

Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

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

A thesis presented in partial fulfilment of the requirements for the degree of
Master of Business Studies in Marketing
at Massey University, Albany, New Zealand.

Amy Lyes

2014

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.

Acknowledgements

I would like to express my gratitude and appreciation to several people who have assisted me throughout my research and writing this thesis.

Firstly, I would like to thank my mum Joanna and my dad Rex for your unwavering encouragement and support throughout my studies and particularly over the course of my Masters degree. I am very lucky to have such wonderful parents, you have always believed in me, especially when I didn't.

Thank you to my supervisors Dr. Nitha Palakshappa and Dr. Sandy Bulmer for your guidance and patience—this has been an incredible learning experience.

Finally, a special thank you goes to the corporate and not-for-profit managers who participated in this research. The insights you shared were invaluable. Without your generous contribution this thesis would not have been possible.

Table of Contents

Abstract	iii
Acknowledgements.....	v
List of Figures	xiii
List of Tables.....	xv
Chapter 1: Introduction	1
Chapter 2: Literature Review	5
2.1 What are social partnerships?	5
2.1.1 Defining social partnerships	6
2.1.2 Corporate and NFP strategic objectives	7
2.1.3 Stakeholder theory.....	8
2.1.3.1 Descriptive: Who is a stakeholder and what constitutes a ‘stake’?	9
2.1.3.2 Normative: How should firms behave in terms of stakeholder relationships?	11
2.1.3.3 Instrumental: What are the strategic outcomes of a stakeholder-oriented approach?	12
2.2 Why are social partnerships formed?.....	13
2.2.1 External drivers of social partnership formation.....	13
2.2.1.1 The fundamental influence of social values and ethics.....	14
2.2.1.2 The interrelationship of business and society	14
2.2.1.3 Changes in the business environment and emerging issues–the rise of CSR	15
2.2.2 Internal drivers of social partnership formation.....	19
2.2.2.1 Value for corporate	20
2.2.2.2 Value for NFP	20
2.3 How are social partnerships formed and governed?.....	21
2.3.1 Key characteristics of partnership formation and governance	22
2.3.1.1 Collective strength	22
2.3.1.2 Interdependencies	24
2.3.1.3 Inter-partner conflict.....	25
2.3.2 Negotiating partnership conditions	26
2.3.3 Planning and implementing activities	27

2.4 Cause-related marketing.....	27
2.4.1 What is cause-related marketing?	27
2.4.1.1 Transaction-based promotion	28
2.4.1.2 Strategic philanthropy	29
2.4.1.3 Sponsorship	29
2.4.1.4 Joint promotion.....	30
2.4.2 How is cause-related marketing delivered via social partnerships?	31
2.5 Event marketing.....	31
2.5.1 What is an event and what does event marketing involve?	32
2.5.2 Why have events emerged as an important marketing tool?	33
2.5.3 How do events achieve marketing objectives?	34
2.5.3.1 Targeting	35
2.5.3.2 Experiencing	36
2.5.3.3 Interacting	36
2.5.3.4 Relating	37
2.6 Conclusion.....	37
2.6.1 Chapter summary	37
2.6.2 Conceptual model	38
2.6.3 What are the gaps in the literature and the aims of this research?	39
Chapter 3: Research Methodology and Methods.....	43
3.1 Research approach and methodology.....	43
3.1.1 What is a case study and ethnographic methodology?.....	44
3.1.2 Why use a case study and ethnographic methodology?.....	45
3.2 The methods: How was this research conducted?.....	46
3.2.1 Case selection procedures.....	47
3.2.1.1 Number of case studies selected.....	48
3.2.1.2 Case selection criteria.....	48
3.2.1.3 Case recruitment and access	50
3.2.2 Data sources and collection procedures.....	51
3.2.2.1 In-depth interviews	52
3.2.2.2 Observation and field notes	54
3.2.2.3 Documents, visual materials, and online content	56

3.3 The method: How was the data analysed?	56
3.3.1 Preparation for analysis	57
3.3.2 Within-case analysis	58
3.3.3 Cross-case analysis	59
3.3.3.1 Cross-case analysis process	60
3.4 Research quality and credibility	60
3.5 Chapter summary	61
Chapter 4: Within-Case Analysis	63
4.1 Case study 1: Estée Lauder Companies and the New Zealand Breast Cancer Foundation	64
4.1.1 Who are the partners and stakeholders?	64
4.1.1.1 Corporate partner: Estée Lauder Companies	64
4.1.1.2 NFP partner: The New Zealand Breast Cancer Foundation	65
4.1.1.3 Stakeholders	66
4.1.2 What is their cause-related marketing campaign?	67
4.1.3 What are the social partnership's objectives?	68
4.1.4 How does the partnership work?	69
4.1.4.1 What did each partner contribute to the partnership?	69
4.1.4.2 What is the nature of their relationship?	70
4.1.5 The cause-related event: The Pink Star Walk	72
4.1.5.1 What is the event and how was it established?	72
4.1.5.2 How was the event designed and delivered?	73
4.1.5.3 What was Estée Lauder Companies' involvement in the event?	75
4.1.6 Post-event evaluation	75
4.1.6.1 What were the strategic outcomes of the event?	76
4.1.6.2 What were the challenges and conflicts of interest that arose?	76
4.1.6.3 What improvements were identified for future events?	77
4.2 Case study 2: Gillette and Movember	79
4.2.1 Who are the partners and stakeholders?	79
4.2.1.1 Corporate/brand partner: Gillette	79
4.2.1.2 NFP partner: Movember	80
4.2.1.3 Stakeholders	81
4.2.2 What is their cause-related marketing campaign?	82

4.2.3 What are the social partnership's objectives?	83
4.2.4 How does the partnership work?	85
4.2.4.1 What did each partner contribute to the partnership?	85
4.2.4.2 What is the nature of their relationship?	86
4.2.5 The cause-related event: Movember	87
4.2.5.1 What is the event and how was it established?	88
4.2.5.2 How was the event designed and delivered?	88
4.2.5.3 What was Gillette's involvement in the event?	90
4.2.6 Post-event evaluation.....	91
4.2.6.1 What were the strategic outcomes of the event?	91
4.2.6.2 What were the challenges and/or conflicts of interest that arose?	92
4.2.6.3 What improvements were identified for future events?	93
4.3 Chapter summary	93
Chapter 5: Cross-Case Analysis	95
5.1 Theme 1: Shared experiences enhance social partnership relationship building, organisational learning, and passion for the cause.....	95
5.1.1 How did shared experiences contribute to the achievement of social partnership objectives?	95
5.1.1.1 A sense of camaraderie and togetherness	96
5.1.1.2 Mutual understanding between partners.....	102
5.1.1.3 A focus on the cause.....	105
5.1.2 Literature.....	109
5.1.3 Theme 1 summary	113
5.2 Theme 2: Shared risk and reward promotes a mutually beneficial partnership	114
5.2.1 How did shared risk and reward contribute to the achievement of social partnership objectives?	114
5.2.1.1 A focus on the collective interests of the partnership	114
5.2.2 Literature.....	122
5.2.3 Theme 2 summary	128
5.3 Theme 3: Tangible and transparent elements enhance the quality and legitimacy of the partnership and collaborative outcomes.....	129
5.3.1 How did tangible and transparent elements contribute to the achievement of social partnership objectives?	129

5.3.1.1 Specific partner selection criteria	129
5.3.1.2 Attention to detail	136
5.3.2 Literature	140
5.3.3 Theme 3 summary	143
5.4 Chapter summary	144
Chapter 6: Conclusion	145
6.1 Research purpose and contribution	145
6.2 Propositions for further empirical investigation	146
6.3 Managerial implications	146
6.4 Limitations	148
6.5 Future research	149
6.6 Final remarks	151
References	153
Appendices	167
Appendix A: Ethics application	169
Appendix B: Participant information sheet	171
Appendix C: Interview structure	173
Appendix D: Participant consent form	177
Appendix E: Within-case analysis coding framework	179
Appendix F: Cross-case analysis coding framework	181
Appendix G: Case study 1 additional materials	183
Appendix H: Case study 2 additional materials	189

List of Figures

Figure 1: Conceptual model demonstrating the strategic use of cause-related events to fulfil social partnership objectives	39
Figure 2: Movember website showing Gillette as a 'Friend of Movember' (C2)	97
Figure 3: ELC and NZBCF staff united at the event dressed in Pink Star Walk t-shirts (C1)	98
Figure 4: Gillette Twitter posts showing team spirit and camaraderie (C2)	98
Figure 5: P&G staff's Mo Space post showing team spirit and camaraderie (C2)	99
Figure 6: Gillette staff participating in Movember (C2)	99
Figure 7: Personal story: YouTube video on the NZBCF website (C1)	106
Figure 8: A Mo Bro's Mo Space sharing his personal motivation (C2)	106
Figure 9: Gillette case study video (C2)	108
Figure 10: Combining social media communication efforts to encourage event registration (C1)	115
Figure 11: Combining online and print communication efforts to inform event participants (C2)	116
Figure 12: Movember Twitter posts enhancing Gillette's credibility through open association (C2)	117
Figure 13: Corporate expertise running competitions and social media engagement (C2)	118
Figure 14: Twitter post demonstrating Gillette's CSR values and commitment (C2)	132
Figure 15: Demonstrating values of family, and an image of fun and togetherness (C1)	133
Figure 16: Demonstrating values of fun and a sense of excitement (C2)	134
Figure 17: Experiencing ELC's brand values in ELC's tent at the Pink Star Walk (C1)	135
Figure 18: Experiencing Gillette's brand values at the Mo Gents United Clubhouse (C2)	135
Figure 19: Different ways for various stakeholders to get involved in Movember (C2)	137
Figure 20: Movember participants' personal motivations for being involved (C2)	137
Figure 21: Gillette's Movember experience is the 'best'	138
Figure 22: Positive attitudes from a Movember participant at the Mo Gents United Clubhouse (C2)	139

Figure 23: Within-case analysis NVivo coding framework for the ELC/NZBCF partnership	179
Figure 24: Cross-case analysis NVivo coding framework for the ELC/NCBCF partnership	181
Figure 25: The NBZCF's BCA Campaign page on the NZBCF website.....	183
Figure 26: ELC BCA Campaign Pink Products on the ELC website	183
Figure 27: ELC Pink Star Walk participant	184
Figure 28: ELC Pink Star Walk pink costumes	184
Figure 29: The event venue at Auckland Domain.....	185
Figure 30: ELC Pink Star Walk flyer (front and back)	185
Figure 31: ELC Pink Star Walk website and email banner, and email signature.....	186
Figure 32: NZBCF Facebook post showing positive responses from the public about the event.....	186
Figure 33: ELC's photo booth inside their tent.....	187
Figure 34: ELC signage and branding at the ELC Pink Star Walk	187
Figure 35: Movember's Generation Mo campaign branding	189
Figure 36: Gillette's Movember-aligned CRM campaign 'Mo Gents United'.....	190
Figure 37: Mo Sista's Movember webpage	191
Figure 38: The Mo Space for individual and team fundraising	191
Figure 39: Movember Auckland Gen Mo Launch event invitation.....	192
Figure 40: Gillette Fusion ProGlide Styler promotion at the Movember Auckland Gen Mo Launch event	192
Figure 41: End of Movember Gala Parté in Auckland–Man of Movember finalists.....	193
Figure 42: Gillette's Movember campaign Facebook promotional video	193
Figure 43: Gillette's transaction-based sales promotion for Movember	194
Figure 44: Gillette Mo Gents United 'Mo Space'.....	194
Figure 45: Gillette's world record breaking largest shaving lesson poster.....	195
Figure 46: Gillette's Movember pop-up barbershop and clubhouse for Mo Bros.....	195

List of Tables

Table 1: Important issues emerging in the 21st century global environment	16
Table 2: Six broad domains of CSR activities	18
Table 3: Steps taken to conduct the research	47
Table 4: Steps taken to collect the data	52
Table 5: Individual and mutual objectives for ELC and the NZBCF	68
Table 6: Resource contributions by partners.....	69
Table 7: Individual and mutual objectives for Gillette and Movember	84
Table 8: Partnership resource contributions.....	85