mo Bros by providing encouragement, grooming advice, and Mo styling tips using the Fusion ProGlide Styler. In New Zealand, Gillette offered Mo Bros a free shave with the Gillette Fusion ProGlide Styler at the Auckland Movember launch event. Gillette also contributed product in-kind donations, and transaction-based sales donations on Gillette product sold with a Movember stamp (see Figure 43, Appendix H).
- Gillette registered for Movember as a team, and established a Mo Gents United network (see Figure 44, Appendix H). This was a public network open to all Movember registrants, and included Gillette and P&G employees, celebrities, and sports teams.
- Gillette committed to donating £100 for every goal scored or clean sheet recorded by participating Mo Bro's of certain English football leagues.
- Mo Gents United implemented and achieved a world record for the largest shaving lesson (see Figure 45, Appendix H).
- A Gillette Movember pop-up Barbershop and Clubhouse was set-up in London called 'The Best A Mo Can Get' (see Figure 46, Appendix H), offering Mo Bros a luxury grooming experience using the Gillette Fusion ProGlide Styler, and a space to relax and socialise. This enhanced Mo Bro's event experienced, and encouraged involvement.

4.2.6 Post-event evaluation

The following section evaluates the Movember moustache-growing event in order to establish whether the event was successful, and if partners were happy with the results. The success of the event is demonstrated through an overview of the positive outcomes of the event, which resulted from the achievement of social partnership objectives. Then, challenges and conflicts of interest that arose are outlined, followed by improvements that were identified for running the event in the future.

4.2.6.1 What were the strategic outcomes of the event?

Gillette and Movember were both satisfied with the outcome of the Movember event. Gillette and Movember took a step closer towards building a stronger relationship, and managed to achieve the majority of their individual objectives. In terms of mutual

objectives, the event successfully managed to increase awareness and funds for men's health causes, create fun, and make a difference in men's lives.

On a global scale, the event gained almost 1 million participants, and raised over NZD \$136 million in total for the 2013 campaign. This was down slightly from the 2012 campaign, which had over 1.1 million participants, and raised over NZD \$140 million. This was the first decline in growth since the event's establishment. Nevertheless, the awareness and funds raised were significant, and allowed Movember to allocate the funds to men's health programmes around the world. Through an estimated 1.7 billion men's health conversations, the event assisted in changing mind-sets and removing stigmas associated with men's health issues, and encouraging men to take action when they are sick.

Through the new Gen Mo campaign theme, Movember and Gillette were able to target a new, younger generation of supporters. Gillette were able to use their association with the event to demonstrate their CSR, and build stronger relationships with their stakeholders. Through their various activities and events, Gillette added value to the Movember experience by providing high quality products (the Gillette Fusion ProGlide Styler), helping Mo Bros look their best, and providing information and advice on grooming. In terms of sales and market share impact, exact figures for these were unattainable. However, Gillette reported a slight decline in razor sales for the year, which they attributed to the trend towards reduced facial shaving, and the popularity of Movember as a possible influencer of the trend.

Although the above outcomes demonstrate that partnership objectives were met, *how* and *why* the event assisted the Gillette and Movember in achieving their objectives is yet to be discussed in the following chapter.

4.2.6.2 What were the challenges and/or conflicts of interest that arose?

There did not appear to be any major conflicts of interest between Gillette or Movember, nor did the interview participants divulge any. However, one key challenge that the partnership faced, was that the cause behind the event was at risk of being overshadowed by the excitement around growing moustaches. Movember is a well-known event, but it appeared as though the cause behind Movember had slipped from the public's front of mind. It is increasingly seen as just a month to grow a moustache, rather than using the moustache to raise funds and awareness and talk about men's health issues.

4.2.6.3 What improvements were identified for future events?

The success of the Movember event in 2013 contributed towards a willingness for Gillette and Movember to continue their partnership into future years. The slight decline in Movember's growth, registrations, and funds raised for 2013 motivated partners to work together in the future to ensure stronger communication of Movember's purpose and aim, and maintain the event's momentum and fundraising levels.

For future years, Movember intends on focusing more on the following areas of men's health: advocating for better treatment for those with prostate or testicular cancer; improved quality of life for those living with prostate or testicular cancer; and encouraging men to take action early when they have a health problem.

4.3 Chapter summary

This chapter has presented an in-depth description of the two case studies used in this research. Overall, each of the case studies has provided useful insights into the dynamics of social partnerships, and the value of cause-related events in achieving partnership objectives.

Case study 1 was the partnership between ELC and the NZBCF. ELC is a large, global corporate, that maintains a passion for excellence, and long embedded 'family' values of being stakeholder and community oriented. The NZBCF is a highly-credible and well-recognised NFP organisation at the forefront of New Zealand's breast cancer campaigns. Both ELC and the NZBCF are committed and passionate about the breast cancer cause, and work together to support the cause through their breast cancer CRM campaign, which includes the Pink Star Walk event.

Case study 2 was the partnership between Gillette and Movember. Gillette is a global, well-known, leading P&G male grooming brand. Movember is a global NFP organisation that runs a month-long moustache-growing event as part of their men's health campaign. Through their partnership Gillette and Movember are committed to this campaign, working together to increase awareness and funds for the cause.

The following chapter elaborates on the information presented in this within-case analysis, and develops and discusses themes that emerged from the cross-case analysis.

Chapter 5: Cross-Case Analysis

The previous chapter provided an overview of the data from within each case, which presented a descriptive account of each social partnership and cause-related event. The analysis now turns to the development of an aggregated picture of the differences and similarities across the two cases, towards an increased focus on what are considered key findings. These findings draw on the thematic analysis of the data collected from interviews, observation, field notes, and secondary material across the cases. This process highlighted three overarching themes:

- Theme 1: Shared experiences enhance social partnership relationship building, organisational learning, and a passion for the cause.
- Theme 2: Shared risk and reward promotes a more mutually beneficial partnership.
- Theme 3: Tangible and transparent elements enhance the quality and legitimacy of the partnership and collaborative outcomes.

The objective of this research is to investigate how and why cause-related events assist social partnerships in achieving their strategic objectives. The following chapter introduces the three themes which provide a deeper understanding of this phenomenon, and highlight cause-related events as an effective strategic marketing platform for social partnership implementation. The themes are supported by evidence from multiple data sources⁴ to illustrate key points and aid discussion. The data sources referred to in this analysis include direct quotations from interviews with partnership managers⁵; written excerpts from websites and organisational reports; photos; and screenshots of various online content.

5.1 Theme 1: Shared experiences enhance social partnership relationship building, organisational learning, and passion for the cause

5.1.1 How did shared experiences contribute to the achievement of social partnership objectives?

The cause-related event enabled partners to share various experiences which contributed to the achievement of objectives and a more successful partnership. The experience of planning and implementing the event over a period of time, as well as

⁴ Evidence from case study 1 and case study 2 are referred to as C1 and C2 respectively.

⁵ To preserve anonymity, pseudonyms are used.

actively participating in the event, created a sense of camaraderie and togetherness amongst partners, and improved mutual understanding, as partners got to know each other better and formed closer working relationships. Partners also shared the experience of encountering event participants' personal stories associated with the cause, and sharing their own stories internally, which promoted a stronger focus on the cause.

A sense of camaraderie and togetherness, mutual understanding between partners, and a focus on the cause facilitated more successful collaborative outcomes. These factors and their impact on the achievement of social partnership objectives are discussed next.

5.1.1.1 A sense of camaraderie and togetherness

Partners shared a fun, exciting, and at times, stressful experience of planning and implementing a large-scale event over a period of time. Partners' staff members also participated in the event as teams. These 'action-based' experiences created a sense of camaraderie and togetherness amongst partners. This was achieved through:

- Actively working together as a team, and participating in the event with common objectives
- Being part of something successful and meaningful

The manner in which these factors encouraged a sense of camaraderie and togetherness amongst partners, and its importance to the achievement of objectives are discussed next.

How did shared experiences create a sense of camaraderie and togetherness?

When partners joined forces they established a set of mutual objectives (i.e., increasing awareness and raising funds for the cause, and making a difference in the lives of their target audiences). These 'cause-focussed' objectives were action-oriented, and required partners to work together as a team in order to achieve them. Partners actively worked together in various ways during the planning and implementation of the event. This was a positive and enjoyable experience for partners, and as a result they developed a sense of camaraderie and togetherness:

That first experience of working together has been really positive, it's been really lovely working with them (C1).

I certainly think overall it was a pleasure working with them (C1).

They are good people, Monique is a wonderful person, she could be a friend (C1).

There's no 'I' in team, nor is there one in Movember (C2).

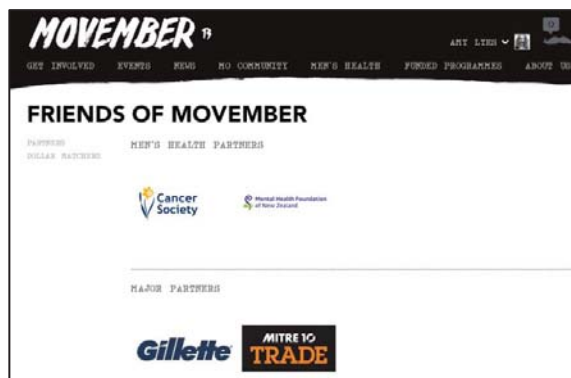


Figure 2: Movember website showing Gillette as a 'Friend of Movember' (C2)

Furthermore, partners actively contributed their efforts towards working together on the event, which brought the partnership and relationship to life in a way that would not have been possible via more traditional CRM activities:

For me it is the first time I'm actually doing something with ELC, so this is the first time where we had a closer working relationship basically ... and together working on a event that we implemented, whereas in the past it was just a bit more in the background, ELC will provide us with product-in-kind, Monique would turn up at the board meeting, it was a bit of a ghost partnership for me, whereas now this partnership is coming, has become alive (C1).

I think in the past, apart from me being on the board, and providing a lot of gifts over the years ... I think in the past they just thought oh, ELC is, you know, they raise money for us with their in-house activity, they give us gifts as thank-you's for people, but it probably wasn't a great deal more than that (C1).

Working together on a fun, large-scale event created a buzz of excitement amongst partners, and anticipation for the future. The experience inspired partners with new ideas and opportunities to implement at future events. This also contributed towards a sense of camaraderie and togetherness:

I'm very excited to do something with them, and I'm actually excited that it can only grow from there. Now we're planning a year out of next year, bigger and better, I think the possibilities are just so much bigger (C1).

It's exciting for us because it's something that we really see has potential, it can just keep growing and growing (C1).

Can't wait to do it all again next year (C2).

The brand is excited to be celebrating the moustache ... we're thrilled to partner with Movember to help raise funds and awareness for men's health (C2).

Partners also encouraged their staff members to actively participate in the event. Many staff members got involved, and as a result, developed a shared camaraderie by participating in the event. Staff developed closer bonds with each other by organising, attending, and participating in the event as a team. The event was an opportunity for staff to get out of their regular work environment, socialise, share their passion for the cause, and participate in a healthy, team building activity:

From my understanding it's turning into a bit of a staff building exercise ... and I think that's really exciting as well, so for internal staff engagement that's something, they can tick the box (C1).

We still managed to get about 30 people there walking, we had 10 people there from four o'clock setting everything up ... so people are really very supportive and get behind it, get behind whatever, whatever we're doing (C1).



Figure 3: ELC and NZBCF staff united at the event dressed in Pink Star Walk t-shirts (C1)



Figure 4: Gillette Twitter posts showing team spirit and camaraderie (C2)

It's an incredible staff engagement programme Movember. I'm sure you've seen that all the guys who take part have a shared camaraderie (C2).

An element of light-heartedness and fun was also present throughout the process, which enhanced camaraderie, as seeing co-workers participating in the event (e.g., growing a moustache or dressing up in pink costume) was funny and entertaining:

So I have one question for you, have you sorted out your outfit for Saturday? (laughter) (C1).

Dying the Mo purple seems to have boosted the number of donations. It's also caused immense hilarity at work (C2).

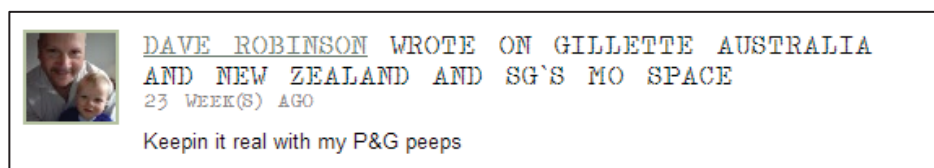


Figure 5: P&G staff's Mo Space post showing team spirit and camaraderie (C2)



Figure 6: Gillette staff participating in Movember (C2)

While the experience of participating in the event resulted in camaraderie and stronger bonds between staff members from each individual partner, it also encouraged partners to be supportive of each other's fundraising and participation efforts. This united corporate and NFP staff members, as they were both actively working towards mutual cause-related objectives.

By conquering the challenge of planning and implementing a large-scale cause-related event, and meeting individual and mutual objectives, partners shared an experience of being part of something successful and meaningful. Partners took great pride in their achievements; they celebrated and acknowledged their partners' commitment and valuable contribution to the cause and success of the event:

The general feeling was that it was fabulous for us as far as exposure, we were absolutely delighted, they certainly work very hard for us (C1).

They have this amazing thing about them where the presentation and how things are executed is perfect ... whatever they do, they do a fantastic job, it's not looking pretty, it's looking fantastic, so they did a good job with that (C1).

For the time that they had, they managed to pull something amazing together (C1).

The campaign surpassed expectations ... we were delighted to see the amazing Mo growing and fundraising efforts throughout P&G across the UK (C2).

It was a big campaign for us and our agency teams surpassed all expectations across the board (C2).

In summary, by sharing experiences and actively working together on the cause-related event, partners developed a sense of camaraderie and togetherness in various ways, such as having a positive and enjoyable experience working together; creating excitement and anticipation for the future, staff engagement and participation in the event; and by celebrating success and acknowledging the partner's contribution to that success. The following section discusses why a sense of camaraderie and togetherness was an important factor for the achievement of social partnership objectives.

Why was a sense of camaraderie and togetherness important for the achievement of objectives?

A sense of camaraderie and togetherness were key to successful collaborative outcomes and the achievement of partnership objectives. A sense of camaraderie and togetherness facilitated the achievement of partnership objectives by deepening the relationship and building trust and respect between partners; reinforcing and strengthening organisational and event culture; and promoting long-term commitment to the event.

A sense of camaraderie and togetherness deepened relational bonds, and built trust and respect between partners, which gave them confidence in the value and authenticity of the partnership. This enhanced collaborative outcomes by contributing towards a healthier working relationship between partners, and stronger interpersonal bonds between partnership managers and staff:

They just are a real pleasure to work with, 'cause you know they are in it for the right reasons, and it does make things a lot easier (C1).

The relationship is something that we value, we are very lucky to be associated with that charity ... the Pink Ribbon is very credible (C1).

It gives me a great deal of confidence in that funds are being used in the right way, and that we are getting a good return on our investment as well (C1).

Developing camaraderie and togetherness via staff participation in the event reinforced and strengthened organisational culture and the relationship that (corporate and NFP) staff have with the organisation they work for. It became clearer to staff why the cause was important to their organisation, which contributed towards a stronger internal culture of philanthropy and ethical behaviour:

It was just so powerful to have those people from ELC at the event, actually seeing what our organisation means to other people, and in turn I think a few of them felt really connected, and they sort of thought aha, this is what it's all about for us, before it was just Estée Lauder, yeah they support the Foundation, but it became, we as Estée Lauder now support, and I think that's really important, is the staff are actually understanding... (C1).

They [the staff] are very proud of our company commitment. Fundraising initiatives bring all our affiliate team together and are an important part of our company culture ... there is a culture of giving back here (C1).

Moustaches soon became the talk of the office (C2).

They [the staff] are ultimately trying to do something better for themselves as well, and we talk about improving men's health and giving them advice ... we encourage men to talk about things, to get men's health into every conversation (C2).

The atmosphere at the event created by shared camaraderie, a sense of togetherness, and fun, also strengthened the culture of the event itself, which made it stand out as a unique event. This was important for creating a more memorable experience for event participants, and attracting participation and fundraising for future events.

Finally, a sense of camaraderie and togetherness promoted long-term commitment to the partnership, particularly towards supporting the event in future years. By working together on something successful and developing a closer relationship, partners were more motivated to stay involved. The corporate partner was keen to remain a major supporter of the event, and the NFP partner was eager to keep the corporate partner on board as a key sponsor:

I see it not as a one-off opportunity, but something that the company can be involved in actually forever, or as long as they want to (C1).

It was really important for us to impress them for the first year, because it's about building that long-term, stable relationship (C1).

It's our intention with that we can work together not necessarily for one year but for the longer term as well (C2).

Knowing that the corporate partner was on board for the long-run gave the NFP partner a level of security and comfort that some of the requirements for running the next event would be covered. It also enabled partners to plan the next event well in advance, and thus deliver a well thought out and improved experience for event participants.

5.1.1.2 Mutual understanding between partners

Partners shared an intensive and challenging experience, working together on various activities. By sharing this experience, partners gained a greater understanding of their partner's nature (i.e., brand, values, culture, needs and objectives). Enhanced mutual understanding between partners was essentially achieved through:

- Working closely together towards achieving mutual objectives
- Overcoming challenges and resolving conflict

The manner in which these factors encouraged a deeper understanding between partners, and its importance to the achievement of objectives are discussed next.

How did shared experiences promote mutual understanding between partners?

Partners shared an intensive experience working closely together throughout the event planning and implementation process, towards achieving mutual objectives. This provided a new and revealing context for learning and development to occur between partners. It furthered partners' existing level of understanding, where they discovered new things and got to know themselves and each other on a deeper level. It also enabled partners to identify improvements for future events:

It's the first time the Foundation brought it in-house, so it's just learning on everybody's part (C1).

When doing the first events, certain expectations, you don't quite understand what's actually needed or expected ... and I think on things to improve next year... (C1).

We work closely with them ... it's all about collaboration and working together (C2).

You learn from each campaign every year (C2).

The presence of mutual objectives also incentivised partners to learn how they could work together more effectively and efficiently towards achieving mutually beneficial outcomes.

The intensive nature of the event encouraged partners to interact and communicate more frequently, on a far deeper level, and for a longer period of time compared to more traditional CRM activities. The unpredictable and time-dependent nature of the event also required partners to be readily available and flexible to communicate at critical times during the event planning and implementation process:

We've had regular communication and we've been dealing with their communication manager, so Susan would have had daily contact (C1).

They're very good communicators, they get back to you straight away (C1).

We're in constant dialogue with them ... it's really important to get that close relationship (C2).

Furthermore, by working together on an intimate level, partners were encouraged to become more holistically involved. Event planning and implementation required several staff members from different levels within each organisation to communicate and collaborate:

We have people who sort of work across the campaign ... we also have people that work with their local contacts to make sure everything is good on the ground as well (C2).

Partners also shared the experience of overcoming challenges and resolving conflict. The event put the partners' relationship to the test; challenges were faced, and stress-levels were higher than normal. Partners had to navigate through the unpredictable nature of the event, as well as make compromises and balance any varying perspectives and disagreements, whilst maintaining a good relationship:

We have quite strict guidelines and high expectations ... in the end we came up with something, a compromise that I think both parties were quite happy with. So that probably ruffled a few feathers at the time ... it's just a matter of communicating and working them out (C1).

I see that as a bit of a test, seeing that this was the first event that we were doing together, and I think although they came on board a bit late, I personally felt the passion from their team into delivering a good event ... but it has been a good test and we're looking forward to working together next year (C1).

In summary, sharing experiences and working closely together on the event enhanced mutual understanding between partners through providing a new context for learning and development; the presence of mutual objectives; more frequent, intensive, and

multi-levelled communication; and overcoming challenges and conflict. The following section discusses why mutual understanding between partners was an important factor for the achievement of social partnership objectives.

Why was the presence of mutual understanding important for the achievement of objectives?

The presence of mutual understanding was an important contributor to successful collaborative outcomes and the achievement of partnership objectives. Mutual understanding between partners facilitated the achievement of partnership objectives by promoting a higher level of collaboration and strengthening the relationship; building a stronger appreciation for the value contributed by each partner; encouraging a more active focus on partnership opportunities; establishing a level of reliance, comfort and security; and promoting long-term commitment to the partnership.

Overall, mutual understanding encouraged partners to operate more effectively and efficiently, which strengthened the partners' relationship. Partners gained an understanding of how they work together best, which contributed towards a higher level of collaboration, and a more solid foundation for implementing future events and initiatives as a partnership:

The relationship's always been good, it's probably strengthened it (C1).

I'd say this event has actually consolidated our relationship (C1).

We want to make sure that we work together with people as opposed to just sort of saying, okay you go do your thing, and we'll do our thing, and we'll have a coffee at the end and see how we got on (C2).

Enhanced mutual understanding between partners also built a higher level of respect and stronger recognition and appreciation of the value that each partner contributed to the partnership:

It's something so simple, to be able to have that effect on a woman when they're walking into the store or to have that effect at a stand at an event that we've got, it's just that ability to make women feel better about themselves (C1).

The relationship is something that we value, the Pink Ribbon, we are very lucky to be associated with that charity (C1).

They do an incredible job to work with us and support the campaign and also take part themselves (C2).

Gillette added a huge amount of value (C2).

Partners saw each other differently after the event, by developing a greater understanding of their partner's nature, needs, and objectives, they recognised opportunities for their partner that they hadn't in the past:

...there's greater value in that, and we definitely haven't capitalised on it (C1).

We've always had a very good relationship with them, I think now that they see even greater value in the relationship that we have (C1).

Developing a mutual understanding also gave partners a level of comfort knowing that they had the understanding and support of their partner, and thus could rely on each other to achieve the best possible outcomes:

They're very easy to do business with, nothing is ever a problem, they're very good communicators, they get back to you straight away, if they've got an idea, they'll come to you with it (C1).

They always look for any opportunity they can to partner with us, or if they think there's a conflict of interest, which is actually also important, if we're, you know, we need to be the only cosmetic company, or if there is something they always run it by us (C1).

Finally, mutual understanding between partners deepened their relationship and thus encouraged long-term commitment to the partnership, as considerable effort from both parties had gone into developing such a high level of understanding, which they did not wish to abandon. This enhanced level of understanding between partners would be beneficial not only for future events, but also for other CRM initiatives implemented by the partnership.

5.1.1.3 A focus on the cause

Partners shared an emotional experience engaging with event participants and hearing their personal stories and connections to the cause. Internally, many corporate and NFP staff members had also been personally touched by the cause in some way. These 'cause-related' experiences promoted and reinforced a strong focus on the cause, which was achieved by:

- Stirring emotions
- Gaining an understanding of the importance of the cause, and meaning behind the event

The manner in which these factors encouraged partners to focus on the cause and its importance to the achievement of objectives are discussed next.

How did shared experiences promote a focus on the cause?

The cause-related event stirred emotions. Leading up to, and surrounding the event, various stakeholders shared their personal stories associated with the cause. These were shared either online, or face-to-face at the physical event:



Figure 7: Personal story: YouTube video on the NZBCF website (C1)



Figure 8: A Mo Bro's Mo Space sharing his personal motivation (C2)

Corporate and NFP partnership managers and staff were exposed to these stories of courage, hope, and survival which had an emotional impact on them. Emotions of empathy, sadness, hope, and inspiration were evident:

There was a group of friends, and they actually just had the funeral in the morning of their mother passing away with breast cancer. For me it's like woah, it's really going to this event and finding that spirituality and getting together and hoping that we will give them the strength they need to go through this bereavement (C1).

It makes you cry every time you listen to her, she's just so fantastic (C1).

Hearing the personal stories of others had a strong impact on partners, partly because staff had their own personal stories to tell, having also been affected by the cause in some way. Therefore, they were able to empathise with each other and with event participants, and felt more of a connection to the cause and to each other as a result. The personal stories emphasised the importance of the cause, and brought the core reason behind the event into focus:

They had people coming in and sort of, not pouring their hearts out, but telling them a little bit about their story or their journey ... the girls there they found it really warming to listen to all those stories (C1).

I've got a personal friend, a guy who recently got caught with prostate cancer ... it's such a meaningful cause, and I think to raise awareness to take away that stigma, and get people checking themselves and raising money for this great cause, it's essential (C2).

With Movember comes a multitude of amazing stories, and it is the role of the team in each country to share these stories with the media thereby enlisting their power to amplify the message for the cause (C2).

As a result, partners could better understand why the event was so important and meaningful to stakeholders, particularly event participants.

In summary, sharing 'cause-related' experiences promoted a focus on the cause by stirring emotions and enabling partners to empathise and connect with event participants and each other; and better understanding the importance of the cause and meaning behind the event. The following discusses why a focus on the cause was an important factor for the achievement of social partnership objectives.

Why was a focus on the cause important for the achievement of objectives?

A focus on the cause enhanced collaborative outcomes and facilitated the achievement of partnership objectives. This was facilitated by enhancing partners' passion and motivation to further the cause; strengthening partners' commitment to the cause; strengthening internal company culture; and enabling partners to become more in-tune with stakeholder needs.

The personal and emotional nature of the event promoted a focus on the cause, which inspired partners, and enhanced their passion and motivation to further the cause. By focusing on the cause, partners channelled their passion and efforts into actively making a difference, by implementing the event to the best of their ability and

participating in the event to raise awareness and funds. This created a highly passionate and powerful force for change and action:

While the drive and focus on the cause is a corporate directive, the cause is also being driven in-house, with staff coming to management with ideas, and some having a personal association with the cause (C1).

Together with Movember and our Gillette consumers across the UK, we're going to change the face of men's health, one Mo at a time (C2).

Our corporate partners all play a vital role in pushing forward our vision to have an everlasting impact on the face of men's health. And they do so with extraordinary passion, commitment and creativity (C2).

Enhanced passion and motivation to further the cause strengthened partners' commitment to the cause, as they became more determined to make a difference to the lives of those affected. It also contributed towards building a strong internal culture that places importance on social responsibility.

Finally, by focusing on the cause, partners could provide a more meaningful and fulfilling event experience for their stakeholders, as they were more in-tune with stakeholder needs and understood the importance of the cause, and the meaning placed on the event:

They wanted to get together, and a bit of spiritual walk in memory of their mother, and feeling maybe the strength of the other walkers that have gone through the same journey, and therefore understand where they're coming from. But for me it was like wow, it's probably the last thing you want, is to do, is walk with people as strangers, but actually that's the way they felt (C1).

That's the reason we decided to go ahead with this walk, we had all those requests from the public and we knew how much this meant to them ... for the majority of them, it was a spiritual journey (C1).

Mo Bros are the advocates of such an important cause so by offering them free touch-ups for their mos, we hope to encourage more people than ever to get involved (C2).

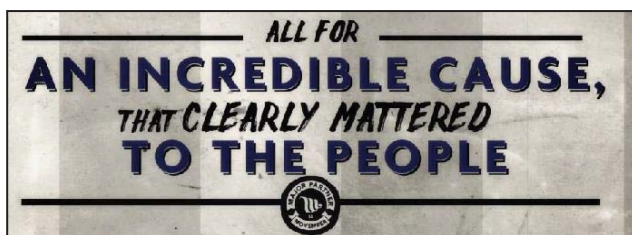


Figure 9: Gillette case study video (C2)

5.1.2 Literature

Theme 1 has discussed how sharing experiences through a cause-related event contributes to the achievement of social partnership objectives and a more successful partnership. It is evident from the discussion that sharing experiences can enhance social partnership relationship building and organisational learning. Theme 1 also demonstrates that sharing personal experiences can prompt emotional responses from partners and enhance passion and motivation to further the cause. These were all important factors for the achievement of partnership objectives.

In the literature, previous studies have discussed various factors contributing to the success of corporate and NFP collaboration. Building and maintaining strong relationships between partners has been emphasised as a key success factor. Research has also indicated that social partnerships create opportunities for organisational learning. Furthermore, recent studies have regarded events as a highly effective platform for facilitating emotional connections and responses from stakeholders. This highlights social partnerships as a pertinent factor to examine in the context of cause-related events. The following section discusses existing literature in relation to the findings from Theme 1.

A new context for organisational learning

Prior research has indicated that the formation of a social partnership creates a new context for partners, providing them with new perspectives and new ways of thinking (Berger et al., 2004). Through the acquisition and sharing of additional resources, knowledge, skills and assets, corporate and NFP collaboration has been found to create opportunities for organisational learning (Andreasen & Drumwright, 2001; Austin, 2000). Similarly, relationship marketing literature suggests that interaction and engagement between parties provides a rich way to share information, create dialogue, provide feedback, and promote learning (Ballantyne & Varey, 2006; Grönroos, 2004). Event marketing literature demonstrates that events can also facilitate organisational learning, whereby their highly interactive enables firms to sense and respond to stakeholders, and gather valuable information (Crowther, 2011; Stephan, 2013). Furthermore, previous research has stressed the need to understand how firms can enhance partnership learning and improve their operations through cooperative ways, as most partnership problems are attributed to partners' inability to learn from each other (Muthusamy & White, 2005).

In the cases examined for this research, the experiences shared by partners actively working together on the event provided new opportunities for organisational learning.

The event presented a new context for partners to interact and learn about themselves and each other, thereby deepening their relationship and facilitating a more integrated and successful partnership. This was particularly valuable for case study 2's long-term partnership, which required a fresh approach to discover new opportunities, and take their relationship to the next level. Compared to more traditional CRM activities, such a level of understanding and interaction between partners is not necessary. The event required partners to work together on something that involved a higher level of mutual understanding and engagement. Given the willingness of the partnerships to implement the cause-related event on an on-going basis, organisational learning was also beneficial for improving event implementation in the future.

Establishing a new context for organisational learning furthered mutual understanding between partners. As partners learnt more about each other, they developed a greater appreciation for the value and contribution their partner made, which furthered the achievement of objectives. The importance of recognising and communicating the value and unique skills partners contribute to the partnership is highlighted in the literature as a key contributing factor to a successful, mutually beneficial partnership (Berger et al., 2004; Gourville & Rangan, 2004). Thus, the findings for this study support the view that in order to be successful, partners must recognise and appreciate the value and contribution of each individual partner. The importance of acknowledging the value contributed by partners was emphasised further by Berger et al. (2004) and Gourville and Rangan (2004), who established that managers rarely consider the full potential of the partnership. In the cases examined in this study, the process of implementing the event enabled partnership managers to recognise and leverage opportunities. The event was an eye-opener that allowed the partners to see greater potential in the partnership, and how they might use the event to further individual and mutual objectives.

Minimising misunderstanding

Berger et al. (2004) outlined misunderstanding as a common problem within social partnerships, occurring most frequently in the early phases of collaboration. Berger et al. (2004) found it common for partners to have a simplistic understanding of the other's endeavours and contexts. On one hand, the corporate partner had little understanding of the NFP cause or how they may impact on it, and the complexity of how the NFP firm works in terms of resource allocation. The NFP partner on the other hand often had little sophistication in their understanding of the corporate partner's commercial nature. These misconceptions and misunderstandings can be harmful to successful collaborative outcomes, leading to unrealistic expectations and requests.

Findings from the present study suggest that working together on implementing a cause-related event can minimise such misconceptions and misunderstandings between partners. Although in one case, the partnership had been in operation for many years prior, the partnership experienced something new by collaborating on the event. The event required partners to establish a deeper understanding of each other prior to implementation, during the planning stages of the event, so that misconceptions or misunderstandings did not hinder the success of the event. Through sharing experiences via the cause-related event, partners were pushed to enhance their understanding of each other in a relatively short period of time.

Relational dynamics

The case study findings indicate that mutual understanding and an appreciation for the value contributed by each partner can result in a high level of trust, respect, and willingness for long-term commitment to the event and the partnership. Good communication was a crucial element for building trust and respect between partners. Increased camaraderie and more frequent, face-to-face communication between various staff members from each organisation resulted in more informal communication between partners. Similarly in the literature, informal communication channels are discussed as an important factor for encouraging the sharing of knowledge and opportunities between partners (Parise & Casher, 2003), as well as reinforcing trust and personal commitment to the partnership (MacAvoy, Robert, Theodore, Lynn, & Thomas, 1998). Furthermore, frequent, face-to-face communication between partners has been found to enhance clarity and trust within the partnership (Spekman, Isabella, MacAvoy, & Forbes, 1996). These variables encourage a high level of cooperation, thereby strengthening the relationship between partners, and creating stronger interpersonal relationships (MacAvoy et al., 1998; Parise & Casher, 2003; Spekman et al., 1996).

A sense of camaraderie and togetherness also contributed towards relationship development between partners. Similarly in the literature, social exchanges were found to lead to a high degree of solidarity and social support (Das & Teng, 2002a; Uehara, 1990). Furthermore, the risk that partners undertake, and the trust they place in their partner can result in a deep sense of solidarity over time (Das & Teng, 2002a). Mutual respect, trust, commitment, and good communication are all recognised as essential elements of a successful and sustainable social partnership (Berger et al., 2004; Gourville & Rangan, 2004; Gundlach & Murphy, 1993; Nowak & Clarke, 2003). Finally, research indicates that social partnerships are an important means whereby employees identify more closely with their organisations (Berger et al., 2006). The case

findings support this view, suggesting that experiences shared through the event strengthen corporate culture.

Creating value through building relationships

Event marketing literature discusses how the interactive nature of events creates a social environment where event attendees can engage with and become closely acquainted with the firm running the event, thereby facilitating relationship building between these two stakeholders (Close et al., 2006; Crowther, 2010; Nowak & Clarke, 2003). These interactions have been found to impact significantly on stakeholder experiences, attitudes, and future behaviour (Crowther, 2010). Nowak and Clarke (2003) highlight the importance of understanding consumers responses to CRM campaigns. This study indicates that through a cause-related event, the social partnership is able to gain a better understanding of their target audience, so they can deliver an improved event experience in future years.

While the literature has discussed the nature of events impacting on and enhancing organisational relationships with event attendees, the present study demonstrates that the cause-related event has impacted in a similar way on corporate and NFP partners. Interaction via the event enhanced the relationship between partners, and facilitated the co-creation of value by creating a platform that provides a highly collaborative experience.

The process involved in planning and implementing a cause-related event is relational, and therefore, in-line with stakeholder theory, as it allows for new knowledge development and relationship building between partners. The event enabled partners to build stronger more meaningful relationships with each other. By treating partners with mutual respect and trust and by focusing on reciprocity and mutually beneficial outcomes, partners upheld their responsibility to treat stakeholders (i.e., their partner) in a fair and ethical manner, which supports the normative perspective of stakeholder theory (Freeman, 1984; Jones & Wicks, 1999). Furthermore, the importance of establishing favourable relations and creating sufficient satisfaction for partners is aligned with the instrumental perspective of stakeholder theory, which emphasises the strategic value delivered to the partnership through the ethical management of stakeholders (Donaldson & Preston, 1995; Jones, 1995). Bhattacharya et al. (2009) assert that the quality of the firm's relationship with their stakeholders is influenced by the degree to which stakeholders derive benefits from activities. The case study findings demonstrate that the reciprocal benefits of social partnership collaboration through the cause-related event can form stronger bonds between partners.

Establishing emotional connections

Sharing personal experiences associated with the cause prompted emotional responses from partners and encouraged a focus on the cause, which was important for the achievement of partnership objectives. Managers' personal connection to the cause was an important contributing factor. This is also demonstrated in the literature, whereby emotional involvement from managers was found to help the partnership thrive (Berger et al., 2006).

Sharing personal experiences with the cause, and establishing an emotional connection amongst partners was facilitated by the experiential nature of the cause-related event. The literature also discusses how the experiential nature of events provides an opportunity for emotional engagement with stakeholders (Crowther, 2010; Wohlfel & Whelan, 2006). The case study findings provide additional insight, demonstrating that the emotional engagement present at a cause-related event can develop a stronger passion and motivation for the cause, as well as bring corporate and NFP partners closer together and deepen their relationship.

5.1.3 Theme 1 summary

The cross-case analysis results for Theme 1 demonstrates the importance for corporate and NFP firms within a social partnership to share intensive, rich, meaningful experiences with each other. Sharing these experiences through the cause-related event enhanced collaborative outcomes and created value for the social partnership. Value was delivered to the partnership by creating a sense of camaraderie and togetherness amongst partners, building mutual understanding between partners, and encouraging a core focus on the cause. These were important factors that successfully facilitated the achievement of social partnership objectives.

The case study findings extend social partnership literature, whereby sharing experiences can intensify the social partnership by building a deeper, more meaningful, highly integrated and highly committed relationship between partners. The findings also support existing studies regarding the importance of solidarity and understanding between partners, and having a genuine passion for the cause. Finally, the findings extend event marketing literature, whereby an event can provide a new context for organisational learning to occur between two firms collaborating and working together to implement the event.

Overall, cause-related events have proven to be a highly effective strategic marketing platform for promoting a more successful social partnership in terms of relationship building, organisational learning, and passion for the cause.

5.2 Theme 2: Shared risk and reward promotes a mutually beneficial partnership

5.2.1 How did shared risk and reward contribute to the achievement of social partnership objectives?

Involvement in the cause-related event assumed a relatively high risk due to its unpredictable, time-dependent, and large-scale nature. Partners were deeply invested in the event, having contributed a significant amount of time and resources towards planning and implementation. These factors contributed towards the riskiness of being involved in the event as a key partner and stakeholder. Partners shared the risk of any negative or unsatisfactory outcomes generated by an unsuccessful event, and the reward of any positive outcomes generated by a successful event. Therefore, partners were equally affected by the outcomes of a successful or unsuccessful event; any positive or negative outcomes for individual partners led to positive or negative outcomes for the partnership as a whole. Sharing these risks and rewards contributed to the achievement of social partnership objectives, and a more successful partnership by prompting partners to focus on the collective interests of the partnership.

5.2.1.1 A focus on the collective interests of the partnership

Shared risk and reward prompted partners to focus on furthering the collective interests of the partnership in order to minimise risks, and derive as many rewards from the event as possible. This focus was achieved through:

- Combining resources and efforts
- Furthering the interests and objectives of the partner
- Overcoming challenges and resolving conflict through joint problem solving

How these factors promoted a focus on the collective interests of the partnership, and its impact on the achievement of social partnership objectives is discussed next.

How did shared risk and reward promote a focus on furthering the collective interests of the partnership?

Partners combined resources and efforts in terms of communication, and core competencies such as knowledge, skills and expertise. Sharing risk and reward encouraged partners to work together and leverage pooled resources in order to further

collective interests and facilitate the achievement of partnership objectives. A wide-reaching and credible communication network was established by combining corporate and NFP stakeholder networks. Through these networks, messages were aligned and individual communication channels were combined to create a stronger impact as a whole. Partners were able to use the network to inform stakeholders about the event and the partnership, encourage event registration and participation, and communicate important awareness and educational messages about the cause:

We've got a real opportunity to spread the word for them ... we have two, three, four, maybe about five hundred artists and consultants working for us, so you touch all of them, and then their families and the people that they speak to on a daily basis (C1).

We can combine our effort in terms of marketing communication, different channels, different demographics, and promote the same message around be breast aware, get your mammogram, be healthy look after yourself (C1).



Figure 10: Combining social media communication efforts to encourage event registration (C1)



Figure 11: Combining online and print communication efforts to inform event participants (C2)

By combining communication efforts, partners maximised the collective reward of making a significant impact on target audiences in terms of generating awareness for the event, the cause, and the partnership. They also minimised negative stakeholder perceptions regarding the authenticity and credibility of the social partnership. The corporate partner was able to communicate their brand values, and demonstrate social responsibility in a more genuine way by leveraging their association with the event and the NFP's well-respected and trustworthy brand:

...achieving their objectives in terms of their brand, enabling people to experience their brand, which is the case here for Estée Lauder, brand and product credibility (C1).

If someone's doing their makeup and she [ELC representative] says, "Oh look I've registered for the Estée Lauder Companies Pink Star Walk, have you thought about doing it?" Or, "I'm getting fit for that." And you suddenly start a conversation, and it's wonderful and it's genuine (C1).

Through Movember, they can contact them in a genuine and authentic ways (C2).



Figure 12: Movember Twitter posts enhancing Gillette's credibility through open association (C2)

Partners also combined core competencies in terms of knowledge, skills and expertise. The corporate partner contributed commercial experience and expertise, such as engaging with audiences via social media, running competitions, implementing exciting 'experiences', and product knowledge. The NFP on the other hand contributed cause-related experience and expertise, such as running a large-scale cause-related event, fundraising, collaborating with corporate partners, and providing sponsors with a return on investment:

With their expertise on the Board and that's Monique, and while we can't put a dollar value on it, for us it's in-kind expertise that we certainly value (C1).

I think it gives a very nice flavour to the event, Estée Lauder is a very well-established brand, they're working very well, whatever they do, it's impeccable, that's the Estée Lauder level of quality, so I'm very happy to have a partner that knows what it's doing (C1).

Susan is very good, she really understands brands ... if you're giving \$X a year, you want to make sure you're getting value for that X or that somebody who is giving Y is not getting the same ... the Foundation's worked really hard on balancing the value that any of the sponsors receive (C1).

Gillette added a huge amount of value by delivering a boost to awareness with the above the line advertising and in store activity, but also provided remarkable experiences in the form of the barbershop in London (C2).



Figure 13: Corporate expertise running competitions and social media engagement (C2)

Combining these competencies maximised the reward of implementing a superior event and an enriched experience for stakeholders participating in the event. It enhanced strategic and operational planning, and reduced the risk of implementation errors, as partners could utilise each other's knowledge, skills, and expertise to make more informed decisions.

Another way in which partners established a focus on the collective interests of partnership, was by furthering the interests and objectives of their partner. A successful event was dependent on the achievement of both partners' objectives. Therefore, although partners were focussed on achieving their own objectives, they developed an additional focus on their partner, and thus the partnership as a whole. Throughout the event planning and implementation process, partners kept each other's interests at heart, and were continually on the lookout for ideas and opportunities that may benefit their partner:

They always look for any opportunity they can to partner with us ... If there is any opportunity for our name to be out there Susan is always on the phone, talking to us about different opportunities, and more often than not, we take advantage of them (C1).

They've come up with some ideas that we actually took on board, like the photo booth ... they came up with this idea that we'll put the photos on our Facebook page (C1).

We have a huge community around the world, 4 million registered Mo Bros, so these are traditionally quite hard to access, they're quite cynical, so through Movember, they can contact them... (C2).

It's only when it works for Gillette and it works for us... (C2).

This in turn, reduced the risk of partners engaging in opportunistic behaviour, as partners did not jeopardise the success of the event for individual benefit.

Finally, it was in both partners' interests that internal challenges and conflict did not interfere with the success (shared rewards) of the event. Partners focussed on finding solutions together when problems such as challenges or conflict arose:

We [the partnership] came up with something, a compromise that I think both parties were quite happy with (C1).

They didn't have a light, so they borrowed one of our pink lights, that was really good (C1).

The time-dependent, unpredictable and high-profile nature of the event amplified the importance for partners to work together in order to overcome challenges and resolve conflict. Firstly, the event took place over a relatively short period of time; therefore, it was critical that the implementation of the event ran smoothly. Any conflict or challenges that arose during this period were dealt with in a time-conscious manner, so they did not interfere with the success of the event. Secondly, as a large, high-profile event, the partnership was well exposed to the public eye, particularly due to the extensive media attention generated by the event. While this led to a positive outcome of increased awareness of the cause and the event, it also drew attention to the partnership. It was crucial that partners maintained a good relationship over the course of the event, in order to safeguard positive stakeholder attitudes and perceptions towards the partnership. As a result, there was a focus on ensuring that internal challenges or conflict did not enter the external environment and negatively influence stakeholders:

There can't be a conflict of interest along the way, so they're very careful with controlling that (C1).

We know what people can be like, they share on Facebook ... and suddenly it turns into a PR disaster for both parties (C1).

Through joint problem solving, partners promptly and rationally overcame challenges and resolved conflict.

In summary, the shared risks and rewards associated with the cause-related event prompted an intense focus on furthering the collective interests of the partnership, in order to minimise risks and maximise rewards (positive collaborative outcomes). This was achieved by combining communication channels and aligning messages; pooling

commercial and NFP knowledge, skills, and expertise; recognising opportunities for the partner; and jointly responding to challenges and conflict in a timely and rational manner. The following discusses why a focus on furthering the collective interests of the partnership was an important factor for the achievement objectives.

Why was a focus on furthering the collective interests of the partnership important for the achievement of objectives?

A focus on furthering the collective interests of the partnership facilitated the achievement of partnership objectives by establishing a collective strength, facilitating mutually beneficial, 'win-win' collaborative outcomes, promoting relationship development and long-term commitment, reducing power and control conflict, and enhancing transparency between partners.

The partnership established a collective strength; the whole was greater than the sum of its parts. Partners were able to access resources contributed by their partner, and leverage the combined strength of the partnership's resources and effort to achieve social partnership objectives, and generate greater value (rewards) than would have otherwise been possible:

It was absolutely amazing, to have a captive audience of 3,000 for me to speak to for five minutes I thought was far more powerful than four ads in magazines which people just flick through and don't even register with, because to be honest, four single page ads is not going to get you very much traction at all (C1).

Two brands can often be stronger than one (C2).

Movember's partnership with Gillette has enabled mainstream advertising visibility and a huge reach which would have otherwise been unable to achieve (C2).

Each partner received value in return for the resources they provided, which facilitated mutually beneficial, 'win-win' collaborative outcomes:

...they want to leverage that through the marketing channel, I've got no problem with that, I'm saying that's great we need your funds, we need you to leverage your messages as well, we need to talk to your people, absolutely ... it has to be a win-win initiative, I certainly don't believe that it should be just a one-way relationship. We're talking to women all year around that very specific demographic is advantageous... (C1).

They had created a cult charity brand with a strong following of a young, trendy moustache-sporting guys. We had the ProGlide Styler which was the perfect product for

grooming moustaches and the promise of mutually beneficial marketing investment (C2).

It was important for partners to work together to promptly resolve challenges and conflict so it did not have a sustained impact on collaborative outcomes and hinder the achievement of objectives. By meeting objectives, partners felt that they had gained a competitive advantage by establishing a stronger position in the marketplace relative to competitors not engaging in cause-related events:

If it means when a lady's standing at a counter and she's looking at a Lancôme lipstick or she's looking at a Lauder lipstick and she thinks, Pink Star Walk, I'll buy the Lauder lipstick, then I'm really, really happy, if you want to put a commercial spin on it (C1).

I do believe it works both ways. And I just thought, as you do when you've a business and I think about the competition and I just thought, I'm really pleased that we have sponsored this walk, I think the fit is absolutely perfect for us, and I think we want to look at it commercially and get a lot of mileage from it in the marketplace over time (C1).

A focus on furthering the collective interests of the partnership also promoted relationship development and commitment between partners. Partners were driven to deliver their best efforts, in order to gain the best possible outcomes for the partnership:

I'm certainly keen to keep them happy ... I want to make sure that we deliver on that, we say we'll provide this, we have to deliver (C1).

Those win-wins create those long-term relationships, where everyone is happy (C1).

Partners were more likely to deal with conflict without compromising their relationship with each other. A clear advancement in the relationship was evident, beyond the superficial notion of an 'us and them' sponsorship arrangement, towards a notion of 'we', where value was perceived as being contained within the social partnership as a whole.

A focus on the collective interests of the partnership also moderated the risk of any disruptive power and control conflicts within the partnership, towards a more even balance so that neither partner dominated the relationship.

Finally, a focus on furthering the collective interests of the partnership encouraged openness and transparency amongst partners:

I mentioned that transparency before, so you know, really understanding what they're focussing on, what their direction is (C1).

We insist on transparency and accountability... (C2).

This impacted positively on the achievement of objectives, as partners were more willing to share their resources, knowledge, and expertise to give the partnership the best chance to create mutually beneficial, 'win-win' collaborative outcomes.

5.2.2 Literature

Theme 2 discussed how sharing risk and reward through a cause-related event contributes to the achievement of social partnership objectives and a more successful partnership. It is evident from this discussion that the risk and reward shared by partners is an important motivator for mutually beneficial collaboration.

The literature has discussed the value that social partnership formation can bring to corporate and NFP partners, and how firms are driven to collaborate with each other and combine their resources in order to achieve strategic objectives, generate value, and minimise weaknesses. The literature also highlighted events as an effective platform for delivering value to an individual firm implementing an event. This study highlighted events as an effective platform for enabling two firms to collaborate, and leverage the collective strength of their combined resources and efforts to further the interests of the partnership as a whole, and achieve mutually beneficial outcomes. The following section discusses existing literature in relation to the findings from Theme 2.

Collaborating for mutual benefit

Existing research on strategic collaboration emphasises the acquisition and sharing of resources, knowledge, skills and expertise as a key motivator for partnership formation (Barringer & Harrison, 2000; Berger et al., 2004). This has been proven to generate value for the firm through reduced uncertainty and risk, an opportunity to leverage the collective strength of partners' combined resources, and an enhanced competitive position in the marketplace (Austin, 2000; Barringer & Harrison, 2000; Berger et al., 2004; Guo & Acar, 2005). The case findings support the view that individual partners are motivated to collaborate in order to access additional resources, thereby gaining a collective strength and competitive advantage. The present study suggests that shared risk and reward is also an important factor that motivates partners to work together and focus more readily on the collective interests of the partnership. Partners are more willing and open to sharing resources and exerting effort into driving mutually beneficial outcomes as a result. Furthermore, shared risk and reward compels an action-based response from partners, whereby considerable effort is actively contributed as well as resources. Traditional CRM initiatives in comparison typically do not require such a

significant or holistic contribution of resources and effort by partners. Overall, this study indicates that collaboration on a cause-related event encourages a greater focus on mutual rather than individual benefit.

The private interest of each partner is a major source of inter-partner conflict, as partners may act opportunistically to further their own agenda (Das & Teng, 2003). The partnership will not be compatible if either party prioritises their needs and objectives before the partnerships' collective needs and objectives (Das & Teng, 2003; Hardy & Phillips, 1998). Opportunistic behaviour undermines and jeopardises the partnership, and limits its potential as key resources may not be fully understood or utilised (Berger et al., 2004). By establishing a focus on furthering the collective interests of the partnership, partners reduced inter-partner conflict as their interests were well aligned. They also equalised power and control factors, which will be discussed shortly. This supports Bryson, Crosby and Stone's (2006) proposition that social partnerships are more likely to succeed when partners use their resources and tactics to equalise power and manage conflict effectively.

The case study findings indicate that shared risk and reward can make a significant positive impact on collaborative outcomes by encouraging partners to further the interests of their partner. Austin (2000) discusses value balance as a dimension of the 'collaboration value construct', where a balanced exchange of value facilitates a stronger, more sustainable partnership. Case studies of corporate and NFP collaboration in Austin's study appeared to achieve this balance when partners actively sought ways to advance the other's agenda, which was made possible by gaining a deep understanding of the other's nature. As discussed in Theme 1, partners developed a deep understanding of each other's nature through sharing experiences through the cause-related event. This gave partners the knowledge required to seek out opportunities for their partner. Theme 2 reveals that shared risk and reward also motivated a balanced exchange of value, which provides additional insights into the value balance dimension.

Finally, prior research has highlighted the strategic importance of holistically integrating social partnership activities into the firm to enhance relationships, foster commitment and establish a united front (Berger et al., 2004, 2006; Nowak & Clarke, 2003). Implementation of social partnership activities requires effort on the part of all stakeholders involved, "to believe in the cause, be well-informed, and committed to doing what it takes to make the campaign a success" (Nowak & Clarke, 2003, p. 147). Similarly, the case findings highlight the importance for the meaning behind the cause-

related event, and its associated activities to be holistically integrated into each partner's firm. This encompassed various corporate and NFP stakeholders being involved at different levels. The event also strengthened an internal organisational culture of social responsibility. This created a united front, and contributed towards the success of the social partnership and the event.

Sustaining a competitive advantage

Case study findings demonstrated that partners felt as though they had achieved a competitive advantage in the marketplace. Therefore, cause-related events can be considered a valuable complement to a differentiation strategy for corporate and NFP firms alike. The resource-based view (RBV) of the firm (Barney, 1991; Eisenhardt & Schoonhoven, 1996; Wernerfelt, 1984) can be used to evaluate the strategic and competitive potential of cause-related events. The findings from this study show that cause-related events facilitate the sharing and leveraging of combined resources that can lead to a sustained competitive advantage. Therefore, the RBV can be further extended to social partnerships within the context of a cause-related event. It can provide a structure for determining the strategic value of cause-related events, as partners essentially used the event to gain access to the other firms' valuable resources. Both partners faced strong competition in the market for recognition, market share, target audience's attention, consumer preferences (corporate), and donations of funds, volunteering time, and target audience's attention (NFP). Partners combined valuable resources, and utilised the event to leverage the resources.

The event was essentially a rare, inimitable and non-substitutable platform controlled by the partnership which enabled them to share costs and risks, thereby establishing a competitive advantage. This competitive advantage will strengthen over time, as the event is implemented continually on an annual basis, and the partners' association with the event becomes more well-known to stakeholders. Furthermore, by supporting a cause or NFP over a long period of time, it can become part of the firm's identity, and create more favourable stakeholder attitudes and long-term success (Austin, 2000; Berger et al., 2004; Sagawa & Segal, 2000). This can also be applied to the long-term support of a cause-related event.

Measuring value and setting clear expectations

The findings from this study highlight the cause-related event as an effective platform for delivering mutually beneficial, 'win-win' collaborative outcomes to partners. Partners emphasised the importance of adopting a 'win-win' approach to social partnership collaboration, which has also been discussed in the literature (Austin, 2000;

Bhattacharya et al., 2009; Sagawa & Segal, 2000). Previous CSR and CRM research consider the difficulty faced by firms in measuring the intangible value received for their socially responsible efforts, particularly in terms of financial performance (Carroll, 2000; McWilliams & Siegel, 2011; Turker, 2009). The importance of measuring this value or 'return on investment' is critical for social partnerships, in order to determine whether the partnership is in fact truly mutually beneficial ('win-win'), and partners are satisfied with the level of value they are receiving in return for the resources they contributed. The present study indicates that cause-related events enable partners to more easily identify and measure the value partners give and receive, and thus whether the collaboration is indeed mutually beneficial.

Berger et al. (2004) stresses the importance of setting clear, measurable objectives from the outset of the partnership, in order to reduce any misunderstanding of partner expectations and requests. Similarly Nowak and Clarke (2003) highlight the importance of clearly outlining each partner's responsibilities. Berger et al. (2004) also discuss how a misallocation of costs and benefits to each partner can be problematic, and thus a fair and clear distribution of these factors is necessary for the partnership to be successful. In comparison to other types of CRM, such as in-kind donations, or sales-based initiatives, cause-related events enable partners to more accurately estimate the value that each partner will receive by itemising and quantifying the value in a contractual agreement. Value can be assigned to certain aspects of the event, such as exposure to a live audience of 'x' people, 'x' hours of expertise from corporate staff, 'x' hours of staff volunteering, 'x' number of stakeholder reach, 'x' funds donated, 'x' product donated. Therefore, from the outset, costs and benefits are clear to each partner; they can see exactly what they are expected to contribute and what they can be expected to receive in return. Furthermore, by doing so, partners are able to establish clear measures of success and failure with which to evaluate collaborative outcomes.

Mutual dependence

Interdependency is outlined in the literature as a key partnership condition. The need for another firm's resources creates a sense of dependence (Das & Teng, 2002b). In the present study, by combining resources and efforts to reduce risk and maximise rewards associated with the cause-related event, it was evident that partners became interdependent. Interdependence requires partners to relinquish some control and autonomy to gain the benefits of collaboration (Gray & Wood, 1991; Guo & Acar, 2005). Medcof (2001) suggests that firms often seek to maximise their power by increasing the dependency of their partner, whilst minimising their dependence on their

partner, thereby preserving their autonomy. If dependencies are disproportionate however, it can result in tension, and unrealistic expectations and requests, which can hinder successful collaborative outcomes (Berger et al., 2004).

Therefore, it is suggested that firms pursue mutual dependence; a balance between resource dependence and autonomy (Das & Teng, 2002b; Gray & Wood, 1991; Liu & Ko, 2011), and ensure equal possession of power with shared decision-making (Saxton, 1997). This balance is seen to be conducive to a more successful partnership. The present study supports this view. The risk and reward shared between partners encouraged a focus on the collective interests of the partnership. As a result, partners were more likely to focus on the partnership's interests as a whole, rather than individual interests, and thus were less likely to try and dominate the relationship. In doing so, partners appeared to readily foster mutual dependence, so each partner had just as much power and control as the other. Furthermore, in relation to Theme 1, developing a greater mutual understanding between partners also added to this balance, as partners were more aware of and respectful of the contribution their partner was making.

Berger et al. (2004) and Gourville and Rangan (2004) established that NFP partners were often undervalued for their resource contribution and underestimated for their strengths. Furthermore, the NFP partner is often seen to be the weaker partner due to limited resources and tighter constraints (Berger et al., 2004). In this study however, the NFP partners appeared to be in a relatively strong position, primarily because they were both highly credible and well-established and respected NFP organisations, but also because they maintained ownership of the event, and thus had greater power and control over the event, and were the ultimate decision-makers and 'rule-setters'. Furthermore, in previous research, the credibility of the NFP partner has been found to be a key factor contributing to increased power and control for the NFP partner (Andreasen, 1996; Berger et al., 2004; Nowak & Clarke, 2003). The findings from this study provide additional insights, indicating that the ownership of the event gave the NFP partner an additional element of control. This crafted a more even balance of power and control in the relationship which strengthened the partnership.

Flexibility vs. embeddedness

An even balance of power and control has been found to increase flexibility of the partnership as a whole (Andreasen, 1996; Berger et al., 2004), however the time-dependent, short-term and fast-paced nature of the event appeared to reduce the flexibility of the partnership, and strict contractual agreements were established at the

outset of the event. Previous research has highlighted the importance of flexibility within a social partnership, due to unpredictable changes in the external environment (Das & Teng, 1997), or as initial requests, positions, and preferences of partners may change as partners learn, grow and gain experience with each other (Berger et al., 2004).

The need for flexibility is particularly important when dealing with events due to their unpredictable nature. Das and Teng (1997) consider a trade-off between the level of flexibility afforded to partners, and the degree of embeddedness within the partnership. Both factors serve as key benefits to the success and sustainability of the social partnership. A high level of embeddedness results in increased internal stability via aligned partner interests, reciprocity, and reduced opportunistic behaviour; whereas a high level of flexibility results in increased external stability and greater management of uncertainties and response to unpredictable changes (Das & Teng, 1997). A high level of flexibility however, reduces the degree of embeddedness, and vice versa. In the present study, shared risk and reward promoted a high level of embeddedness within the partnership, as partners were focussed on furthering the collective interests of the partnership. It is evident that successful implementation of a cause-related event requires both a high level of flexibility and partner embeddedness within the social partnership. Therefore, a future focus on flexible contractual agreements may be beneficial for social partnerships seeking to implement a cause-related event.

Managing reputational risk

Enhancing credibility and reputation and creating positive stakeholder brand perceptions is a key objective for corporate engagement in CRM initiatives (Andreasen, 1996; Broderick et al., 2003) and event marketing (Daniel et al., 2008; Sneath et al., 2005). By collaborating with a corporate, NFPs are potentially vulnerable to reputational risk (Andreasen, 1996; Austin, 2000; Nowak & Clarke, 2003). Austin (2000) discusses the potential for reputational risk to arise from CRM initiatives in cases where a deeper relationship between partners is present, as partners are more exposed to the impact of each other's actions. The cases examined in this study indicated a high level of integration and understanding between partners, which fostered a deep relationship. While this contributed towards the possibility for reputational risk, the high-profile nature of the event further exposed the partnership to public scrutiny through the media.

Austin's (2000) findings also indicated that the depth and strategic importance of a partnership helped to manage reputational risk more effectively, and overcome internal

challenges that impacted on external stakeholders' perceptions of the partnership. The present study reflects similar results, whereby the willingness to maintain good relations, and the importance partners placed on furthering the collective interests of the partnership promoted a focus on overcoming internal challenges and conflict in order to avoid reputational risk. These findings provide additional insights regarding the management of reputational risk within the context of a cause-related event.

5.2.3 Theme 2 summary

The cross-case analysis results for Theme 2 highlights shared risk and reward as a powerful driver and motivator of teamwork and mutually beneficial collaboration between corporate and NFP firms within a social partnership. The risk and reward shared by partners through the cause-related event enhanced collaborative outcomes and created value for the social partnership. Value was delivered to the partnership by encouraging a focus on furthering the partnership's collective interests in order to minimise risks and derive as many rewards as possible. This focus entailed combining resources and efforts, furthering the interests and objectives of 'the other', and overcoming challenges and resolving conflict through joint problem-solving. These were important factors that successfully facilitated the achievement of social partnership objectives.

The case study findings support existing literature regarding the strategic importance of combining resources, acting in the collective interests of the partnership, and resolving conflict. The findings extend social partnership literature, providing additional insights, whereby sharing the unpredictable and time-dependent risks and rewards associated with a cause-related event encourages a more critical focus on working together with their partner, maintaining an even balance of power and control, remaining flexible, and resolving conflict. The findings also extend event marketing literature, and the RBV, whereby an event can facilitate the sharing and leveraging of the combined resources from two firms, that can lead to a sustained competitive advantage. Furthermore, the findings suggest that cause-related events enable firms to more easily identify and measure the value contributed and received by partners.

Overall, cause-related events have proven to be a highly effective strategic marketing platform for promoting a more successful social partnership in terms of collaborating for mutual benefit, and being able to quantify and measure mutual benefit.

5.3 Theme 3: Tangible and transparent elements enhance the quality and legitimacy of the partnership and collaborative outcomes

5.3.1 How did tangible and transparent elements contribute to the achievement of social partnership objectives?

Tangible and transparent elements were present at the cause-related event. Events are interactive and experiential by nature, and the events examined in this particular study were also high-profile and large in scale. The event presented a visible and tangible demonstration of partners' behaviour and nature, as well as a clear reflection of the type of relationship that partners had with each other. These tangible and transparent elements were associated with the achievement of objectives, and contributed towards a more successful partnership. They encouraged specific partner selection criteria, and attention to detail. These factors and their impact on the achievement of social partnership objectives are discussed next.

5.3.1.1 Specific partner selection criteria

The partnership was in the limelight in their exposure to stakeholders. The high-profile event received considerable media attention and reached a large number of stakeholders. Partners were also directly interacting with their target audiences, who were experiencing the firms' brands through the event. These tangible and transparent elements encouraged both partners to be very selective when agreeing to collaborate on the event. Specific selection criteria for partners was encouraged by:

- The need for a good fit in terms of values, target audience, and resources
- The need for strong commitment and a passion for the cause

The manner in which these factors encouraged partners to be specific in their selection of partners, and its importance to the achievement of objectives is discussed next.

How did tangible and transparent elements encourage specific partner selection criteria?

A good fit between partners was critical to the success of the event and the partnership. As a highly visible event, it was important that partners were well aligned in terms of values, target audience, and resources. Therefore, during the planning process, the NFP partner had to establish certain selection criteria for partners they might collaborate with. Potential partners needed to demonstrate a good fit in terms of their values, social mission, image, target audience, and resources. Although the NFP partner was the 'owner' of the event, the corporate partner also had certain selection

criteria to abide by when agreeing to collaborate with a NFP. Partners emphasised the importance of having a good fit on various levels with their partner, with a particular focus on the fit not appearing 'disjointed' or 'forced':

The fit has to be right ... the values have got to be aligned, that's critically important. The trust, the respect, our focus is on people, their focus is on people. That would be my overriding, most important factor. This is our name out there and you really want to protect the equity in your name, it's taken us, 46 or however many years to build it up, so you want to make sure that the alignment is strong, and that our customers actually understand the alignment, so that it doesn't feel disjointed in people's mind, so that Breast Cancer Foundation and Estée Lauder Companies sit very comfortably together when you hear, speak about it, that there's no discord there (C1).

We talk about having the perfect fit, and there's a few different things that come into that, making sure that the non-profit and the brand have a good synergy, so it doesn't feel like it's a forced fit (C2).

We keep core to those things that we're looking for in who we work with, brands that relate well to our audience... (C2).

As a 'cause-related' event, the NFP partner placed high importance on their partner having a strong commitment and passion for the cause. Due to the transparent nature of the event it was very easy for stakeholders to see how firms were making a contribution to the cause. Partners needed to demonstrate to stakeholders that they were genuine and actively involved, rather than passively making donations. Therefore, when selecting a partner for the event, a demonstrated passion and commitment for the cause was a key criteria:

They [ELC] basically started that Breast Cancer Awareness Month in New Zealand 19 years ago. And as a result the Foundation was created 19 years ago. It has been evolving since then but is still on board 19 years later, and they have that commitment to fight breast cancer and really help us with research (C1).

I very much believe they actually genuinely as a company want to make a difference, why? Because they are run by people, and people want to make a difference (C1).

We seek partners who have a desire to support Movember and men's health. Partners are chosen for their fit and relevance to the Movember brand, their passion for the cause and appeal to the Movember target audience (C2).

We managed to convince Movember of our shared brand values and our commitment to getting behind their great cause (C2).

Throughout the event implementation process, corporate and NFP partners demonstrated an active passion and dedication to the cause and the people:

...that's what you'd expect from a business as opposed to, oh you do it and we want return on investment but we're actually not going to contribute, they're actually, no, we're coming with some ideas (C1).

I personally felt the passion from their team ... the general manager of ELC in New Zealand is a very committed person to the Foundation... (C1).

We are actively involved, it's not just a case of handing over the money ... we're very much secondary in the scheme of things, our name is up there, but it's all about those people ... putting them at the centre (C1).

Corporate partners could be seen making a clear and tangible contribution to the cause. Through the cause-related event, CSR values and effort were put on show; stakeholders could observe a true reflection of the corporate partner's commitment to the cause, and their outlook and approach to CSR:

It was just a really nice feel about it. They sort of decided that they didn't actually wanna sell product, that wasn't the point of what that was all about, so it was purely just have a presence, have this enjoyable kind of community level connection, which I think they found they really had (C1).

It wasn't an opportunity to sell product ... we just thought it wasn't appropriate, and we decided that actually that wasn't what it was all about. It was fine to have the product for people to look at, where we make a donation, so we had the product that we sold on display ... we weren't there to sell, we weren't there to do makeovers, we didn't think that's why people were there. Our number one overriding reason for being was to raise funds for the Foundation (C1).

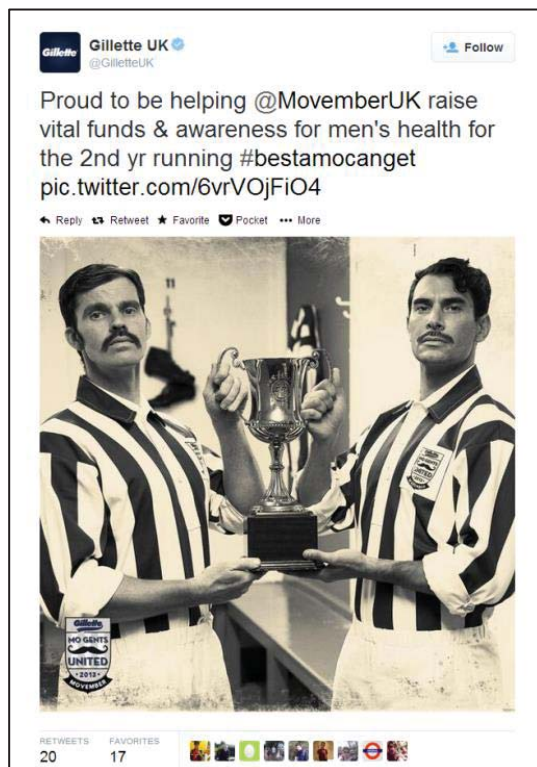


Figure 14: Twitter post demonstrating Gillette's CSR values and commitment (C2)

In summary, the tangible and transparent elements of the cause-related event encouraged partners to establish specific partner selection criteria, including alignment in terms of values, image, target audience, and resources, and a strong commitment and passion for the cause. This criteria was driven by the need for partners to demonstrate to stakeholders that the partnership was a good fit, and that the partnership was genuine. The following discusses why specific selection criteria for partners was an important factor for the achievement of social partnership objectives.

Why was specific partner selection criteria important for the achievement of objectives?

Having specific selection criteria for partners was key to successful collaborative outcomes and the achievement of partnership objectives. Specific selection criteria for partners facilitated the achievement of partnership objectives by ensuring that the partners were of high calibre, and an ideal fit to the partnership and the event, with complementary values, image, target audiences, and resources; and that they genuinely cared about the cause and thus were willing to actively make contributions and get involved in the event.

Specific selection criteria ensured that the best possible partner was selected for collaboration on the cause-related event. The partners selected were of high calibre, with values and resources that complemented the partnership and the event. They

were also more compatible with each other, which enabled partners to work together more effectively with reduced conflict. A good target audience fit was important so that partners were able to use each other's network to communicate important messages about the cause, the event, the brands, and the partnership:

If fits very comfortably, our company's success is because of women and as much as we create beautiful quality products for women, we also want to think that we can help women have beautiful longer lives. So there's a really, it's a very nice synergy, we are a company that was founded by women, it's women that have made us successful, it's appropriate that we are doing something that supports women (C1).

The ability to cross over a brand into new markets and attain instant credibility is very important to the success of Movember, especially in light of the fact that the campaign has a relatively short time in the limelight each year (C2).

An alignment of values was also an important factor. Aligned values enhanced collaboration between partners, as they both believed in the same thing. It also clearly demonstrated to stakeholders the things that are important to them, such as quality, excellence, social responsibility, innovation, family, fun, positive energy, and excitement. Through the event, partners could clearly demonstrate and communicate their values and image to their stakeholders, and thereby create favourable stakeholder impressions and enhance their reputation and credibility:

We are a prestige cosmetic company, and it's got to be reflected in everything we do, so it is important to us that the charity we align with sits very comfortably with our values. And I think that the Breast Cancer Foundation does that, so not only it's the cause, it's the credibility of the organisation, it's how well it's run, it's the whole professionalism of it, there is a very strong alignment there (C1).



Figure 15: Demonstrating values of family, and an image of fun and togetherness (C1)

We tend to look for the same kinds of things in partners, we tend to work with a similar kind of person as it were... (C2).

Movember events are important vehicles for delivering a Movember experience to the community. By design, they are always fun events that engage, educate and excite those taking part (C2).

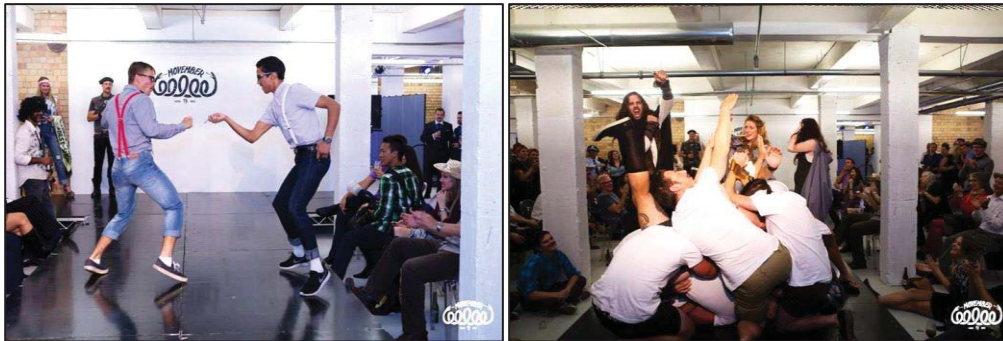


Figure 16: Demonstrating values of fun and a sense of excitement (C2)

By demonstrating and communicating their shared values and image, the partnership was able to pass this onto the event, as event participants and other stakeholders established certain attitudes and perceptions towards the event. As a result, the event established its own unique image, which set it apart from other charitable events, thereby creating a competitive advantage.

In terms of resources, partners could combine their strengths and utilise resources to their advantage. Corporate partners provided critical resources, including product donations for prizes and giveaways, and staff volunteers who were tangibly present at the event. The products and experiences provided by the corporate partner were a good match for the event; they appealed well to their target audiences and event participants, thereby enhancing their event experience:

We always need beautiful products that will make those women look beautiful. So the product in-kind is an important component for us, and certainly the Estée Lauder Companies brand is a high valued brand and everyone wants a nice lipstick, eyeshadow, we all want a nice piece of makeup (C1).

Every man has to shave more than they normally would during the month, so it's a good fit for Gillette as well. These guys need razors during the month, and Gillette has developed a product, the ProGlide Styler which suited the campaign as well, it's all about facial, it's all about kind of owning your own style, it felt like a good fit (C2).

The provision of tangible products and service of staff from corporate partners to the event, enabled their target audience (event participants) to directly experience their brand, and so they could communicate their brand values such as superior quality, product innovation, and exceptional service. Furthermore, by doing so, stakeholders

might associate the product with the charitable event and charitable cause for future purchases:



Figure 17: Experiencing ELC's brand values in ELC's tent at the Pink Star Walk (C1)



Figure 18: Experiencing Gillette's brand values at the Mo Gents United Clubhouse (C2)

This enabled the corporate partner to build positive impressions on their target audience by demonstrating a genuine care for the cause, active and tangible contribution to the event, and commitment to the partnership.

Due to the transparency of the event however, the NFP partner emphasised the importance that the event did not lose its appeal as a community event and be perceived as too commercial by stakeholders:

New Zealanders have become marketing savvy, they understand that a business will benefit from an association and a partnership with a charity if something they feel for becomes too commercial they don't like it, they don't buy into it anymore, and actually some of them become cynical. So it's really in that regards, it has to remain in the look and feel of a community event... (C1).

We need to be careful because you don't want to make it too commercial, you want to keep what's very special about it (C1).

Partner activations include supporting and complementing the campaign rather than 'owning' it (C2).

It was important that the corporate partner did not overshadow the event, as the NFP believed that donors would lose interest and be reluctant to provide support. A focus on the cause was critical for the mutual benefit of partners.

5.3.1.2 Attention to detail

The cause-related event was highly interactive and experiential, equipped with rich, sensory elements that enabled event attendees to directly experience partners' brand and value proposition. These tangible elements encouraged partners to pay close attention to detail in order to deliver an exceptional event experience to stakeholders. Partners paid close attention to detail by:

- Customising the event to individual attendees' needs and providing differential experiences
- Expecting and encouraging high quality from each other

The manner in which these factors encouraged partners to pay attention to detail, and its importance to the achievement of objectives are discussed next.

How did tangible and transparent elements promote attention to detail?

The tangible aspects of the event could be easily moulded and customised. This enabled partners to provide differential experiences to suit stakeholders' individual needs. Although the event was a mass participation event, and thus difficult to accommodate and cater to different participants, the event was designed in such a way that it provided a unique experience for everybody. The event appealed to a wide range of stakeholders, and various stakeholders were able to participate and be involved in the event in different ways:

I really like the fact that you can involve members of your family, there were lots of children walking as well, dogs as well, pink dogs ... it is an activity that can involve whole members of families, because it's whole members of families that are touched by this ... I do like the fact that we are involving everybody it's not just, we're not just involving women or we're just not involving women who have actually had breast cancer, we're thinking breast cancer touches everybody (C1).

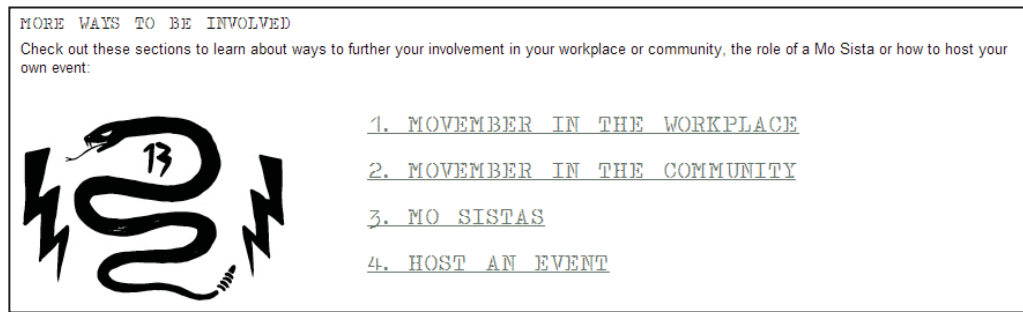


Figure 19: Different ways for various stakeholders to get involved in Movember (C2)

The event design and delivery also catered to the various reasons event participants might have decided to be involved in the event, whether it was to commemorate a loved one, celebrate, or have fun with a group of friends:

This is a chance for people to get out, people get out for a whole host of reasons ... so I think because it covers a whole host of reasons for people, I think that's really special (C1).

We've given the 5K, 10K option, to allow families to come and children ... but the 10K option is a distance that some people may want to challenge themselves with (C1).

It's absolutely critical and that you keep at the centre of your mind who is your customer, and our customer was all those people who were walking. So what you've got to do is make it as easy, as pleasurable, as fun, whatever you do needs to be centred around that "customer" (C1).

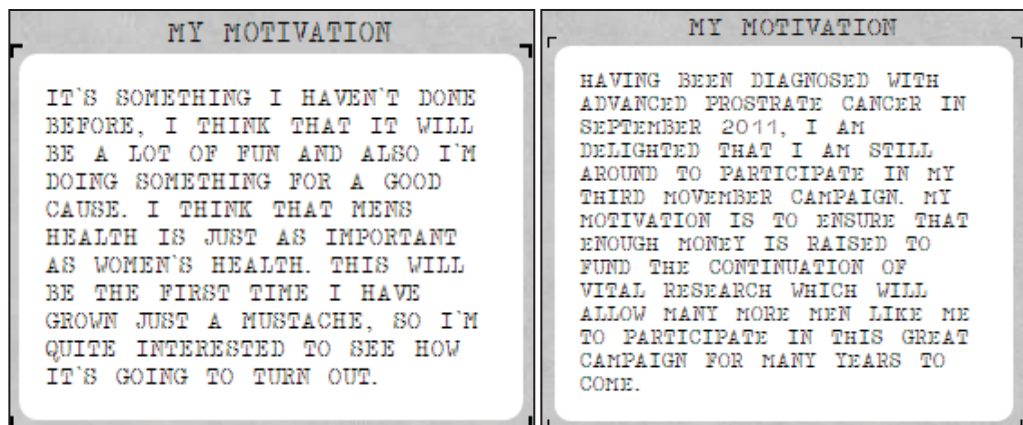


Figure 20: Movember participants' personal motivations for being involved (C2)

Partners also paid attention to detail by having high expectations of their partner. As a high-profile, large-scale event, involving some well-established, sophisticated and highly credible corporate and NFP brands, quality and excellence were one of their core values. Therefore, while partners maintained standards of excellence for themselves, they also expected and pushed for a high level of quality from each other, encouraging them to strive for excellence in all aspects of the event:

They've got high expectations when it comes to delivering and so do we. So in that regard, there's a real alignment that whatever they do, they are top professionals, top notch, and we like to think we're raising that bar as well, we playing the same level, high expectations from a brand point-of-view (C1).

I saw that all the staff on the stand were looking really gorgeous, they had all their makeup done, everyone was just immaculate... (C1).



Figure 21: Gillette's Movember experience is the 'best'

In summary, the tangible and transparent elements of the cause-related event encouraged partners to pay attention to detail in various ways: partners were able to customise the event experience for stakeholders to suit their individual needs, and pushed for a high level of quality and excellence from themselves and from their partner. The following section discusses why paying attention to detail is an important factor for the achievement of social partnership objectives.

Why was paying attention to detail important for the achievement of objectives?

Paying close attention to detail was key to successful collaborative outcomes and the achievement of partnership objectives. Paying attention to detail facilitated the achievement of partnership objectives by delivering an exceptional event experience to participants, promoting a higher quality of collaboration and enhancing the relationship between partners, and promoting a focus on continual improvement.

Paying close attention to detail ensured that partners did not compromise on quality. They maintained high standards in order to deliver the best value to stakeholders. A focus on people was a core part of their social responsibility, and drove them to deliver the best experience possible to the event participants. Meeting their target audiences' needs and delivering an exceptional event experience was particularly important due to the sensitive nature of the cause—they wanted to demonstrate an ethic of care for all stakeholders. As a result, customising the event experience and catering to individual

participants' needs made a more meaningful and lasting impact on stakeholders, and evoked more favourable attitudes and perceptions towards partners and the event:

Thank you for putting on the event. It was so uplifting, having had breast cancer, to see there's so much support and interest by so many people ... thank you to all the people who made this possible (C1).

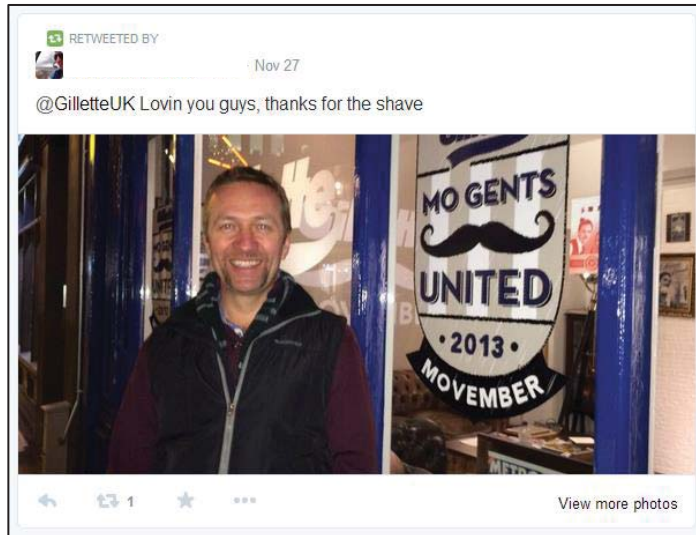


Figure 22: Positive attitudes from a Movember participant at the Mo Gents United Clubhouse (C2)

The positive response from stakeholders was both humbling and motivating for partners. As discussed in Theme 1, the success of the event brought partners closer together. A focus on quality also enhanced the relationship between partners by bringing out the best in each other. Attention to detail promoted a higher quality of collaboration. As a result, partners were proud of their high quality work, and developed a sense of pride for their partner and the valuable contribution that they make to the partnership:

With Estée Lauder and because they strive to be such a success and everything is so immaculate, that I associate with them the ability to make women feel good about themselves (C1).

We are incredibly proud of the partnership and the support provided by the Gillette team (C2).

Attention to detail also encouraged a focus on continual improvement. With core values of superior quality and excellence, partners always wanted to improve on implementation and do better next year. Post-evaluation of the event revealed strategic and tactical improvements concerning both partners to make for future implementation.

5.3.2 Literature

Theme 3 discussed how tangible and transparent elements of a cause-related event contribute to the achievement of social partnership objectives, and a more successful partnership. It is evident from the discussion that the tangible and transparent nature of the event can enhance the quality and legitimacy of the partnership and collaborative outcomes.

The literature discusses various factors contributing towards successful collaborative outcomes for social partnerships, and having a good fit is critical. Furthermore, event marketing literature highlights the targeted, customisable and experiential nature of events as a key factor contributing to their success as a communications platform, and ability to deliver a valuable experience to stakeholders. The following section discusses existing literature with regards to the findings of Theme 3.

Striving for an ideal fit

The importance of compatibility between partners is highlighted in the literature as a key success factor contributing towards mutually beneficial outcomes and the achievement of partnership objectives. The literature defines a good strategic fit as one that is complementary, and fosters synergy between partners (Austin, 2000; Berger et al., 2004; Gupta & Pirsch, 2006; Pracejus & Olsen, 2004). The case findings support this view; partners were aligned well on various levels, particularly in terms of values, resources, and target audience, which played a key role in enhancing strategic collaborative outcomes.

The findings indicate that a strong fit is particularly important in the context of a cause-related event, as the event's high-profile and transparent nature exposed the partnership to potential criticism from stakeholders. The nature and fit of the partnership was clearly reflected in various aspects of event activities. As a result, partners maintained specific selection criteria for partners and strived for the best fit possible.

The event is a reflection of the partnership

The cause-related event showed a true reflection of the partnership. The event enabled the partnership to visibly and tangibly demonstrate their nature and fit to stakeholders. Recent marketing literature has discussed how the marketing communication landscape is changing towards more targeted, interactive and experiential communication methods, as traditional, one-way communication vehicles become increasingly ineffective (Ballantyne & Varey, 2006; Grönroos, 2004; Morsing & Schultz,

2006). The interactive and experiential characteristics of events and their strength as a communications platform has been well-established in event marketing literature (Close et al., 2006; Crowther, 2010, 2011). The tangible nature of events enable attendees to actively experience and engage with a firm's brand, and aspects of their value proposition (Crowther, 2011; Wohlfeil & Whelan, 2005). The case study findings extend these views to social partnerships, where a cause-related event can be seen as an ideal communications platform for corporate and NFP partners to display their aligned values, culture, social mission, and social responsibility to stakeholders.

Part of the importance of displaying a good fit is demonstrating that the partnership is authentic and genuine. Through the cause-related event, partners were able to make a visible and tangible demonstration of their passion and commitment to the cause, thereby enhancing their legitimacy within society. This was further justified by communicating a strong alignment in terms of their values and social responsibility. Previous research has theorised that mismatched partners can create scepticism amongst stakeholders regarding the credibility of the partnership, particularly the corporate partners' agenda for engaging in CSR (Gupta & Pirsch, 2006; McWilliams & Siegel, 2011). It also has the potential to create negative perceptions and attitudes towards the partnership, and damage partners' reputation (Brammer & Pavelin, 2006), particularly considering the event's (and therefore the partnership's) high level of exposure to the media, which has been found to make socially responsible behaviour increasingly transparent (Zyglidopoulos, Carroll, Georgiadis, & Siegel, 2009). The risk of these outcomes confirms the importance partners placed on ensuring that the event focus is on the cause.

A powerful mechanism for building an associative link

From the above discussion, it is evident that the highly visible, tangible, experiential and interactive nature of the cause-related event can be a particularly powerful mechanism for partners to build a strong associative link between the corporate and the NFP partner or cause. Associative learning is a mechanism by which an associative link between two objects can be built. Stakeholders generate thoughts and feelings towards an object, brought about by a link between two concepts (Shimp, Stuart, & Engle, 1991). A social partnership can build an associative link between the corporate and NFP brands (Nowak & Clarke, 2003). Building a positive association between partners is important, given that the associations stakeholders can make about a firm's social responsibility can influence the firm's image and reputation, and how products and services are evaluated (Brown & Dacin, 1997; Nowak & Clarke, 2003). Associating with a cause that is perceived positively by stakeholders can

establish positive associative links for the corporate and NFP partners (Nowak & Clarke, 2003). On the other hand, associating with firms or causes that stakeholders find inappropriate can be potentially damaging to a positive image and reputation (Nowak & Clarke, 2003).

The case study findings suggest that associative learning principles can be extended to cause-related events, where an associative link can be developed not only between partners and the cause, but with the event itself. As a result, when stakeholders think of the corporate and NFP brands, they automatically think of the event and the cause, e.g., ELC and NZBCF means Pink Star Walk and breast cancer, and Gillette and Movember means moustache growing and men's health. Interestingly, findings from the ELC/NZBCF case revealed that an associative link was so strong between the Pink Star Walk event and Dove (the previous corporate sponsor), that the interviewees accidentally referred to it as the 'Dove Pink Star Walk'. Strong associative links build up over time, and it may take several years for an annual event such as the ones examined in this study to become a well-known, iconic event, with strong associative links between partners, the cause, and the event.

Repetition is an associative learning principle whereby exposure to repeated pairings between objects is key to developing and reinforcing a strong associative link (Martindale, 1991). Thus, the impact of the cause-related event will be more effective as stakeholders are exposed to an increased number of pairings between the corporate and NFP partners over time. This can be difficult due to the nature of the event being an annual occurrence, however, its high-profile nature and extensive coverage and reach during the CRM campaign surrounding the event, may establish and strengthen associative links between partners, the cause, and/or the event through frequent exposure to advertising and marketing messages. Therefore, in order to benefit from repetition associative learning, NFP partners might aim to select corporate partners that are willing to commit to the event in the long-term.

A unique event experience

The case study findings highlighted cause-related events as a platform that can be easily customised to provide a more personalised experience for attendees. This was particularly important due to the various ways in which people could get involved in the event, (e.g., as an individual participant or a team, as an observer, or as a volunteer). It was also important as people participating in the event may be doing so for different reasons, e.g., to support a loved one, to commemorate a loved one, to raise funds for a

worthy cause, or simply to have fun. Events are highly malleable in these regards, and able to provide various experiences and activities for stakeholders to participate in.

Recent studies have provided some insights into the importance and benefits for firms engaging in more targeted and customised communications, particularly as the marketing landscape is changing and becoming more cluttered and competitive (Crowther, 2011; Wohlfeil & Whelan, 2005). Targeting and customising messages to different audiences is highlighted in the literature as a key aspect of events (Crowther, 2010, 2011; Daniel et al., 2008). According to Crowther (2011), targeted and customised communications are important for developing meaningful, emotional connections and stronger relationships with stakeholders, which is particularly important in the context of a cause-related event due to its emotional nature. Furthermore, Pomeroy and Dolnicar (2009) suggest that customising CSR messages and communication channels to particular consumer groups can evoke more favourable attitudes and purchase behaviour from stakeholders.

This is consistent with the stakeholder-oriented approach; firstly it focuses on delivering value to stakeholders, as partners are able to provide stakeholders with an enhanced event experience, and secondly, because it enables partners to develop an emotional connection and stronger relationship with their target audience.

5.3.3 Theme 3 summary

The cross-case analysis results for Theme 3 consider tangibility and transparency as important elements for enhancing the quality and legitimacy of the social partnership. These elements improved collaborative outcomes and created value for the social partnership. Value was delivered to the social partnership by encouraging firms to select partners that were an ideal fit in terms of values, target audience and resources, and that have a strong commitment and passion for the cause. It also created value by encouraging partners to pay attention to detail which resulted in high quality outputs. These were important factors that successfully facilitated the achievement of social partnership objectives.

The case study findings support existing literature regarding the importance of pursuing a well aligned, complementary partnership, and suggest that having a good fit is particularly important for a partnership in the context of a cause-related event due to its tangible and transparent nature. The findings also support event marketing literature, whereby the interactive and experiential nature of events enables attendees to actively experience a firm's brand. The findings extend these views to social partnerships,

proposing the cause-related event as an ideal communications platform for corporate and NFP partners to display their aligned nature and thereby reflect the legitimacy of the partnership. The case study findings extend associative learning principles to cause-related events, and highlight cause-related events as a powerful mechanism for building a strong associative link between partners, the cause, and the event. Finally, the findings support event marketing literature regarding the malleability of events to target different stakeholders and provide a customised event experience.

Overall, cause-related events have proven to be a highly effective strategic marketing platform for promoting a more successful social partnership in terms of partnership quality and legitimacy, and the quality of collaborative outputs.

5.4 Chapter summary

The cross-case analysis highlighted three key themes which generate insight into the strategic use of cause-related events in fulfilling social partnership objectives. These themes suggest that sharing valuable experiences through cause-related events contributes to a sense of camaraderie and togetherness amongst partners, mutual understanding between partners, and a focus on the cause. It also demonstrates how the shared risks and rewards of cause-related events promote a focus on furthering the collective interests of the partnership. Finally, it considers how the tangible and transparent elements of cause-related events encourage firms to be selective when choosing a partner to collaborate with and to pay close attention to detail. These findings provide useful insights into how cause-related events fulfil the strategic objectives of social partnerships, and make important contributions to existing research on social partnerships, CRM, and event marketing. The following chapter summarises and concludes the thesis.

Chapter 6: Conclusion

This final chapter concludes the current investigation of cause-related events as a strategic marketing platform for social partnerships. A reiteration of the research purpose is outlined, along with a brief overview of the research contributions. Propositions based on the key findings are presented for further empirical investigation. This is followed by a summary of the managerial implications of the research, a discussion of the limitations of the research, and an outline of future research directions.

6.1 Research purpose and contribution

This research investigated the use of cause-related events as a strategic marketing platform for social partnerships. Key themes from the data analysis have identified how and why various factors associated with cause-related events have contributed towards achieving social partnership objectives and delivering value to corporate and NFP partners. The findings are useful to researchers and marketers in order to gain an understanding of this phenomenon, which had not yet been explored in existing social partnership literature. The managerial implications of these findings can assist corporate and NFP partners in deepening their relationships with each other, and developing more influential CRM campaigns using the cause-related event as a strategic marketing platform.

The study conducted an in-depth examination of two individual case studies with the social partnership as the unit of analysis. The research process was informed by an understanding of existing literature, and adopted stakeholder theory as a theoretical lens to examine the social partnership relationship. Data collection focussed on capturing managerial perceptions and actual social partnership activities and behaviour surrounding the cause-related event. Information was collected via individual in-depth interviews with corporate and NFP partnership managers. An attempt was made to isolate the unique objectives and CRM campaign of each partnership. The case studies provided useful insights into the dynamics of social partnerships, and the value of cause-related events in achieving partnership objectives. A cross-case analysis of the two case studies revealed three key themes that indicate directions for further exploration. These are outlined next.

6.2 Propositions for further empirical investigation

The themes outlined in Chapter 5 are presented as propositions that may be tested empirically for further investigation. These relate specifically to cause-related events, but can be extended to CRM, as this study suggests that cause-related events may be classified as a type of CRM activity.

Proposition 1: Shared experiences enhance social partnership relationship building, organisational learning and passion for the cause.

- 1.1: Shared experiences create a sense of camaraderie and togetherness amongst partners
- 1.2: Shared experiences enhance mutual understanding between partners
- 1.3: Shared experiences promote a focus on the cause

Proposition 2: Shared risk and reward promotes a mutually beneficial partnership

- 2.1: Shared risk and reward prompts a focus on furthering the collective interests of the partnership

Proposition 3: Tangible and transparent elements enhance the quality and legitimacy of the partnership and collaborative outcomes

- 3.1: Tangible and transparent elements promote specific selection criteria for partners
- 3.2: Tangible and transparent elements encourage attention to detail

These propositions provide new insights into how cause-related events might enhance the social partnership relationship and social partnership collaborative outcomes. The findings also address managerial perceptions, thus providing practical application to the marketing discipline. Further investigation of these propositions using qualitative research methodologies will enable empirically derived theoretical insights to be developed on using cause-related events as a strategic social partnership CRM activity.

6.3 Managerial implications

The key findings identified in this thesis and their managerial implications are summarised below. These implications are suggested for social partnership managers seeking to implement a cause-related event, but can also be extended to other CRM activities within the social partnership. The recommendations are suggested as a way to promote a more successful social partnership, and facilitate the achievement of

individual and mutual strategic objectives for corporate and NFP partners. Given the exploratory nature of this research, these are to be regarded as tentative issues for consideration.

1. Cause-related events have proven to promote a more successful social partnership in terms of relationship building, organisational learning, and passion for the cause. Sharing experiences through the event delivers value to the social partnership by creating a sense of camaraderie and togetherness, building mutual understanding, and encouraging a core focus on the cause.

Managerial implications:

The findings of this research suggest that social partnership managers implementing a cause-related event should ensure that the event has capacity to provide partners with intensive, rich, and meaningful experiences. Specifically, they should provide corporate and NFP partners with opportunities for teamwork, and ensure that partners acknowledge and celebrate their successes with each other. Managers should also ensure they work closely together towards achieving mutual objectives, and view conflict as a challenge to overcome and learn from, rather than a negative disruption. Managers should also embrace the emotional nature of the event and not be afraid to let it stir emotions amongst their staff.

2. Cause-related events have proven to promote a more successful social partnership in terms of collaborating for mutual benefit, and enabling the quantification and measurement of mutual benefit. Sharing risks and rewards through the event delivered value to the partnership by encouraging a focus on furthering the collective interests of the partnership in order to minimise risks and maximise rewards.

Managerial implications:

It is recommended that social partnership managers seek to openly and willingly combine and share their resources and efforts in terms of communication and core competencies such as knowledge, skills and expertise. Managers should also establish an active focus on furthering the interests of their partner, keeping their partner's interests at heart, and being continually on the look-out for ideas and opportunities that may benefit their partner. Furthermore, partners should pursue a joint approach to problem-solving in order to promptly overcome challenges and resolve conflict. Remaining flexible to accommodate unpredictable changes is also recommended.

3. Cause-related events have proven to promote a more successful social partnership in terms of partnership quality (alignment) and legitimacy, and the quality of partnership outputs. Tangible and transparent elements of the event create value for the social partnership by encouraging firms to select partners that are an ideal fit, and to pay close attention to detail.

Managerial implications:

The findings indicate that social partnership managers should strive for an ideal fit when selecting a partner to collaborate with on the cause-related event. A fit in terms of values, target audience, and resources is particularly important for the partnership to pursue in the context of a cause-related event. It is also recommended that the NFP partner ensures that the corporate partner selected demonstrates a strong commitment and passion for the cause, with a willingness to provide long-term support. Finally, the findings consider the importance for partners to provide differential experiences, and customise the event to individual attendees' needs. It also suggests that partners establish a reasonably high level of expectation from their partner regarding the quality of their contribution, and also strive for excellence by continually encouraging a high level of quality from each other.

6.4 Limitations

There were several limitations to this study which identify areas of improvement for future research. These are acknowledged below:

- The implementation of cause-related events via social partnerships is a relatively new marketing practice. Therefore, many events that were evaluated as potential cases for the study were in their first year of implementation. As a result, the researcher only became aware of the events once the partnership was well into the planning stages. Furthermore, the cause-related event occurred annually, which made the timing of research critical. This had implications for gaining access to the partnership and arranging interviews with managers, as they were particularly busy leading up to event implementation. It is recommended that future studies firstly monitor social partnerships and find out about any cause-related events they may implement in the future, and approach potential participants well in advance, ideally before the partnership begins the planning stage. This will allow enough time for the researcher to gain access to the partnership and arrange interviews with managers.

- During the case location process, it was evident that there was a variety of different types of CRM campaigns, cause-related events and social partnerships. Each relationship and corresponding CRM campaign and event was unique, which makes them difficult to compare. Therefore, the heterogeneity of partnership and event types may have impacted on the generalisability of the findings.
- In some cases it was difficult to determine whether a cause-related event was implemented jointly by a corporate and NFP, with both partners being actively involved, or whether it was a more superficial arrangement where the corporate provided a monetary donation in return for event naming rights. Investigating the history of the association solved this problem, and these two event types could be identified based on whether the corporate and NFP had been in partnership for several years prior.
- Although care was taken to ensure a rigorous method was employed for this research, due to the nature of qualitative research the researcher may have some unintentional influence on the data collection and analysis. For instance, when the researcher's identity is known to participants from the beginning, it can lead to participants adopting a perspective of analytic reflection on the processes in which they are involved (Robson, 2002). Therefore, during the period of data collection, partnership managers may have consciously or unconsciously changed their behaviours as a result of the research, which may have influenced the quality of the data collected.

6.5 Future research

Despite the above limitations, this study has improved an understanding of social partnerships, and developed new theoretical insights into social partnerships within the context of cause-related events. The foundations provided by this research, and the limitations identified above offer several avenues for future research. These are detailed below.

- The social partnerships selected for this study were large, multinational corporate firms, and high profile, well-established NFP firms. Future studies could consider the strategic implementation of cause-related events via social partnerships that involve smaller, less established firms, and compare the results.

- Future research could consider perspectives from other stakeholders in the social partnership network, such as employees, consumers, and event participants. An investigation of these stakeholders' responses to cause-related events implemented via a social partnership could generate additional insights into the strategic potential of cause-related events in delivering value to the social partnership, and also how it might generate value to these wider stakeholder groups. Exploring stakeholders' attitudes and perceptions is particularly relevant given the finding that the cause-related event is a reliable reflection of the type of relationship partners have with each other, and the nature of each individual partner. Findings from this research could potentially provide a more holistic understanding of the value created from implementing cause-related events via a social partnership.
- An observation made by the researcher during the process of locating potential cases for participation was that there appeared to be a variety of different types of cause-related events. Additional to those implemented by a corporate and NFP partnership, there were generally four other types of cause-related events: those implemented solely by a NFP, those implemented solely by a corporate to fundraise for a NFP, those implemented by a corporate foundation, and those sponsored (via a monetary donation only) by a corporate. An area for future research could examine these different types of cause-related events, and compare and contrast the results to determine whether they produce similar outcomes regarding the achievement of corporate and NFP objectives. Based on the research findings, it appears that the active involvement from partners and the high level of integration was a key success factor, therefore examining collaborations that are less active and less integrated such as sponsorship arrangements, could provide an interesting comparison.
- Future qualitative research could repeat this study with a greater number of case studies in order to establish more rigorous results and additional insights. The propositions outlined previously could serve as a basis with which future studies could be compared.
- A large-scale qualitative study could provide further insights into the propositions outlined previously in Section 6.2. Empirically testing these propositions would increase the generalisability of the findings.

- Another avenue for future research could investigate the impact of the partnership history on collaborative outcomes, by comparing several cases that have a long historical partnership with those that are relatively new. In this study for instance, one case had already been in partnership for 19 years prior to collaborating on the cause-related event, whilst the other partnership had only been established for two years.
- A longitudinal analysis examining events implemented by social partnerships over several years could provide interesting insights into how they can maintain a successful cause-related event over several years, particularly considering that environmental changes may occur, and the excitement and novelty surrounding the event may fade.

6.6 Final remarks

This study has advanced an understanding of social partnerships within the context of cause-related events, and has highlighted cause-related events as a versatile, malleable, and highly effective platform for corporate and NFP firms to facilitate mutually beneficial collaborative outcomes and achieve individual and mutual strategic objectives. Overall, cause-related events have proven to be a highly effective strategic marketing platform for promoting a more successful social partnership in terms of relationship building, organisational learning, passion for the cause, mutually beneficial collaboration, and partnership quality and legitimacy.

The methodology and methods adopted for this research have facilitated in-depth insights by using exploratory investigation methods 'at the coal face' of cause-related events. It has also conducted a more holistic and rigorous investigation by collecting and analysing multiple data sources, and capturing the perceptions of managers currently engaging in social partnerships and cause-related events. Furthermore, the use of two case studies enabled results to be compared and contrasted for an increased depth of understanding. The key findings that emerged from this research reflect the practical experiences and perceptions of corporate and NFP partners that have successfully implemented a cause-related event.

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Appendices

Appendix A: Ethics application



MASSEY UNIVERSITY ALBANY

3 October 2013

Amy Lyes

Dear Amy

Re: Using cause-related events to fulfil the strategic objectives of social alliances

Thank you for your Low Risk Notification which was received on 24 September 2013.

Your project has been recorded on the Low Risk Database which is reported in the Annual Report of the Massey University Human Ethics Committees.

The low risk notification for this project is valid for a maximum of three years.

Please notify me if situations subsequently occur which cause you to reconsider your initial ethical analysis that it is safe to proceed without approval by one of the University's Human Ethics Committees.

Please note that travel undertaken by students must be approved by the supervisor and the relevant Pro Vice-Chancellor and be in accordance with the Policy and Procedures for Course-Related Student Travel Overseas. In addition, the supervisor must advise the University's Insurance Officer.

A reminder to include the following statement on all public documents:

"This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named above are responsible for the ethical conduct of this research."

If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Professor John O'Neill, Director (Research Ethics), telephone 06 350 5249, e-mail humanethics@massey.ac.nz."

Please note that if a sponsoring organisation, funding authority or a journal in which you wish to publish requires evidence of committee approval (with an approval number), you will have to provide a full application to one of the University's Human Ethics Committees. You should also note that such an approval can only be provided prior to the commencement of the research.

Yours sincerely

John G O'Neill (Professor)
**Chair, Human Ethics Chairs' Committee and
Director (Research Ethics)**

cc Dr S Bulmer & Dr N Palakshappa
School of Communication, Journalism & Marketing
Albany campus

Dr M Tremain A/HOS
School of C, J & M
Turitea

Massey University Human Ethics Committee
Accredited by the Health Research Council

Appendix B: Participant information sheet



School of Communication, Journalism and Marketing, College of Business

Private Bag 102 904, NSMC, New Zealand

Using cause-related events to fulfil the strategic objectives of social partnerships

INFORMATION SHEET

Who is doing this research and what is it about?

This research is being conducted by me, Amy Lyes. I am a student in the MBS (Masters of Business Studies) programme at Massey University Albany.

As part of my research thesis for this programme, I am looking at social partnerships and cause-related events. 'Social partnerships' refer to relationships formed between a non-profit organisation and a corporate, such as your partnership with (COMPANY/NPO). 'Cause-related events' refer to any type of charity or fundraising event, such as your event (EVENT).

I would like to invite you and (COMPANY/NPO) to participate in this study, as I would very much like to hear about the relationship you have developed with (COMPANY/NPO), and the (EVENT) that is happening on (DATE). This is a study examining individual perspectives on this topic, so there are no right or wrong answers.

I am supervised in this project by Dr. Sandy Bulmer and Dr. Nitha Palakshappa from the School of Communication, Journalism and Marketing.

What are participants expected to do?

I would like to separately interview one manager at (NPO) and one manager at (COMPANY) who is directly responsible for or involved with the partnership and the marketing activities surrounding the event. I understand that one partner may have more involvement with the organisation and implementation of the event, however I would still like to interview both managers equally.

I would like to conduct two in-depth interviews with each manager, which will last about 1 hour each. The first interview will need to be conducted prior to the event, and the second interview conducted after the event. The interviews will be audio-recorded with your consent, and transcribed after the interview.

I would also like to attend the event in order to directly observe what's happening during the event, take photos, and write field notes. I am more than happy to register and pay as a participant in the (EVENT), and intend to actively join in with event activities.

If you agree to participate in this research project, I will ask you to sign a consent form, which will allow me to use the collected data in my Masters thesis.

What happens to the data collected?

The data collected will be for research purposes only, specifically for my MBS thesis. They will not be used for commercial or non-research purposes. Direct quotations may be used from the interview in my final research report, and possibly in future academic articles.

All information you provide will be kept strictly confidential. Participating managers will not be identified by name.

What are your rights?

You are under no obligation to accept this invitation. If you decide to participate, you will have the following rights:

- To provide information on the understanding that your name will not be used unless you give permission to the researcher;
- To decline to answer any particular question;
- To withdraw from the study at any time;
- To ask any questions about the study at any time during participation;
- To ask for the recorder to be turned off at any time during the interview;
- To receive a summary of the project findings when it is concluded.

If you are interested in participating in this research or if you have any questions, please do not hesitate to phone me: **09 4414947** or **0211740608** or email me: **amylyes@hotmail.com**

You are also welcome to contact my supervisors Dr. Sandy Bulmer or Dr. Nitha Palakshappa at any stage during this project.

Amy Lyes POBox 301020 Albany Auckland 09 4414947 0211740608 amylyes@hotmail.com	Dr. Sandy Bulmer School of Communication, Journalism and Marketing College of Business Massey University Private Bag 102904 NSMC Auckland 09 414 0800 ext. 9595 s.l.bulmer@massey.ac.nz	Dr. Nitha Palakshappa School of Communication, Journalism and Marketing College of Business Massey University Private Bag 102904 NSMC Auckland 09 414 0800 ext. 9454 n.n.palakshappa@massey.ac.nz
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This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher named above is responsible for the ethical conduct of this research.

If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher, please contact Professor John O'Neill, Director, Research Ethics, telephone 06 350 5249, email humanethics@massey.ac.nz.

Appendix C: Interview structure

Interview 1: (COMPANY/NFP)

(N.B. the following questions in bold were the initial, broad, open-ended questions asked to get the participant talking. The questions in italics were not asked directly, but were used to guide the interview to answer the specified question).

Part 1: Introduction

- Introduction of the interviewer, the project, the project's purpose
- Explain why they have been selected for participation, and how the information they provide will assist the project
- Brief participant about what will happen during the interview
- Tell them their rights
- Sign consent form

Part 2: Your Organisation

Q) Tell me about (COMPANY/NFP) in general. What are you all about, what are your values, what is your mission?

- What is the nature of your organisation?*
- What are your values and overall mission?*
- What are your specific goals and objectives?*
- Partnering with NFPs/corporates is part of what you do? How important is it? What do you hope to achieve by partnering with NFPs/corporates?*
- What does social responsibility mean to your organisation? What aspects of social responsibility do you consider are most important and why?*

Part 3: The Partnership

Q) Tell me about your partnership with the (NFP/COMPANY) What kind of relationship do you have?

- How was your relationship with (NFP/COMPANY) first initiated?*
- How long have you been in partnership for?*
- How has it developed over time?*
- What is your communication like? How much contact do you have? How and how often do you communicate?*
- Why did you decide to form a partnership with (NFP/COMPANY)? Why did you choose (NFP/COMPANY) in particular? How do they fit in with (COMPANY/NFP)?*
- How does your partnership with (NFP/COMPANY) (and other NFPs/companies) fit into the greater scheme of things? How important is your relationship with them?*

- What does (NFP/COMPANY) contribute to your relationship? And what do you feel (COMPANY/NFP) contributes to the relationship?*
- How is that sorted out? What sort of obligations/contracts do you have? What process is involved with doing that? How are they initiated/developed/evaluated over time?*
- Is there anything about your relationship with (NFP/COMPANY) that you feel could be improved on in the future?*
- Do you hope to form an even stronger relationship in the future? How do you hope to strengthen your relationship with them further?*

Part 4: The Event

Q) Tell me about the (EVENT)?

- How did you come up with the idea for the event?*
- How long has the event been running for?*
- How does the event fit in with your overall mission/strategy/goals/values?*
- What are your strategic objectives for the event? What do you hope to achieve? What are your goals or desired outcomes for the event?*
- Who are you seeking on attracting to your event and why?*
- How did you go about planning/organising the event?*
- How do you work together with (NFP/COMPANY) to plan//implement the event?*
- What advertising/promotion did you conduct leading up to the event? What sort of promotional activities did (NFP/COMPANY) do for the event?*
- What sort of advertising/promotion does (COMPANY/NFP) do to promote the event?*
- What was (NFP/COMPANY)'s involvement/responsibilities in the event?*
- What was (COMPANY/NFP)'s involvement/responsibilities in the event?*
- Were there any other parties involved in organising/implementing the event?*

Part 5: Ending

Q) In your opinion, as a corporate/NFP, what is the most important part of a relationship with a NFP/corporate? What key factors are critical to your relationship?

Q) In general, what do you think is the most important part of organising an event like the (EVENT)?

Q) Is there anything else you would like to add? Anything about your partnership with (NFP/COMPANY), or the (EVENT) that you think we missed or didn't mention?

Interview 2: (COMPANY/NFP)

Part 1: Introduction

- Recap on the first interview and the event of the interviewer
- Brief participant about what will happen during the interview

Part 2: The Event (reflection)

Q) Looking back, what happened on the day, how did the event go? What worked, what didn't work? Why did it go the way it did?

- What were the outcomes of the event? Were you happy with how it did?*
- Were your objectives met? How did the event help you to achieve these objectives? And your overall strategic objectives as an organisation? How did your partnership with (NFP/COMPANY) help to achieve these objectives? How was this measured?*
- What contributed to the success of the event? How well was the event managed on the day? Who/what contributed towards this?*
- What responses/feedback did you receive from participants/the public/customers/other stakeholders/volunteers/staff/media etc. after the event? How did your stakeholders respond to the event? Were they pleased with the outcomes?*
- What other parties were crucial to the event? How did they impact? Why was it important for them to be involved?*
- Did you engage in any post-event advertising/promotion/PR?*
- Did anything go wrong/not as expected?*
- What will happen with this event going into the future?*
- What might be changed in the future?*

Part 3: The Partnership (reflection)

Q) Since our last meeting, tell me how your interaction and relationship with (NFP/COMPANY) has been?

- How has your partnership with (NFP/COMPANY) helped achieve your objectives? Have these been met/continued to be met? How have these been measured?*
- What contributed to the success of the relationship? What does a successful partnership mean to you? How would you define/measure it?*
- What other parties were crucial to your partnership? How did they impact?*
- Since it is important to align well and have a good strategic fit, how do you both as partners go about getting to know each other's wants/needs.*
- Why is it so important for (COMPANY) to be actively involved in the event?*

Part 4: Ending

Q) What was the most important part and your favourite thing about your relationship with (NFP/COMPANY)? What key factors were critical to your relationship?

Q) How do you define a successful event? Now that the event has happened, what was the most important part of organising the (EVENT)?

Q) What is the main thing you think you have gained together as a whole and individually since you entered into this partnership/since your decision be a part of the (EVENT)?

Q) Is there anything else you would like to add? Anything about your partnership with (NFP/COMPANY), or the (EVENT) that you think we missed or didn't mention?

Appendix D: Participant consent form



School of Communication, Journalism and Marketing, College of Business

Private Bag 102 904, NSMC, New Zealand

Using non-profit campaigns to fulfil the strategic objectives of non-profit/corporate partnerships

PARTICIPANT CONSENT FORM

I have read the Information Sheet and have had the details of the study explained to me. My questions have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I agree to the interview being sound recorded.

I agree to participate in this study under the conditions set out in the Information Sheet.

Signature:

Date:

.....

.....

Full Name - printed

Appendix E: Within-case analysis coding framework

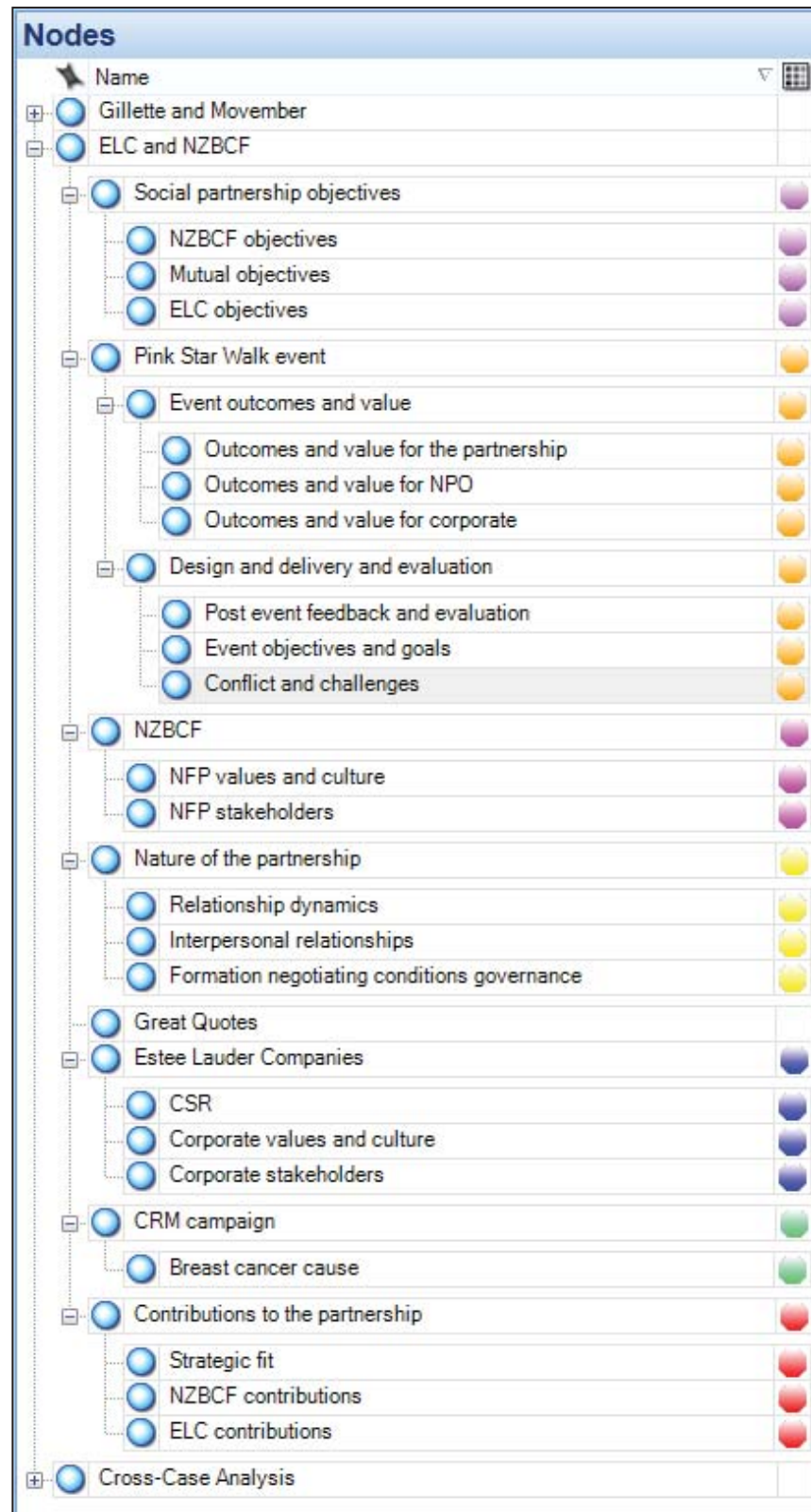


Figure 23: Within-case analysis NVivo coding framework for the ELC/NZBCF partnership

Appendix F: Cross-case analysis coding framework

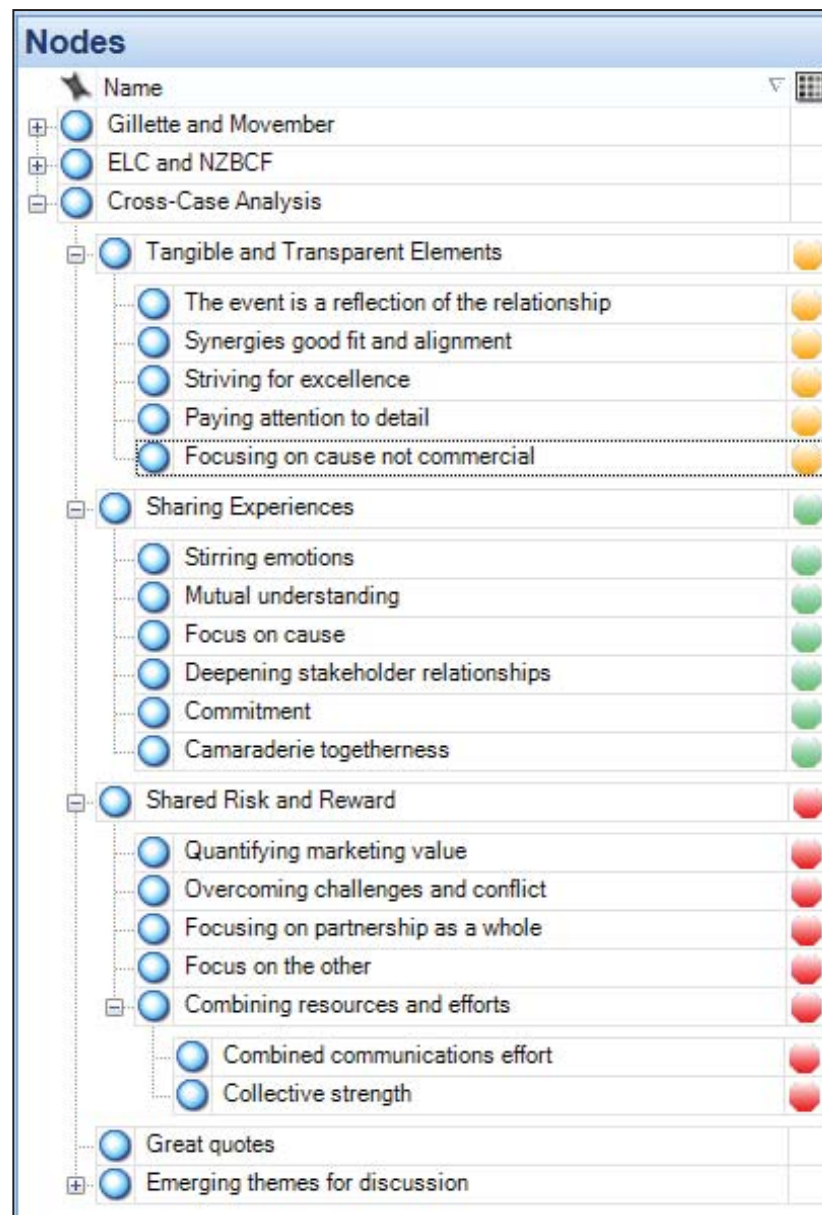


Figure 24: Cross-case analysis NVivo coding framework for the ELC/NCBCF partnership

Appendix G: Case study 1 additional materials

OCTOBER IS BREAST CANCER MONTH
THE NEW ZEALAND BREAST CANCER FOUNDATION
Act now! Visit: www.takeaction.org.nz

TAKE ACTION NOW!
Join the fight this October at www.takeaction.org.nz

VOLUNTEER
GO PINK
JOIN OUR WALK
HOLD AN EVENT

October is International Breast Cancer Month which puts the disease in the spotlight globally. Here in New Zealand, the NZBCF will focus on communicating the signs and symptoms of breast cancer beyond a lump, and the importance of knowing your family history. Funds raised during October will go towards breast cancer education, medical research and support programmes. We need your help this October to make a stand against breast cancer.

1. **VOLUNTEER** for the Pink Ribbon Street Appeal on October 11th & 12th
2. **GO PINK FOR A DAY®** at work
3. **DO THE ESTÉE LAUDER PINK STAR WALK** in Auckland's Domain on October 5th
4. **HOLD A FUNDRAISING EVENT**
5. **BOOK YOUR MAMMOGRAM**
6. **TALK ABOUT ANY FAMILY HISTORY OF BREAST CANCER**
7. **GO SEE THE MOVIE 'DECODING ANNIE PARKER'**
8. **SIGN UP FOR PADDLE FOR HOPE** on November 2nd

Visit www.takeaction.org.nz to find out more

Figure 25: The NBZCF's BCA Campaign page on the NZBCF website

ESTÉE LAUDER

Home
Evelyn Lauder Dream Collection
Free Shipping & Returns, Any Order | Live Chat

Let's defeat breast cancer.
WE'RE STRONGER TOGETHER.
THE ESTÉE LAUDER COMPANIES
BREAST CANCER AWARENESS CAMPAIGN

LIMITED EDITION
Evelyn Lauder Dream Compact
pleasures Solid
Perfume Metal
Compact
US\$49.50
★★★★★ (3)
[Shop Now](#)

LIMITED EDITION
Advanced Night Repair
Synchronized
Recovery Complex II
with Pink Ribbon
Keychain
US\$92.00
[Shop Now](#)

LIMITED EDITION
Evelyn Lauder and Elizabeth Hurley Dream Lip Collection
US\$29.50
★★★★★ (1)
[Shop Now](#)

LIMITED EDITION
Pink Ribbon Jeweled Pin
US\$12.50
★★★★★ (2)
[Shop Now](#)

Figure 26: ELC BCA Campaign Pink Products on the ELC website



Figure 27: ELC Pink Star Walk participant



Figure 28: ELC Pink Star Walk pink costumes



Figure 29: The event venue at Auckland Domain

Figure 30: ELC Pink Star Walk flyer (front and back)



Figure 31: ELC Pink Star Walk website and email banner, and email signature



Figure 32: NZBCF Facebook post showing positive responses from the public about the event



Figure 33: ELC's photo booth inside their tent



Figure 34: ELC signage and branding at the ELC Pink Star Walk

Appendix H: Case study 2 additional materials

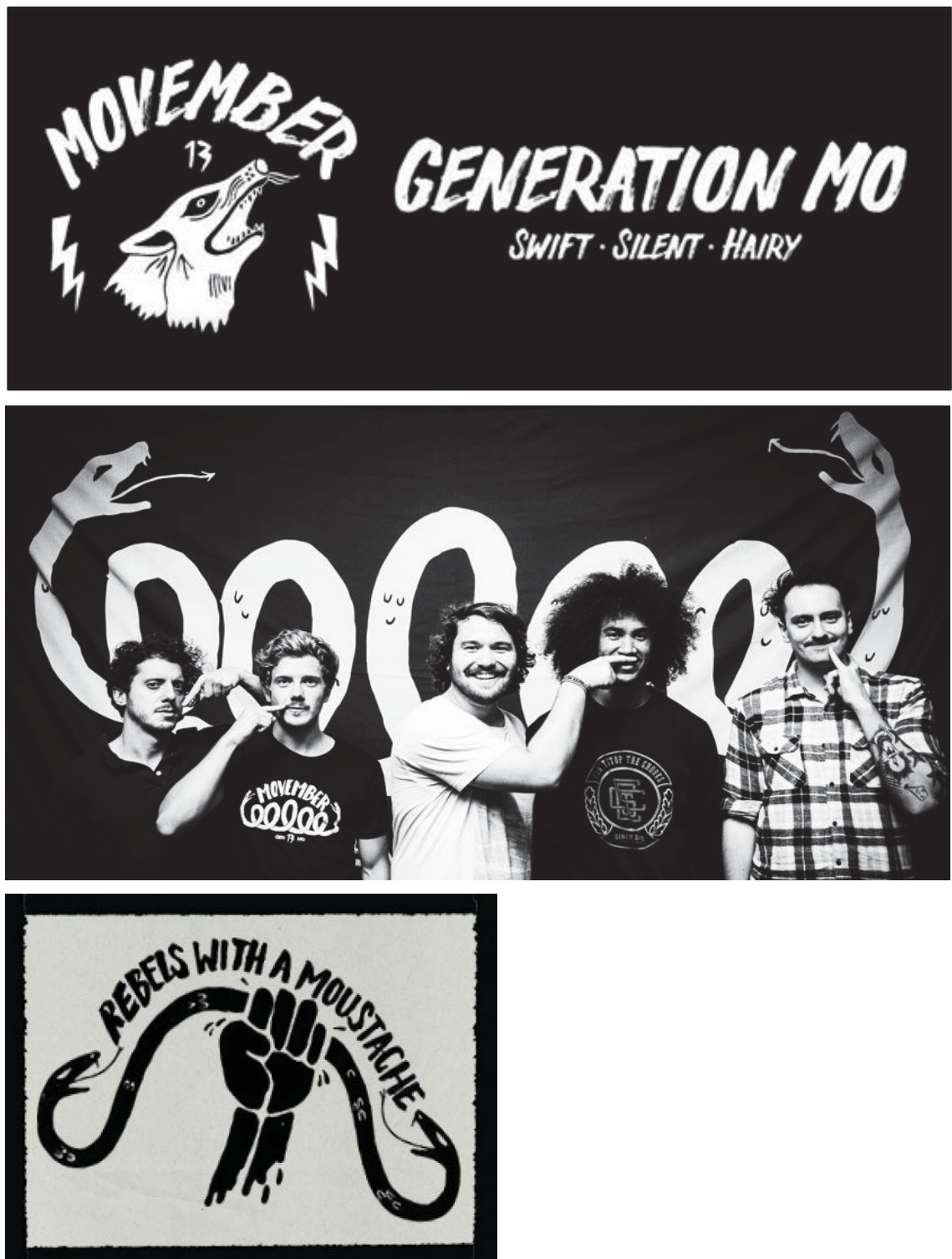


Figure 35: Movember's Generation Mo campaign branding



KEEP YOUR NEW
LIP TURF
» LOOKING «
TIP TOP





↖ 25p ↗
FROM EVERY PURCHASE
IS DONATED TO
MOVEMBER

Shop now ➔

GET YOUR
ESSENTIAL
KIT FOR
MOVEMBER



Shop now ➔

BE A SPORT AND
JOIN OUR TEAM
FOR SHENANIGANS, FUNDRAISING FIXTURES AND A MO-MENTOUS TIME!

Do tell me more ➔





JOIN THE TEAM
WITH THE MO-STEST

MASTER THESE TASH-TICS



THE CURLER



THE STRIKER



THE DEFENDER

GILLETTE & MOVEMBER



FOR THE BEST
A MO CAN GET

Figure 36: Gillette's Movember-aligned CRM campaign 'Mo Gents United'

GET INVOLVED

MO SISTASH

Never a truer word was spoken, when it was said that behind every great man, stands a great woman. Wise words indeed which remain as meaningful today as the day they were uttered. Whilst a Mo Bro may grow a moustache, it is the Mo Sista that is often the driving force, first planting the seed of an idea and then carefully working behind the scenes of fine moustachery for the 30 days of Movember.

A Mo Sista is essentially a woman who loves a Mo. An individual that is dedicated to supporting the Mo Bros in her life through their moustache growing journey; whether it be a friend, colleague, family member, partner or boyfriend. These inspirational women are committed to raising awareness of men's health issues and much needed funds for men's health along the way.

At Movember we acknowledge the Mo Sistahood and celebrate their role as purveyors of fine moustaches.



Figure 37: Mo Sista's Movember webpage

NEW ZEALAND

AMY LYES

0

DONATE

GET INVOLVED

EVENTS

NEWS

MO COMMUNITY

MEN'S HEALTH

FUNDED PROGRAMMES

ABOUT US

STORE

AMY LYES

PERSONAL VIEW

MO SPACE

MY MO SPACE PAGE

TEAM

DONATIONS

TIPS

NETWORKS

FACEBOOK MO'S

REWARDS

DOWNLOADS

PAST MO'S

BADGES

DONATE TO YOURSELF

EDIT MY DETAILS

VIEW/UPDATE GALLERY

YOUR MOTIVATION

To support my Mo Bros through their moustache growing journey, raise awareness of men's health issues, and help change the face of men's health. Also researching for my Masters thesis!

EDIT

VIEW PUBLIC MO SPACE

STATS

REGO NUMBER: 7307117

MO SPACE URL: mosista.co/amylyes

AMY LYES: NZD \$25

MAGNUM, P.I. NZD \$245

VIEW LEADERBOARDS

DONATIONS

TEAM

ASK FOR DONATIONS

BUILD YOUR TEAM

ADD CASH DONATIONS

BADGES

READY TO MO

PLATINUM CLUB

FIRST YEAR MO SISTAS!

HEALTH BADGE

GO TO BADGES PAGE

POST AN UPDATE

☐ POST TO YOUR FACEBOOK

Type your update here

ATTACH AN:

IMAGE

VIDEO

SAVE

Figure 38: The Mo Space for individual and team fundraising

191




Figure 39: Movember Auckland Gen Mo Launch event invitation



Figure 40: Gillette Fusion ProGlide Styler promotion at the Movember Auckland Gen Mo Launch event




Figure 41: End of Movember Gala Parté in Auckland–Man of Movember finalists

 Gillette New Zealand shared a link.
October 30

Gillette Fusion ProGlide: Proudly supporting Mo Bros in keeping it neat (and kissable!) this #Movember
<http://youtu.be/Sj8SFacrKWl>

Dipper Mo's for Movember and more kisses
 Dipper shares his thoughts on Movember and shows how he gets his kisses, while maintaining a beautiful Mo



Like · Comment · Share

Figure 42: Gillette's Movember campaign Facebook promotional video



Figure 43: Gillette's transaction-based sales promotion for November

GILLETTE MO GENTS UNITED

NETWORK PAGE

GEN MO: WE STAND FOR CHANGE

JOIN THIS NETWORK

OUR MOTIVATION

THIS ANNUM, GILLETTE IS BRINGING THE SPORTING SPIRIT TO NOVEMBER FOR A SPLENDID HAT TRICK OF TEAM CAMARADERIE, CHAMPION LIP TURPS AND RAISING AN ASTOUNDING AMOUNT OF MONEY FOR MEN'S HEALTH. SIGN TO MO GENTS UNITED: THE MO GENTS UNITED NETWORK IS A PUBLIC NETWORK OPEN TO ALL NOVEMBER REGISTRANTS, INCLUDING EMPLOYEES OF PROCTER & GAMBLE UK AND ITS AFFILIATES.

NETWORK SUMMARY

<http://monetwork.co/MoGentsUnited>

ADMIN: [RICHARD RIPPON](#)

NUMBER OF MEMBERS: 1258

TOTAL RAISED: NZD \$289,721

INDIVIDUAL LEADERBOARD

1	CHRIS KAHARA	NZD \$9,931 GB
2	ZAD AL-QASSAB	NZD \$4,167 GB
3	ROB LORFINK	NZD \$4,072 GB
4	MARK HOWE	NZD \$2,961 GB
5	DAVE BABYCH	NZD \$2,507 CA
6	NICK BOUNSTRIDGE	NZD \$2,026 GB
7	MALCOLM LILLIE	NZD \$1,632 GB
8	DARIO FRENI	NZD \$1,620 GB
9	ALEX NURNBERG	NZD \$1,560 GB
10	JEFF NATHANSON	NZD \$1,540 GB

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Page 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

TEAM LEADERBOARD

1	TALKSPORT	NZD \$43,623 GB
2	GOOGLE UK	NZD \$33,814 GB
3	SEP-MOB-DALE	NZD \$27,072 GB
4	COREMEDIA	NZD \$18,960 IE
5	MEN OF WETCHUM	NZD \$15,103 GB
6	NOVEMBER MACHI...	NZD \$13,486 IE
7	MORALE'S SECOND...	NZD \$11,645 GB
8	P&G NEWBRIDGE	NZD \$9,713 IE
9	GILLETTE MO GO...	NZD \$9,584 GB
10	FABRIC & MOGAR...	NZD \$5,764 GB

HELP PROMOTE MEN'S HEALTH

[Tweet](#) 0 [Like](#) 12k [+1](#) 0 [SHARE](#)

POST A COMMENT

POST TO YOUR FACEBOOK

Type something

ATTACH AN: [IMAGE](#) [VIDEO](#) [SAVE](#)

HELPING MO BROS TO KEEP IT NEAT THIS NOVEMBER

Sharpie Official Mo Marker

Figure 44: Gillette Mo Gents United 'Mo Space'



Figure 45: Gillette's world record breaking largest shaving lesson poster



Figure 46: Gillette's Movember pop-up barbershop and clubhouse for Mo Bros

