Strategic Alliances and

Make·A·Wish.

A Case for Cause-Related Marketing

Maxine Laszlo
Nonprofit Management
Junior

Dr. Alvin Lyons
Lecturer of Public and Nonprofit Management
School of Public and Nonprofit Management
Faculty Mentor

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Introduction

Cause-related marketing is the collaboration between a business and a nonprofit in the attempt to increase brand visibility and "generate business and societal benefits" ("Cause Marketing Forum," 2014). According to IEG Consulting Group, cause-related sponsorship has experienced a 118% growth in monetary funds generated for nonprofits over the last eleven years. Revenue from cause sponsorship had grown from $816 million in 2002 to $1.78 billion in 2013, and IEG anticipates an additional 3.4% growth in 2014. This increase in revenue has encouraged many nonprofits to seek out cause sponsorship alliances with the intent to benefit both nonprofit and businesses alike ("Sponsorship Spending, 2014).

Although there is in increase in corporate sponsorships overall, many times these cause-related activities are short-term or one-time partnerships. Some nonprofits struggle to create impactful and sustainable alliances necessary to generate significant funds for their organization. While some may see any form of donation as a good donation, nonprofits need to evaluate the effect on brand image and staff resources if they participate in fleeting partnerships. If a nonprofit chooses to participate in the growing field of cause-related marketing, a businesses' brand image, corporate marketing strategy, and current/past sponsorships are just some of the factors taken into consideration when determining potential partners ("Cause," 2014).

In regards to cause-related marketing, Make-A-Wish® is currently a leader in the travel industry through their Wishes in Flight Frequent Flyer Mile Program, and the organization will celebrate the seventh year of their Macy's *Believe* campaign in 2014.

While Make-A-Wish has secured many successful business partnerships, a notably smaller percentage of monetary funds comes from cause-related marketing when compared to the nonprofit's leading competitors ("Make-A-Wish," 2014). The purpose of this research is to explain the consistencies of other sustainable cause-related marketing partnerships and to identify businesses or business types that could potentially align with Make-A-Wish through cause-related marketing. Our goal is to find the key components needed to create a potential long-term partnership.

Background

Definition of Cause-Related Marketing

As previously stated, the purpose of cause-related marketing it to create a partnership between a nonprofit and a business with the expectation that the collaboration will mutually benefit both parties. Cause-related marketing (also referred to as cause marketing) usually involves campaigns that drive consumers to purchase the businesses' goods or services because there is some financial benefit to a nonprofit. Cause-related marketing is not when nonprofits promote causes such as health or wellness, and it is also not when a business makes a flat donation to a nonprofit without expecting anything in return ("Cause," 2014).

An important aspect of cause-related marketing is that each partner is mutually benefitting from the collaboration. Ethical issues arise if either the nonprofit is receiving donations less than what the price of their brand is worth, or if the business is giving donations at a much higher proportion than what the value of the nonprofit's brand can

provide (Schwinn & Wolverton, 2003). To avoid ethical issues, many nonprofits chose to follow the Better Business Bureau's standards for partnerships.

For any form of cause-related marketing that involves the sale of an item or services, the Better Business Bureau requires that the business disclose the exact monetary benefits the nonprofit will be receiving because of the collaboration. According to Standard 19, this must include the amount of the "actual or anticipated portion" that will be donated, how long the campaign will run, and the maximum and minimum amounts that the nonprofit will receive because of the campaign ("Standards for Charity Accountability," 2014).

History of Cause-Related Marketing

Although cause-related marketing has only recently become a hot topic over the last decade, alliances between businesses and nonprofits that result in higher levels of merchandise or service have been present over the last half century.

While many campaigns boast of being the very first cause marketing campaign, there are few that stood out in history. One of the first to be called cause-related marketing was American Express's campaign in 1983 to raise funds for the preservation of the Statue of Liberty and Ellis Island ("Historic Preservation Initiatives," 2014). In 4 months, American Express raised $1.75 million and increased their transactional activity by 28% ("Cause," 2014).

Types of Cause-Related Marketing

Jay Aldous, Director of Private Sector Partnerships Division at the World Food Programme, explains that there are three types of cause-related marketing trends that are most prominent between nonprofit and for-profit businesses. This includes traditional

cause-related marketing; event, initiative, or program sponsorship where funds are driven by the nonprofit; and consumer fundraising where the donations originated with the consumer ("3 Types of Cause Marketing," 2012).

Traditional Cause-Related Marketing

Traditional Cause-related marketing is when a portion or set amount of a purchase or service goes towards a nonprofit. Although the consumer is buying the item, the funds of the donation are generated by the business, because the money is pulled from their profit margin. According to Varadarajan and Menon, the benefits of the traditional cause-related marketing include "generating incremental sales, promoting repeat purchases and multiple unit purchases, and increasing level of merchandising activity at the retail level for the brand" (Varadarajan and Menon, 1988). One example of traditional cause-related marketing is Yoplait's *Save Lids to Save Lives* campaign, where consumers would send in the pink lids of their yogurt in exchange for a $.10 donation to Susan G. Komen ("Save Lids," 2014). The idea is that a consumer will chose Yoplait over another brand, over another item, or buy more Yoplait because of the partnership. Susan G. Komen and Yoplait both benefit from the collaboration.

Event, Initiative, or Program Sponsorship

Event or program sponsorships are collaborations centered around a specific occasion where a business will experience defined benefits during the initiative in exchange for a donation. This sponsorship is different than giving a direct donation because there is an expectation that there will be some type of visible brand alignment because of the collaboration. A growing trend in event, initiative, or program sponsorship is taking place online, where many social media campaigns showcase the nonprofits and

businesses through "like" campaigns, sharing links, or consumer voting programs. The idea is that the consumer will be engaged throughout the process which gives them more investment in the program, yet the donation is generated by the business ("3 Types," 2012).

Consumer Fundraising

Consumer fundraising is an avenue where consumers use their funds to give to a nonprofit, but those donations are funneled through the for-profit executing the campaign. The most important aspect to note about this trend is that the money originates from the consumer, not the business. A few examples of consumer fundraising are point of sale campaigns, peer to peer fundraising through event sponsorship, and direct giving through specific campaigns. Because point of sale campaigns generally generate the most donations, this study will elaborate on this type of consumer fundraising, yet recognize others in the data collected for this research ("3 Types," 2012).

Point of sale campaigns have changed the way cause-related marketing campaigns are executed. One point of sale technique that has generated hundreds of millions of dollars is the pin up icon, a growing trend for many collaborations in cause-related marketing. Popular in the retail, specialty retail, grocery, and restaurant industry, businesses will offer customers the opportunity to give a micro-donation of $1-$10 to their nonprofit partner. In exchange, the business can hang up paper icons with the customer's name on it. One of the most successful ongoing pin up campaigns benefits Children's Miracle Network Hospitals. Another popular form of point of sale fundraisers are flat donations, where a customer gives a specific number in addition to their purchase, round-up donations where the clerk will ask if the customer wants to donate the cents it would

cost to round-up to the next dollar, or utilize coin collection buckets next to the cash register. In almost all point of sale drives, it is important to have trained staff that have more in depth knowledge about the nonprofit and understand what the campaign is about. Trained staff are more likely to go out of their way to ask customers to donate or provide a personal story to connect the donor, which leads to higher revenues. This may be why two of the three largest cause-related marketing campaigns focus on brick and mortar point of sale donations ("America's Charity Checkout Champions," 2013).

Make-A-Wish America

Organizational Overview

Make-A-Wish is dedicated to granting the wishes of all children with life-threatening illnesses. Last year, 27,000 children were eligible to receive wishes, but Make-A-Wish and its 63 chapter affiliates only acquired the resources to service 14,000 children. For this reason, Make-A-Wish needs to find new avenues of raising funds to grant the wishes of approximately 13,000 more children ("Make-A-Wish," 2014).

Importance of Brand

Throughout the last thirty years, Make-A-Wish has become one of the elite nonprofit organizations that provides high-quality service and maintains a reputable branding image. Though stringent branding regulations, highly monitored media outlets, and cross-departmental checks and balances, every employee at Make-A-Wish works to better the Make-A-Wish name. This also includes making sure the organization remains Better

Business Bureau accredited by following their "Standards for Charity Accountability" ("Standards," 2014).

2009 Cone Communications Nonprofit Survey

In 2009, Cone Communications Public Relations and Marketing Agency partnered with Intangible Business to conduct a study focused on nonprofit brand image and nonprofit revenue. This was the first comprehensive attempt to find if there was a correlation between the popularity of a nonprofit's brand image and how much revenue said nonprofit receives. The hypothesis was that a correlation does exist between brand image and revenue grossed, and that Cone Communications could then identify nonprofits that were significantly underperforming in either revenue or brand image if their two ranks were nowhere close in comparison. To determine rankings, Cone used five years of nonprofit financial reporting and national consumer perception surveys focusing on "familiarity and personal relevance" of each nonprofit. Cone Communications then combined those rankings while adding in other metrics to determine an overall Power Brand ranking ("New Cone Report," 2009).

With few exceptions, Cone Communications found that nonprofits that scored in the Power Brand top ten ranking also were some of the highest scorers in revenue and brand image (see Appendix A). Some nonprofits this applied to were the YMCA of the USA (#1 revenue, #6 brand image) and The Salvation Army (#3 revenue, #2 brand image). Overall, they determined that there was a positive correlation between financials and branding, and the analysts stated that nonprofits who experienced a significant gap were underperforming in either revenue or brand image. Notable nonprofits that were underperforming in brand image were Catholic Charities USA (#4 revenue, #53 brand

image) and Arc of the United States (#5 revenue, #96 brand image). Cone Communications does not make any recommendations for these nonprofits, because they are already experiencing high financial return despite their branding ("New," 2009).

While there was enough data to point to a correlation between financials and brand, Cone Communications identified three nonprofits that were significantly underperforming in revenue as compared to their high brand image. These nonprofits included The Humane Society, Special Olympics, and Make-A-Wish America. While Make-A-Wish was ranked #9 in brand image, its overall Power Brand rank was #35. Cone states that Make-A-Wish should be able to gross more revenue because of its high brand familiarity and positive image with the general public ("New," 2009).

Make-A-Wish Strategy

Since the 2009 Cone Communications data was published, Make-A-Wish has made it a priority to close the gap between their high performing brand name and the level of funding needed to fund another 13,000 wishes per year. Because Make-A-Wish does experience high brand recognition, one strategy would be to seek out more business partnerships for funding. According to the Stanford Center on Philanthropy and Civil Society, businesses want to partner with nonprofits with high brand image because there is value in the collaboration without abusing the businesses' resources (Kylander and Stone, 2012). With Make-A-Wish's high brand image, need for increased funds, and resources to cultivate partnerships with businesses, Make-A-Wish makes an excellent case study to apply cause-related marketing trends and suggest long-term partnerships that would benefit the vision of the organization.

Methodology

Goals of Research

The first truth of this research is that not all cause-related marketing partnerships are created equal. There is no perfect formula that can determine if the partnership is successful, especially because there are many different perspectives on what creates a meaningful, impactful collaboration. For the sake of this research, we will consider a successful collaboration to be one that lasts five years or more. This is based off of Sagawa and Segal's opinion that collaborations that are long-term and consistent are most beneficial to the parties (Sagawa and Segal, 2000).

Henry Rosso is credited for the idea that in prospect research, nonprofits should identify leads with interest, ability, and linkage. Ability means that the business has the financial ability to fund the nonprofit; interest is when the for-profit takes interest in what the nonprofit is trying to achieve, or in this case, interested in the use of cause-related marketing; and linkage is what gives them some social tie to an organization, whether that be through a relationship or matching of missions (Rosso and Tempel, 2003).

Interest will be determined by looking at the latest cause-marketing practices of these businesses over the last five years, as well as using only businesses with high brand value who would be interested in partnering with a nonprofit who also values brand image. To show ability, this study will only look at companies who appear on the 2013 Fortune 500 list. Once these factors are determined, the study will use the businesses that fit all of these criteria and see if there is any linkage between the for-profits left.

Interest

Use of For-Profit's Brand Value in Research

Brand value is the numerical value given to a business that is separate from its revenue sources. It is strictly a number that represents the monetary value of that brand if it were sold on the market. Brand value also takes into account the strength between that brand/customer loyalty and the public's opinion of their ethical practices when establishing a company's brand value (Feldwick, 1996). For this study, companies on both the CoreBrand and Interbrand survey will be used to avoid biases in data collection and ensure the most accurate information.

The 2012 CoreBrand Survey is a brand consulting company that has been tracking branding trends for the last forty years. They focus on finding the correlation between a company's financial successes and the value of their brand. When assessing a company's brand value, the two criteria the survey focuses on is the company's favorability amongst the public and their familiarity in a household. To find this information, Corebrand surveys the executives of the highest revenue-generating companies ($50,000,000 or more) and "high-level consumers," which are clients who fit certain criteria in age, household size, education level, and household income. Corebrand then assigns a "Power Brand" value to each company and publishes the "Top 100 Most Powerful Brands" each year ("The Corebrand," 2012).

Interbrand is a global survey of businesses and their brand value. While Corebrand is more focused on public opinion in the United States, Interbrand takes into account visibility across multiple continents, knowledge about brand that reaches outside

consumer base, availability of data, and long-term profitability to choose which businesses should appear on the survey. They then perform a financial analysis, a demand analysis, and a competitive analysis to determine brand earning, which then decides the brand value ("Best Global Brands," 2013).

These were the two most inclusive brand value studies published by consulting companies with many years of data collection. Only businesses that appeared in the "100 Best Global Brands" reports over the last five years were included in the study.

Criteria for Cause-Related Marketing Campaigns

For this study the definition provided by The Cause Marketing Forum was favored, meaning a business' habits were considered cause-related marketing if there was an expectation of mutual gain from both the nonprofit and for-profit. This excluded situations where nonprofits promoted certain causes without receiving financial benefit or when a business would make a straight donation to an organization without receiving publicity ("Cause," 2014). For the purpose of this study, a business what said to have participated in cause-related marketing if there was evidence that at least one cause campaign had taken place in that given year researched. Specific years researched were 2008, 2012, and 2013, which served as a general reflection of the longevity of cause-related marketing habits.

Press releases were the major source of data when researching businesses cause-related marketing habits over the last five years. Other helpful sources were businesses' corporate social responsibility reports, publications from businesses' philanthropic foundations, and social media avenues.

Ability

Fortune 500 companies represent the wealthiest businesses in the United States. The 2013 Fortune 500 list was utilized because this research is based on cause-marketing campaigns that exist specifically in the United States, as well as businesses who have the financial capabilities to support nonprofits.

Linkage

While interest and ability are identified through the previously stated surveys and lists, the findings of this study will identify trends in linkages that other partnerships experience. Once the successes of other partnerships are recognized, conclusive recommendations will be made for Make-A-Wish's strategic operations. These linkages can also serve as a template for other nonprofits to use when they are seeking prospective partnerships.

Findings of Research

General Observations

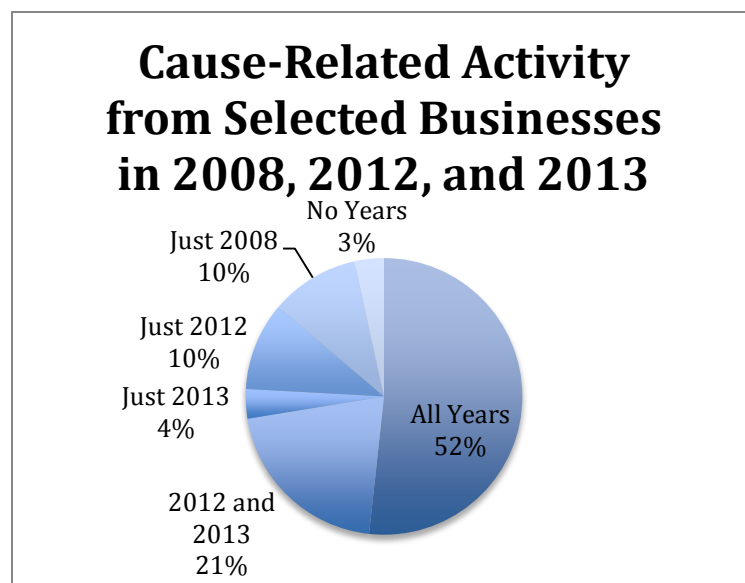After applying the criteria from the Fortune 500, Interbrand, and Corebrand surveys, twenty-nine businesses were applicable to the study. No sector was more significantly prevalent than another, with the most prominent sectors (Computers, Office Equipment, Household and Personal Products, and Internet Services and Retailing) only having three businesses appear in the data. On the Fortune 500 list, participating

businesses ranked from #6 to #494. There was no consistency in rankings relative to how

many years the business had participated in cause-related marketing ("Fortune," 2013).

Cause-Related Marketing Practices Over A Five Year Period

Cause-related marketing was a popular trend among these businesses, because out

of the twenty-nine for-profits researched, only one did not participate in cause-related

marketing in the years surveyed. From this selection the majority of businesses

Cause-Related Activity from Selected Businesses in 2008, 2012, and 2013

No Years 3%

Just 2008 10%

Just 2012 10%

Just 2013 4%

All Years 52%

2012 and 2013 21%

participated in cause-related marketing in 2008, 2012, and 2013, followed by the second most popular trend which was participating in cause-related marketing in 2012 and 2013. In total, 77% of these businesses participated in cause-related marketing in 2013.

Specific Trends in Cause-Related Marketing Strategies

Supporting Various Nonprofits

Some for-profit strategies involve supporting various nonprofits through their

campaigning. They feel that their campaign reaches more constituents than the business

would through an exclusive partnership. This promotes some techniques such as

glocalization, consumer engagement, and varying constituent bases.

With a strategy of glocalization, national companies are able to reach local communities by funding various nonprofits the specifically reside within that community. One example is Kellogg's 2013 partnership with various health-related nonprofits called the *Better Breakfast for Better Days* campaign, where Kellogg funded breakfasts for schools with low-income students across the country. Consumers could "share" breakfast from a designated website that then generated a breakfast donated to a child ("Kellogg Company Launches," 2013). These types of partnerships increase brand recognition in local communities because the brand is more prominent in their day to day lives.

Consumer engagement in relation to various nonprofits allows for consumers to choose which nonprofits they want their donation to go towards. In 2013, Amazon launched its first cause-related marketing program called *Amazonsmile*, where consumers could designate which nonprofit they wanted to support through their purchase. Every time a consumer bought a product, .05% of the cost would go towards their nonprofit ("Amazon Will Donate," 2013). Through consumer engagement and by supporting various nonprofits, Amazon and like-minded organizations are able to attract a larger constituent base with different interests in the organizations they support.

Increased Consumer Engagement

Along with consumer engagement in terms of choosing to where a donation is made, partnerships have been increasing their amounts of consumer engagement in multiple avenues. Many of these approaches occur over social media, where constituents are asked to like, share, retweet, or post about a campaign, which ultimately benefits the nonprofit. One recent example was Colgate's *Swish for a Wish* initiative, where Colgate attempted to break a world record by having as many people as possible mouthwash at the same time.

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For every person that "swished," $1 was donated to Make-A-Wish. Not only were participants engaged at the event, but for every video uploaded of an individual swishing mouthwash to Colgate's page, another $1 was generated for Make-A-Wish ("Colgate to Attempt," 2013). This tactic is valued because, instead of a business just writing a check to the nonprofit, they are able to engage their audiences so the participant feels more connected to the success of the campaign and the goals of the for-profit.

Abandoning Cause-Related Marketing for Other Initiatives

Although for-profits are not primarily mission driven like nonprofits, many businesses that have highly recognized corporate social responsibility standards still put a major emphasis on their individual missions or values. While cause-related marketing was prevalent in many of the businesses surveyed, some for-profits are shifting away from using cause-related marketing in their marketing strategies. Instead, they are opting for more organic ties to their missions. In the data researched, this trend was most common in computer or technology related industries. Instead of funding cause-related marketing initiatives that would benefit a nonprofit, the businesses are conducting contests or grants to fund innovative proposals within their fields. This strategy has many of the components of other social media campaigns with consumer engagement such as voting, liking, or sharing specific initiatives; however, the end goal would more greatly resemble a direct benefit to the for-profit because they can use the data and proposals from applicants for their own products. One example is Dell's Social Innovation Challenge, where entrepreneurs compete in contests posed by the needs of Dell and its partners throughout the year, with focuses on social impact ("Dell Social Innovation Challenge," 2014).

Long-term Partnerships with Differing Missions

While many of the partnerships within the twenty-nine surveyed businesses had organic ties to their missions, there was a surprising number of collaborations where the connection between organizational goals was at first unapparent. An example would be Ford Motor and the *Warriors in Pink* initiative, where Ford donates a portion of their pink specialty merchandise (shirts, wristbands, etc.) to various breast cancer-related nonprofits ("Warriors in Pink," 2014). While a business in the motor vehicles industry may not have a similar mission to a health focused nonprofit, the strong partnership comes from the crossing of constituent bases. Almost everyone needs to own a car, and almost everyone in the United States knows of someone who has been affected by breast cancer. Successful partnerships do not necessarily have to come from similar sectors, but it is extremely important that the goal of the partnership is to target the same constituent base.

Recommendations

After evaluating the trends in the data as well as other aspects relative to interest, ability, and linkage, the study is prepared to make recommendations to nonprofits about what qualities they should look for in prospective cause-related marketing collaborations. These qualities, which were present in other successful, long-term collaborations in the study, will give nonprofits insight in to what business trends they should look into when seeking out partnerships. These findings will then be applied to Make-A-Wish as a case study, showing how linkages exist between the for-profit posed for each quality.

Competitors Outperforming in Cause-Related Marketing

Consumers take notice whenever businesses are participating in philanthropic endeavors. Not only do they applaud when for-profits are lending a helping hand, but also they start to scrutinize when businesses who are capable of donating do not choose to use their excess funds in this way. This was the case of Amazon in 2012, when a Seattle journalist published an article criticizing Amazon for their lack of charitable giving when competitors such as EBay and Overstock.com grossed significantly less revenue yet still gave to charity (Martinez, 2012). Cause-related marketing helps businesses show of their philanthropic initiatives, because the acts of charity are public and meant for marketing purposes. This means everyone knows what a business's competitor is doing, but said business can easily compete by participating in cause-related marketing itself.

PepsiCo is an example of a for-profit that has previously attempted cause-related marketing, but no longer utilizes this marketing strategy because of the perceived failure of its first campaign. In 2010, Pepsi launched the *Pepsi Refresh Project*, which allowed consumer engagement through online voting for local and national nonprofits. Pepsi then donated over $20 million to charities or initiatives of the public's choice. While the campaign received high levels of publicity and praise, Pepsi received a drop in market shares and fell behind Coke and Diet Coke while the campaign was still running. Overall, *Pepsi Refresh* did not sell more Pepsi products, which caused them to discontinue the program (Bida, 2012). Ironically enough, Coca-Cola has been participating in cause-related marketing campaigns since Pepsi dropped Pepsi Refresh in 2010. The difference between the two businesses is that Coca-Cola has consistently partnered with the same nonprofit, performed multiple types of cause-related marketing campaigns centered around their

partnership, and has specifically put the World Wildlife Fund on their products ("Marketing Partnerships," 2014).

If PepsiCo wanted to compete with Coca-Cola's cause-related marketing strategy, they would need to partner with one specific nonprofit with high brand recognition and similar constituents. Almost everyone drinks carbonated beverages, and almost everyone knows or has heard the story of a Wish kid. Both constituent bases are so broad that their partnership would resonate with many demographics, similar to the partnership between Ford and *Warriors in Pink* ("Warriors," 2014).

Companies Transitioning Leadership or Strategy

Studies have shown that the businesses' values and goals significant are not only significant when deciding marketing tactics, but also the respective CEOs' ideals have influence over organizational strategies. Often times a partnership will begin because of a CEO's personal interests or connections with a nonprofit. This also means that when a new CEO takes lead of an for-profit, the business will often transition strategies, sometimes in the realms of their corporate social responsibility or their marketing campaigns (Waldman *et al*, 2006). This is an opportune time for nonprofits to make connections with these up and coming leaders that want to make a name for themselves in their new establishment. Seeking out partners who are transitioning leadership or strategies makes way for new collaborations to take place, which could lay the foundation for a long-term collaboration that would benefit the nonprofit.

In 2012, Apple CEO Tim Cook wanted to change the stigma that the multi-billion company, who consistently ranks in the top 10 on the Fortune 500 list, is the stingiest company in the world. Steve Jobs had previously stated that he was skeptical of the way

philanthropy worked, and instead he wanted to fund innovative initiatives that could change technology. After Jobs stepped down, Cook set out by donating $100 million during his first year as the new CEO. While this is still a lower giving level than many other businesses who gross similar revenues, Apple has potential to change their negative publicity by continuing to use philanthropic outlets (Byrne, 2012).

Although Steve Jobs did not value philanthropy, since 2006 Apple has consistently participated in cause-related marketing through the (Product)RED campaign. With their specific (Product)RED merchandise, Apple has shown that its willing to work with a nonprofit long-term through this fundraising avenue ("(Product)RED," 2014). There is an organic tie between Make-A-Wish and Apple, because many children wish for Apple products, such as MacBook's or iPhones. The Make-A-Wish name is also highly recognizable, which would give Apple the positive publicity it needs to shed its previously negative claim to fame.

Organic Partnerships

Organic partnerships are collaborations where the missions or services clearly align between two businesses. Having an organic relationship help create stronger partnerships, because there is a sharing of values instead of only superficial goals. Organic partnerships often last longer than partnerships made for the sake of collaborating without any other common ground. Consumers are also more likely to trust organic collaborations, because they truly understand the partnership and see the benefit that comes from the campaigns ("Partnerships," 2014).

Home Depot used to be a national partner with Make-A-Wish; however, they have recently only been sponsoring local Make-A-Wishes at the chapter level ("Make-A-Wish

Home Depot," 2014). While this does directly affect wishes, a national partnership would

ensure that all chapters benefitted from the collaboration. The organic tie between Make-

A-Wish and Home Depot does not only exist in their previous partnership, but also because

of the sheer number of children who have wishes with construction needs. From the

building of a tree house to the construction of a skate park, Wish kids use their imagination

when it comes to their wishes. Home Depot's products serve as the organic tie between the

two businesses, while their brick and mortar establishment creates an avenue for cause-

related marketing through pin-up sales that could bring in millions of dollars for Make-A-

Wish.

Consumer-Packaging Products

Studies have shown that when products perform equally and there is no consumer

trade off, cause-related marketing does have a positive impact on consumer purchasing

behavior (Barone *et al*, 2000). This creates competition in consumer-packaging brands,

where consumers are faced with many similarly performing products with no initial

knowledge to differentiate between their performance before purchasing. Cause-related

marketing where labels are placed on packaging makes the product stand out, which is

attractive to businesses in the household and personal products sector.

The ibuprofen brand Motrin is a great example of a consumer packing good that

would benefit from cause-related marketing. Motrin is a McNeil product, which is a

subsidiary of Johnson & Johnson. Because Johnson & Johnson has a previous history of

participating in cause-related marketing but no strong affiliations with any one nonprofit, it

would be easier to approach this business with a potential campaign plan. Motrin's motto

is that it "can help relieve the pain…for the whole family" ("Motrin," 2014).

This specific brand along with other Johnson & Johnson family products have strong ties with Make-A-Wish's value of family, where the nonprofit states that the whole family is made stronger through the granting of a wish. The research shows that due to the past behavior of Johnson & Johnson campaigns sponsoring nonprofits across many different sectors and causes, they may be willing to collaborate with a new partner such as Make-A-Wish.

Great Campaign Ties and Taglines

While it is important for partnerships to share vision and mission, creative campaigning ties make initiatives more memorable to the consumers. Clever, thought-provoking taglines or creative organizational connections catch the attention of the population, which is the purpose of cause-related marketing. Poorly executed marketing tactics or inorganic sounding campaigns can affect the success of new partnerships ("17 Great Taglines," 2010).

One great potential alliance between Make-A-Wish and business with a mirroring tagline is Eastman Kodak. Kodak's slogan "Share Moments, Share Lives" is similar to the meaning behind Make-A-Wish's "Sharing the Power of a Wish." Eastman Kodak no longer appears on the Fortune 500 list because they filed for bankruptcy in January 2012; however, they recently emerged from bankruptcy in fall of 2013 and have reported good financial standings over the last few months (Daneman, 2013). Although they previously fell on financial hardships, Eastman Kodak still appears on the Corebrand survey for having a high brand value, which is important to Make-A-Wish ("Corebrand," 2012). Since they have not had the financial means to do elaborate marketing campaigns and will likely be

conducting new outreach strategies, this would be a perfect opportunity for Make-A-Wish

to approach the business about a partnership focuses on the "Shared Moments" of a wish.

Future Research

This study's goal was to find businesses with high brand values who may be

interested in cause-related marketing. Research was based on businesses past practices,

the environment of the for-profit, and potential strategic tactics. However, there are many

different elements of cause-related marketing that could be further researched to help

nonprofits make more strategic decisions when searching for prospective partners.

One question that should be further investigated is whether or not Fortune 500 or

Fortune 1000 companies are more likely to participate in cause-related marketing. While

Fortune 500 companies may have a higher ability to fund nonprofit initiatives, businesses

with lower revenue or brand image may need the exposure that comes with cause-related

marketing to increase their revenue. This study could also determine if Fortune 500 or

Fortune 1000 companies give at a higher rate despite their annual earnings.

Another aspect that may affect cause-related marketing collaborations is the sector

of the for-profit. While this study found no significant connection between sectors, maybe

with a larger pool of businesses there would be more of a correlation between which types

of for-profits see more value in participating in cause-related marketing.

A last aspect of cause-related marketing that should be further investigated is

whether social media campaigns have higher rates of success or longevity compared to

consumer-packaging products. While each type of campaign usually has a different motive (the former being brand outreach and the latter creating a reason to pick one brand name over another), it would be interesting to note which type of campaign usually grosses more donations for the nonprofit and satisfaction for the business.

Conclusion

Cause-related marketing is a sound strategy for increasing brand awareness between a business and a nonprofit. While not all partnerships are successful, collaborations created with clear expectations between partners, a common goal for the campaign, and mutual target audiences often result in long-term alliances that benefit both parties. There are many different types of cause-related marketing strategies, but it is up to the collaborators to determine which type best fits the goal of the campaign. The for-profit needs to have ability, linkage, and interest to partner with the nonprofit in order to make a prospective business a corporate alliance.

Businesses who have high brand value often have some form of cause-related marketing aspect in their business strategy. Many of the trends that appeared frequently in sponsorships relate to new marketing strategies, leadership, and collective goals of campaign. These top businesses all utilize cause-related marketing in different ways, from having long time partners to multiple nonprofit collaborators to new partners every year. Overall, the most important aspect of seeking a partnership is to research past trends, history, and values of a prospective for-profit before pitching a campaign to a new alliance.

Appendix A

Power Brand 100 Rank	Organization	Brand Value $ Million	Revenue Rank	Brand Image Rank
1	YMCA of the USA	6,393.6	1	6
2	The Salvation Army	4,702.9	3	2
3	United Way of America	4,516.9	2	3
4	American Red Cross	3,146.2	7	5
5	Goodwill Industries International	2,534.8	6	18
6	Catholic Charities USA	2,361.1	4	53
7	Habitat for Humanity International	1,768.0	9	4
8	American Cancer Society	1,359.8	11	1
9	The Arc of the United States	1,223.6	5	96
10	Boys & Girls Clubs of America	1,168.3	8	21

Resources

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