From Sole-Creation to Co-Creation

Social Marketing Value Creation through Corporate-NPO Collaboration

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Abstract

Title: From Sole-Creation to Co-Creation - Social Marketing Value Creation through Corporate-NPO Collaboration

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Aim: The aim of this study was to investigate the structure of social marketing within a collaboration between non-profit organisations (NPOs) and business organisations as well as whether this collaboration facilitates the process of social marketing for the NPOs. For this purpose, Austin and Seitanidi’s (2012a, 2012b, 2014) Collaborative Value Creation (CVC) framework was applied to social marketing as value outcome by combining it with Andreasen and Kotler’s (2003) model of the social marketing process in NPOs.

Method: A qualitative study was conducted based on secondary and primary data. Hereby, primary data was gathered from a total of seven NPOs and twelve respondents across Sweden by the use of face-to-face and phone interviews.

Result & Conclusions: Two main findings were identified in this study. Firstly, within the process of social marketing in a corporate-NPO collaboration the NPOs predominantly plan and design the campaigns independently. Hereby, it is shown that the NPO’s organisational model of operation influences the collaboration structure. Secondly, it is demonstrated that the corporate-NPO collaboration facilitates the NPOs social marketing process.

Suggestions for future research: Further investigations of NPOs could be undertaken by distinguishing between their organisational model and area of operation in order to complement the presented theoretical model of the social marketing process in the corporate-NPO collaboration. Additionally, the perspective of business organisations could be considered.

Contribution of the thesis: The present study contributes to literature by providing a theoretical model based of the social marketing process in the corporate-NPO collaboration. It demonstrates that this collaboration facilitates the social marketing process of the NPOs.

Keywords: Social marketing, social marketing process, non-profit organisation (NPO), continuum, cross-sector social partnerships, (CSSPs), corporate-NPO collaboration, collaborative value creation framework (CVC)
“Alone we can do so little; Together we can do so much”

by

Helen Keller, American author, political activist and lecturer (Wise Quote, 2016)
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Abbreviations

ASMA  Australian Social Marketing Association
AMA   American Marketing Association
B2B   Business to Business
B2N   Business to Non-Profit
CSR   Corporate Social Responsibility
CSSP  Cross-Sector Social Partnerships
CVC   Collaborative Value Creation
ESMA  European Social Marketing Association
iSMA  International Social Marketing Association
NPO   Non-profit Organisation
Chapter 1 - Introduction

This section aims to provide a general overview of the research, including the background, motivation, aim and research questions.

1.1 Background and Emergence of Social Marketing

Although first thoughts about marketing were documented already in the 1900s, no definition existed until the 1970s (Vargo and Lusch, 2004). During the past decades, the focus of marketing switched from a goods-centred tangible focus towards more likely intangibles, such as information exchange, competences, human knowledge and skills (Vargo and Lusch, 2004). Thus, nowadays several authors (e.g., Bolton, 2006; Grönroos, 1994; Kotler, Burton, Deans, Brown and Armstrong, 2015) adopt the most accepted definition of marketing given by the American Marketing Association (AMA). Hereby, marketing is defined as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (AMA, 2016-10-03). Marketing theory is an assortment of various different marketing styles based on the marketing mix and utilised not only by for-profit organisations to market their products but also by numerous other parties such as institutions, governments, and non-profit organisations (NPOs) (Kotler and Murray, 1975).

Accompanied with the globalisation and fast growing economies all over the world, the awareness of social problems, their complexity and the need to take action against the resulting issues such as poverty, environmental pollution and health issues increased worldwide during the last decades. During this time, the importance and the amount of NPOs also increased whereas their focus is to address these issues and to develop strategies in order to fight them. (Austin, 2000; Austin and Seitanidi, 2012; Reast, Lindgreen, Vanhamme and Maon, 2010; Selsky and Parker, 2005)

In respect to this, one of the strategies used by NPOs is social marketing (e.g., Andreasen, 2002; Anheier, 2014; Kotler and Murray, 1975; Kumar, Saini, Kumar, 2014). However, the emergence of the idea of social marketing can be retraced back in the 1950s when Wiebe (1951-1952; after Andreasen, 2003; Dibb and Carrigan, 2013) expressed his concerns about why marketing was not practiced in order to promote social ideas the way tangible products have been promoted (Andreasen, 2003). Kotler and Zaltman (1971) introduced the concrete expression social marketing for the first time in their article Social marketing: an Approach to Planned Social Change (Andreasen, 2003; Gordon, 2012; Lee and Kotler, 2015; Dibb and Carrigan, 2013; Zainuddin and Jones, 2016).

Nowadays, campaigns such as “Smoking kills!”, “Go to College!”, “Drive safe!”, usually utilised by governments and communities, institutions and NPOs can be assigned to the field of social marketing (Andreasen, 1994; Andreasen and Kotler, 2003; Kotler and Murray, 1975; Spotswood, French, Tapp
and Stead, 2011). The main purpose of social marketing is to promote and influence individual’s behaviour by applying commercial marketing concepts aiming to provide societal benefits for the greater well-being rather than making a profit (Andreasen, 2003; ESMA, 2016-10-05; Kotler and Zaltman, 1971; Kumar et al., 2014; Lee and Kotler, 2015; Spotswood et al., 2011).

1.2 Definition of Social Marketing
More than 45 years ago, Kotler and Zaltman (1971) defined social marketing as “the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research” (p. 5). Further, on, Andreasen (1994) proposed to define social marketing as “the adaptation of commercial marketing technologies to programs designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of the society of which they are a part” (p. 110). However, as Spotswood et al. (2011) point out, social marketing should be seen as “a dynamic and an essentially contested area” (p. 164) which changes and develops constantly. Consequently, in 2013 a working group consisting of the ESMA, the iSMA and the Australian ASMA, developed a new definition:

“Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory, audience and partnership insight, to inform the delivery of competition sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable.” (ESMA, 2016-10-05, p. 1)

Based on this definition, the understanding of social marketing for the present research is the integration of marketing concepts with other approaches in order to influence individuals’ behaviours, to promote social change and to aim at the well-being of individuals and the society as a whole.

1.3 Users of Social Marketing
Traditionally, social marketing has been used by the public sector, more specifically governments and communities (Andreasen, 1994; Kotler and Murray, 1975; Spotswood et al., 2011), in order to increase the visibility of a problematic behaviour within the society and to address and achieve a favoured behaviour (Schuster, Kubacki and Rundle-Thiele, 2016).

However, NPOs also apply social marketing approaches. NPOs are voluntary organizations aiming to achieve social, environmental, cultural, educational and other public service objectives. Their main interest is not to gain a monetary profit but sustainable development for the society’s benefit. These
organisations can operate independently or can be supported and influenced by governments and communities. (Bottiglieri, Kroleski and Conway, 2011; Willetts, 2009)

1.4 Challenges of Social Marketing

Since the implementation of social marketing in different types of organisations, social marketers have been facing challenges when promoting change of the individual’s behaviours (Andreasen, 2002; Andreasen and Kotler, 2003; Bloom and Novelli, 1981; Oates, Alevizou, and McDonald, 2016). Prevalent challenges for social marketers are little budgets and to obtain funding in order to develop and implement their social marketing programs. Resulting from the lack of budgets, they face poor market and target group research, putting in doubt the reliability and validity of the data obtained and hindering the success of social marketing strategies and campaigns (Andreasen, 2002; Andreasen and Kotler, 2003; Bloom and Novelli, 1981).

Furthermore, the planning and implementation of social marketing is generally more difficult than the traditional commercial marketing because it requires a higher level of ingenuity, creativity and perseverance in order to achieve its goals. Contrary to commercial marketing, it is more difficult for social marketers to change and adapt their intangible product (a cause or an idea) according to the customer needs. Social marketers are expected to promote behaviours that their customers generally dislike, such as the implementation of a better diet or the reduction of tobacco and alcohol consumption although the individuals might be comfortable with this behaviour. Thus, social marketers rather have to encourage and convince the individuals to change their way of thinking regarding old values and views of the world, to change their habits and behaviour, or to actively engage in activities to change others behaviour. (Andreasen, 2003; Andreasen and Kotler, 2003; Bloom and Novelli, 1981; Evans, 2008)

1.5. Problem Discussion and Study Object

Besides the challenges social marketers face within their operations, recently numerous critiques evolved which stress the increased importance of networks and co-creation of value in social marketing (Austin and Seitanidi, 2014; Brennan, Previte and Fry, 2016; Luca, Hibbert and McDonald, 2016). At the beginning of the 21st century, several researchers forecasted the increase of collaborations between NPOs and business organisations (e.g., Austin, 2000; Parker and Selsky, 2004; Selsky and Parker, 2005; Shumate, Hsieh and O’Connor, 2016), which were firstly noticed in the 1990s (Parker and Selsky, 2004; Reast et al., 2010). Since then, more and more attention in literature has been devoted to the investigation of collaborations between NPOs and business organisations. Hereby, the focus of attention was predominantly laid on areas such as:
• the formation and implementation process, the governance structure and the relationship
development of social partnerships (e.g., Austin, 2000; Dahan, Doh, Oetzel and Yaziji, 2010;
Parker and Selsky, 2004; Rodríguez, Giménez and Arenas, 2016; Reast et al., 2010; Selsky
and Parker, 2005; Shumate et al., 2016; Wymer and Samu, 2003)
• the inter-organisational fit between both parties (e.g., Austin, 2000; Parker and Selsky, 2004;
Rodríguez et al., 2016)
• the value creation and the outcomes of operational processes based on the collaboration (e.g.,
Austin, 2000; Austin and Seitanidi, 2012b; Selsky and Parker, 2005)

As a result, researchers developed frameworks in order to investigate and to broaden the
understanding of social relationships between business organisations and NPOs (e.g. Austin and
Seitanidi, 2012a; Austin and Seitanidi, 2012b; Reast et al., 2010; Rodríguez et al., 2016; Seitanidi
and Crane, 2009). In connection with this, Austin and Seitanidi (2012a; 2012b; 2014) elaborate and
present the process of co-creation of value within the corporate-NPO collaboration in their model of
Collaborative Value Creation (CVC). By presenting this conceptual framework, the authors analyse
how the collaboration between NPOs and business organisations contributes to economic, social and
environmental value for individuals, society and the involved organisations.

1.5.1 Research Gap
Several authors stress that collaborations with business organisations can be effective strategies in
order to decrease the challenges the NPOs face within their social marketing operations (Austin and
Seitanidi, 2014; Barrutia and Echebarria, 2013; Brennan et al. 2016; Lefebvre, 2012; Luca et al.,
2016). In their research, Brennan et al. (2016, p.9) recently pointed out that “to achieve individual
and societal change social marketing programs must create strategic partnerships and social alliances
with other publics”.

However, it can be noticed that literature addressing the process of social marketing within these
collaborations is lacking (Brennan et al., 2016; Luca et al., 2016). No research yet has been
undertaken in order to investigate the process of social marketing within a collaboration between
NPOs and business organisations from the NPOs’ point of view. In addition, no literature exists
regarding the question if and how a collaboration between NPOs and business organisations facilitates
the social marketing process for the NPOs.

Developing frameworks addressing collaborations between NPOs and business organisations in
regards to social marketing, can help to increase the understanding of its processes and help to
decrease the challenges as well as critiques social marketers face nowadays (Austin and Seitanidi,
2014; Barrutia and Echebarria, 2013; Lefebvre, 2012; Luca et al., 2016). It can also contribute to the
development of efficient strategies in order to facilitate and improve the social marketing process of the NPOs and thus, to achieve the goal of social change for the well-being of the society.

1.5.2 Research Purpose and Research Questions
The purpose for the study is to explore the process of social marketing within the corporate-NPOs collaboration and if this results in benefits for the NPO’s operations of social marketing. To do so, the following two research questions are investigated from the NPO’s perspective:

1. *How does the collaboration between NPOs and business organisations in regards to social marketing work?*
2. *Does a corporate-NPO collaboration facilitate the social marketing process for NPOs?*

1.6 Delimitation
In order to achieve valuable and valid results regarding the purpose of the present research, the study is focused solely on the process of social marketing within the corporate-NPO collaboration. This is undertaken by combining the theoretical model of Austin and Seitanidi (2012a, 2012b, 2014) with the model of the social marketing process within the NPOs by Andreasen and Kotler (2003).

Furthermore, since the NPOs are defined to be the traditional users of social marketing, it is assumed that they are the specialist of social marketing processes. For this reason, only their perspective is considered. By doing so, it is not distinguished between particular types and structures of the NPO but rather the requirement that the investigated NPOs have, have had or have been planning to have a collaboration with a business organisation in connection with its social marketing operation.

1.7 Study Disposition
The purpose of this section is to provide an overview of the structure of the paper by presenting a general description of each chapter.

*Chapter 1 - Introduction:* This chapter presents an introduction and the motivation of the thesis. The interest in the use of social marketing and the corporate-NPO collaboration have increased in the last decades. However, little research has been undertaken about the corporate-NPO collaboration in regards to social marketing.

*Chapter 2 - Literature Review:* This chapter theorizes three main topics named NPOs, social marketing and corporate-NPO collaborations. At the end, based on the literature review, a theoretical model developed by the authors is presented which serves as base for the research.
Chapter 3 - Methodology: This chapter goes deeper on the methods used to gather data for the present thesis. A motivation of the approaches used are provided in order to facilitate the reader’s understanding of the next chapters.

Chapter 4 - Empirical Findings: The aim of this chapter is to present the results obtained for the NPOs investigated aiming to answer the research questions. In order to provide a better understanding of the outcomes, the chapter is divided in three sections: the organisations, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration.

Chapter 5 - Analysis: This chapter aims to provide an analysis of the empirical findings presented in chapter 4. Following the structure of the empirical findings section, this chapter is divided in three main topics named the organisations, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration. The analysis is developed by linking the literature review presented in chapter 2 with the empirical data.

Chapter 6 - Conclusion: This chapter aims to answer the research questions, to demonstrate the concluding thoughts and to provide implications for the organisation and the individual within these organisations. Furthermore, the limitations of the study and future research suggestions are presented.
Chapter 2 - Literature Review

This chapter theorizes three main topics named social marketing, NPOs and the corporate-NPO collaboration. The aim of this section is to present a theoretical framework that will be utilised as a base for the development of the research.

2.1 Social Marketing

As shown by the previous sections, the interest in and the application of social marketing significantly increased during the last decades (Andreasen and Kotler, 2003; Spotswood et al., 2011; Zainuddin and Jones, 2016). This can be seen based on the expanding number of researches, as well as the recent development of social marketing associations such as the European Social Marketing Association (ESMA) in 2009, the International Social Marketing Association (iSMA) in 2012, and the Australian Social Marketing Association (ASMA) in 2012 (Zainuddin and Jones, 2016). In the past 40 years the main interest for social marketers has been areas such as health promotion, injury prevention, environmental protection and community mobilisation (Beall, Wayman, D'Agostino, Liang and Perellis, 2012; Gordon, 2012; Tapp and Spotswood, 2013). Based on the definition of social marketing as presented in Chapter 1, the subsequent sections aim to provide a more profound understanding of social marketing and its facets.

2.1.1 Difference between Commercial Marketing and Social Marketing

Contrary to commercial marketing, social marketing does not serve as a mean to sell goods and products in order to increase financial gain. Considering the different goals of commercial and social marketing, consequently, their choice of the target audience also differs. Whilst commercial marketing strategies address consumers who are assumed to provide the greatest possible sales profit, in social marketing the target audience is selected in regards to different criteria, such as the prevalence of social problems, the willingness to change and the ability to reach the chosen audience. (Andreasen and Kotler, 2003; Lee and Kotler, 2015; Kumar et al., 2014)

Similarly, the competitors of social and commercial marketers differ. Commercial marketers compete with companies, which offer a similar good or product and thus threaten the sales profits of the for-profit organisation. The competitors of social marketers are, on the one hand, organisations, which provide products such as alcohol and tobacco, which lead to negative behaviour of individuals. On the other hand, they also compete with the current behaviour of the target audience itself and the societal and environmental circumstances that lead to the target audience's behaviour. (Andreasen and Kotler, 2003; Dibb and Carrigan, 2013; Lee and Kotler, 2015)
2.1.2 The eight P’s of Social Marketing

Social marketing should not be misunderstood as just a mass communication campaign because, in order to make it efficient, the idea and process behind it is much more complex (Lee and Kotler, 2015; Kotler and Zaltman, 1971; Tapp and Spotswood, 2013). Besides the differences between commercial and social marketing, there are also similarities; for example, as the marketing theory, the social marketing approach also leans on the four P’s; product, promotion, place and price (Hertzog and Williams, 2007; Gordon, 2012; Kotler and Lee, 2015; Kotler and Zaltman, 1971; Peattie and Peattie, 2009; Tapp and Spotswood, 2013). In the following, the original explanation of the four P’s within social marketing strategies provided by Kotler and Zaltman (1971) is presented.

Similar to products offered by for-profit-oriented organisations, in social marketing it is also crucial to analyse and study the target group in order to communicate and sell the product successfully. In regards to social marketing, this product can be a social idea, behaviour and attitude change, or a service. (Kotler and Zaltman, 1971)

The factor promotion in social marketing also has similarities to the processes in the marketing strategies of for-profit-oriented organisations. Tools such as advertising and sales promotion are based on sophisticated strategies and tactics concerning the size of the available budget, the selection of effective media, and the development of attention-getting images. (Kotler and Zaltman, 1971)

Furthermore, as in any other marketing campaign, in social marketing the decision about the place is important, since this is the place where the campaign is supposed to meet the target audience. (Kotler and Zaltman, 1971)

However, the factor price in social marketing appears in a different way than in the basic marketing theory. While companies usually request a price based on an amount of money for a tangible product or service, the price in social marketing is mainly psychological. For instance, giving up smoking means to change behavioural habits and one's own attitude towards health while it leads to the saving of money. (Kotler and Zaltman, 1971)

Nevertheless, as traditional marketing theory and its marketing mix, social marketing developed to be a way more complex process than it was at the beginning. This resulted in researchers’ believes that the four P’s model is too simple and does not meet the diverse facets of social marketing strategies anymore (Gordon, 2012; Peattie and Peattie, 2009; Tapp and Spotswood, 2013). Consequently, several authors suggest that social marketers need to consider other P’s regarding their strategy process (e.g. Barrutia and Echebarria, 2013; Gummesson, 1994; Grönroos, 1994; Lee and Kotler, 2015; Weinreich, 2010). One acknowledged approach of eight P’s of social marketing is presented by
Weinreich (2010). According to him, the additional P’s should be *publics, partnership, policy* and *purse strings*.

Weinreich (2010) refers to *publics* as the people involved in the social marketing programs. These people have been categorised as external or internal groups. The main external group is the target audience, the people who are expected to make a change in their behaviours and attitudes. Within the external groups other sub-audiences, such as family members, friends and others, are included who should be considered due to the impact they have on the decision making of the target audiences. On the other hand, internal groups refer to employees and managers. Weinreich (2010) claims that everyone involved in the social marketing program needs to have high understanding about the programs in order to succeed.

*Partnership* refers to the collaboration between different organisations with the purpose of obtaining different benefits such as gathering more resources and expanding access to more individuals of the target groups. When it comes to *policy*, it refers to the policies established around the target audiences (e.g., at work, schools, communities) which facilitate a friendly environment that motivate and support the target groups on the behavioural change. Lastly, *purse strings* refer to sources such as governments, donations and foundations, which provide funding for the success of the social marketing programs. (Weinreich, 2010)

2.2 Non-Profit Organisations (NPOs)

The interest and need for the abolition of slave trade and the promotion of peace movements in the eighteenth century has resulted in the creation of different private organisations aiming to fight issues such as labour rights and free trade (Lewis, 2007). By 1910, many of these private organisations worldwide developed collaborations with each other under the label of Union of International Associations, in order to address issues such as environmental degradation, health, gender equality, and safety. (Kumar et al., 2014; Willets, 2009)

The rapid growth and development of these private organisations, also known as NPOs, is because governments are not able to provide social services to a diverse population with its different kind of needs (Weeraworden, McDonald and Mort 2010; Weisbrod, 1997). Weeraworden et al., (2010, p.346) claim that “Nonprofit organizations (NPOs) contribute to society through their social value creation.”

2.2.1 Definition of NPOs

Several definitions of NPOs can be found in literature. According to Bottiglieri et al. (2011), NPOs are voluntary organisations and associations aiming to achieve social objectives and furthering a specific social cause. Hansmann (1980) defines NPOs as non-distribution constraint organisations
that are not allowed to give a share of its profits to its shareholders. He mentions that these net earnings should be used in activities that are meant to accomplish the aim of the organisation. Further, several authors (e.g. Anheier, 2014, p. 47; Salamon and Anheier, 1992, p. 1) give a general structural-operational definition of NPOs that is based on five operational features that characterise NPOs:

1. “they are at some degree formally constituted
2. they have a nongovernmental structure
3. they are self-governed
4. they are non-profit distributing organisations
5. they are voluntary organisations.”

NPOs have a special focus on sustainable development especially in fulfilling the needs of the society (Anheier, 2014; Kong, Salzmann, Steger and Lonescu-Somers, 2002). These organisations differ from other corporate enterprises when it comes to values, goals, customers as well as their purpose and aim (Andreasen and Kotler, 2003; Austin and Seitanidi, 2012a; Austin and Seitanidi, 2014). Differently from other business organisations, NPOs can be funded by membership fees, donations and volunteers (Dart, 2004). During the last decade, NPOs also have developed strategies which are similar to business models of for-profit-organisations and which serve as a source for additional revenues and thus, to increase their efficiency of social activities (Andreasen and Kotler, 2003). In order to accomplish a social change in the society, one approach these organisations use is also social marketing (Andreasen, 2002; Anheier, 2014; Evans, 2008; Kotler and Murray, 1975; Kumar, Saini, Kumar, 2014).

Based on this, our understanding of NPOs is that they are private, nongovernmental and volunteer organisations, which address and fight against societal, economic and environmental issues for the well-being of the society without aiming for profits.

2.2.2 The Role of NPOs

The roles of NPOs vary from one organisation to another depending on the circumstances of each society and the particular problem area the NPO addresses (Andreasen and Kotler, 2003; Kumar et al., 2014; Weisbrod, 1997).

Nevertheless, there are some common aims and objectives that these organisations have. For instance, some of them are to develop and implement programs and campaigns that will raise the society’s awareness of important societal and environmental issues and to broaden their knowledge about how to prevent those issues. Furthermore, they aim to inform the individuals about the importance of respect, collaboration and humanity among each other. They do so through different activities such as seminars, workshops, trainings, and education. However, they do not only create awareness of
these issues to the society, but also fight against social issues such as the fight against poverty, pollution and other societal and environmental problems, as well as the fight for human rights, education and equality. (Kumar et al., 2014; Weisbrod, 1997)

2.2.3 Structures of NPOs

Kotler and Murray (1975) claim that NPOs can be divided into three main groups based on the target group: *Self-serving organisations*, including organisation-unions and professional trade associations, *client-serving organisations* that include universities and welfare agencies, and lastly *general-serving organisations* including museums and churches.

There is a diverse variety of structures within NPOs. They range from formal, structured and powerful hierarchies to more informal and loose hierarchies. The three most common structures are *local NPOs*, *national NPOs* and *international NPOs*. *Local NPOs* are community organisations engaged in the development of a specific city or town. When it comes to the *national NPOs*, they are based on organisations located in a specific country. This structure is formed by local organisations that are organised into different states to address specific issues of that community. However, they are also assigned to a headquarter located in the capital of the country which deals with issues of the whole country. As soon as NPOs engage with NPOs in other countries, they form a new type of structure named *international NPOs*. This structure consists of national NPOs operating and collaborating with other NPOs around the world. Their main purpose is to fight global societal, environmental and economic issues. (Anheier, 2014; Kotler, and Murray, 1975; Weerawardena et al., 2010)

2.3 The Social Marketing Process in NPOs

NPOs have adopted different approaches such as social marketing in order to be able to change problematic behaviours and attitudes of their target groups (Andreasen, 2003; Andreasen and Kotler, 2003; Anheier, 2014; Kotler and Murray, 1975). As stressed by Kotler and Murray (1975), social marketing enables NPOs to obtain more effective results regarding their social mission. Kumar et al., (2014) suggest that the use of social marketing in NPOs benefits these organisations to spread the target group’s awareness of the cause and idea of solution, which the NPOs aim to communicate.

Additionally, Andreasen and Kotler (2003) stress that during the last decade, NPOs have realised the importance of social marketing not only in connection with successful behaviour change, but also as a crucial factor for the success of the organisation itself. This strategy also supports the NPO in its effort of getting more interesting for stakeholders, getting more volunteers, and increasing donations and funding. To do so, it is crucial for the NPO to adopt a sophisticated social marketing strategy in order to integrate it as part of the organisation’s operational process.
As Andreasen and Kotler (2003) point out, social marketing campaigns can be short-term as well as long-term efforts addressing a particular social issue by the NPO. In any case, according to the authors, these campaigns should be planned in three stages: 1) analysis, 2) strategy, and 3) implementation.

1. Analysis: Before the concrete planning activities, the NPO has to analyse two levels in order to identify its operational base by setting the marketing mission and objective. Firstly, the organisational level analysed by identifying the NPO’s mission, objective and goals, as well as the organisational culture and its strengths and weaknesses. The external environment is analysed by identifying the publics it aims to serve, the competitors, and the social, economic, and political environment.

2. Strategy: Based on the analysis and identified mission and objective the NPO can develop its social marketing strategy. This is undertaken by identifying the target group and applying the social marketing mix elements.

3. Implementation: In the final stage of the social marketing process, the NPO develops the design of the campaign by deciding which specific tactics to apply in which way, implementing the strategy and finally assessing the performance of the campaign.

Figure 1: The Social Marketing Process in NPOs. (Source: Own adapted from Andreasen and Kotler (2003, p.66)).

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2.4 The Corporate-NPO Collaboration

The negative accompaniments of the globalisation and the resulting pressure from the political, economic and social sector did not only result in the increase of NPOs since the 1980s. It also led to business organisations’ rising awareness and interest in corporate social responsibility (CSR) practices. (Austin, 2000; Austin and Seitanidi, 2012a; Austin and Seitanidi, 2014; Moldovan, Greenley and Lakatos, 2016; Seitanidi and Crane, 2009; Selsky and Parker, 2005; Shumate et al., 2016)

The relationship of NPOs and business organisations has been originally signed by tension and conflicts (Austin, 2000; Rodríguez et al., 2016; Selsky and Parker, 2005). However, the pressure resulting from the globalisation and the societal demand of the necessity for sustainable development effected that during the last decades both parties realised the advantages of cooperating with each other rather than combating (Austin and Seitanidi, 2012a; Austin and Seitanidi, 2012b; Austin and Seitanidi, 2014; Moldovan et al., 2016; Rodríguez et al., 2016). Consequently, the amount of collaborative relationships between business organisations and NPOs significantly increased and became an important strategic tool for both parties (Parker and Selsky, 2004; Reast et al., 2010; Rodríguez et al., 2016; Selsky and Parker, 2005).

Alongside with this development, in addition to existing knowledge about business-to-business (B2B) relationships research and literature addressing business-to-non-profit (B2N) relationships increased and received significant attention (e.g., Austin, 2000; Austin and Seitanidi, 2012a; Dahan et al., 2010; Parker and Selsky, 2004; Rodríguez et al., 2016; Reast et al., 2010; Wymer and Samu, 2003). Hereby, it is stressed that due to the fact that NPOs and business organisations significantly differ regarding their goals, values, cultures and ways of operation, corporate-NPO collaboration cannot be equalised with B2B relationships and are complex in nature (Austin, 2000; Parker and Selsky, 2004; Rodríguez et al., 2016; Shumate et al., 2016; Wymer and Samu, 2003).

The main motives of business organisations to engage in a partnership are more likely to enhance and to expand their CSR activities in order to improve their image by being socially responsible. By doing so, they aim to achieve positive promotion and public relations. (Moldovan et al., 2016; Reast et al., 2010; Rodríguez et al., 2016; Shumate et al., 2016; Seitanidi and Crane, 2009; Wymer and Samu, 2003)

Meanwhile, the NPOs are interested in getting access to additional funding, broader markets and new resources. Their aim is to increase the society’s awareness of the issues they fight by using the business organisations’ effective organisational approaches (Austin, 2000; Wymer and Samu, 2003). Recent research has shown that by doing so, NPOs also aim to improve their efficiency and brand
reputation (Shumate et al., 2016). Nevertheless, both parties come together in B2N partnerships in order to collaboratively address issues such as lack of equal education access, health care, poverty, economic development and environmental sustainability (Austin, 2000; Austin and Seitanidi, 2012a; Seitanidi and Crane, 2009; Selsky and Parker, 2005).

2.4.1 Definition of Corporate-NPO Collaboration
Collaboration is traditionally defined as a relationship between two or more parties, which are motivated to achieve mutual benefits and value by sharing information, resources, knowledge, organisational expertise, as well as costs and risks. The basic factors of successful collaborations are trust, commitment and voluntary and mutual agreement. (Dahan et al., 2010; Donato, Silva, Farina, Pinheiro and Peretti, 2015; Parker and Selsky, 2004)

Cross-Sector Social Partnerships (CSSPs)
A reflection on the literature shows that numerous research refers to cooperating business organisations and NPOs as cross-sector social partnerships (CSSP) to address social issues. Thereby, CSSPs not only describe partnerships between the public, the private, and the non-profit sector, but also collaborations with the business sector as shown in the following figure. (Austin, 2000; Seitanidi and Crane, 2009; Reast et al., 2010; Selsky and Parker, 2005)

![Figure 2: Cross-Sector Relationships addressing Social Issues. (Source: Own adapted from Seitanidi and Crane (2009))](image-url)
CSSPs between the above presented parties aim to address and solve social problems, originally addressed by NPOs, based on a voluntary collaboration, which results in the combination of organisational resources. In each partnership type the purpose of the involved parties is to find and to offer solutions which lead to value for each of them. In regards to the NPO-business collaboration, which is addressed in the present research, value is aimed to be achieved by combining the business organisation’s economic advantages with the NPO’s social advantages. This combination subsequently results in benefits for the society. (Austin, 2000; Rodríguez et al., 2016; Shumate et al., 2016; Seitanidi and Crane, 2009; Selsky and Parker, 2005)

Numerous studies apply the definition of the NPO-business collaboration within the CSSPs to the corporate-NPO collaboration (e.g., Austin, 2000; Austin and Seitanidi, 2012a; Austin and Seitanidi, 2012b; Dahan et al., 2010; Moldovan et al., 2016; Parker and Selsky, 2004; Rodríguez et al., 2016; Shumate et al., 2016; Wymer and Samu, 2003). In the present research, this equalisation is adopted and the characteristics of CSSPs are applied on the understanding of the corporate-NPO collaboration.

2.5 The CVC Framework by Austin and Seitanidi (2012a, 2012b, 2014)

By investigating existing literature, addressing different areas of CSSPs, Austin and Seitanidi (2012a, 2012b, 2014) developed a conceptual framework with the aim to cover all relevant areas of the collaboration between business organisations and NPOs, which contribute to value creation. This framework is called the Collaborative Value Creation (CVC) framework. Hereby, Austin and Seitanidi (2012b, p.956) stress that their CVC framework “focuses on partnering processes and micro-processes, identifies the specific drivers and dynamics of value creation and relates them to the sources of value they affect and the kind of value they produce”.

The authors’ main research question was; “How can collaboration between nonprofits and businesses most effectively co-create significant economic, social, and environmental value for society, organizations, and individuals?” (Austin and Seitanidi, 2012a, p. 727). Based on their belief that the creation of value is the main motivation for organisations to engage in CSSPs, they define “collaborative value as the transitory and enduring benefits relative to the costs that are generated due to the interaction of the collaborators” by referring it to organisations, society and individuals (Austin and Seitanidi, 2012a, p. 728).

Their framework consists of four interrelated components; the value creation spectrum, the collaborating stages, the collaboration process, and the collaboration outcomes.
In order to provide a profound understanding of the original framework, in Appendix 1 a detailed definition and illustration of the characteristics of each of the four components and their correlation is presented.

2.6 The Theoretical Model

For the purpose of the present study, the authors developed an own theoretical model based on the literature review. In order to investigate the social marketing process in the corporate-NPO collaboration, the model of Andreasen and Kotler (2003) presented in Figure 1 was combined with the CVC framework by Austin and Seitanidi (2012a, 2012b, 2014) presented in Figure 3. The combination of both approaches results in the theoretical model as illustrated in Figure 4. This model is taken as base for the present research.
Since the CVC framework covers most relevant areas of a corporate-NPO collaboration, it can be assumed that it also provides a good base for the investigation of the social marketing process in this kind of collaboration. By linking it to the social marketing process model by Andreasen and Kotler (2003), social marketing is assumed to be the aimed value outcome of the corporate-NPO collaboration. It is legitimate to do so since social change and improvement of the societal well-being are the common variables in both, social marketing and the CVC framework as shown in Appendix 1. Furthermore, the literature review also demonstrates that NPOs face challenges in their process of social marketing. Since the second research question aims to investigate whether the corporate-NPO collaboration facilitates the social marketing process, the aim of the NPOs to engage in the collaboration and the challenges they might face within the social marketing process are included in the theoretical model.
Chapter 3 - Methodology

This section aims to provide a detailed information about the research strategy and the methods used in order to gather valuable data for the thesis. Furthermore, the data analysis strategy is given followed by the validity and reliability, the ethical considerations and limitations of the methodology. Firstly, a summary of the methodology is presented in the following.

3.1 Research Strategy

This study is exploratory in nature with an inductive approach, applying a qualitative method based on primary and secondary data. In accordance to Saunders, Lewis and Thornhill (2009), the study can be characterised as exploratory since, although a theoretical model is developed (see Figure 2.4), it is not the aim to test this framework but rather to use it as the base for the investigation and the interview questions. By doing so, the aim of the present study is to gather more information and explore about the social marketing process in the corporate-NO collaboration if it results in benefits for the organisation´s operations from the NPO´s perspective. As a result, it is the authors´ purpose to add theory to the social marketing and the corporate-NPO collaborations literature.

Babbie (2013) claims that exploratory studies are used by researchers to explore a subject or a problem that is quite new or is an interesting topic that they would like to investigate in more detail.
Furthermore, exploratory studies help researchers to fulfil their curiosity about a topic, to test opportunities of conducting a broader study and to develop and plan approaches for future studies. On the other hand, Saunders et al. (2009) claim that an inductive approach is used by researchers who aim to collect additional information and by doing so to develop theory. Thereby, the research context is considered and more flexible structure of the research is applied in order to permit alternative explanations and results.

Moreover, this thesis is of qualitative character aiming to gather and explore non-numerical data about if and how the collaboration between NPOs and business organisations improves the social marketing process of the NPOs. (Saunders et al, 2009; Sofaer, 1999). The research questions are answered through semi-structured interviews divided into three main parts: the organisation and the interviewee, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration. This structure was developed based on the theory presented in the literature review.

### 3.1.1 Population and Sampling Strategy

The sampling strategy process started by defining the criteria of the population that were going to be investigated in this research (Babbie, 2013; Yin, 2014). It was concluded that in order to achieve the purpose of the present study it was required to interview communicator managers, marketing managers, owners, founders and/or people involved in the social marketing process of NPOs that have, have had or are planning to have collaborations with business organisations.

In order to gather responders for this research, two non-probability sampling strategies named purposive (judgmental) sampling and snowballing were applied. Purposive strategies are used to select specific samples of population that are judged and carefully selected by the researchers accordingly to the specific research aim of their study. On the other hand, snowball-sampling techniques are used to reach specific targets that are difficult to find. In this case, social scientists search for more participants through current responders. (Babbie, 2013)

As part of the snowball strategy, emails were sent to potential respondents requesting the possibility to interview two up to three employees with similar and relevant positions within their organisation. Furthermore, during the process of interview arrangements and during the interviews, all participants have been asked if they can connect the researchers with other people in their network that fulfil the researcher’s criteria. This procedure has enabled the researchers to accomplish getting access to additional participants for the present thesis.
3.1.2 Pilot Study

Pilot studies are a common method used in order to clarify the objectives of the study and to inspect the effectiveness of the data collection method and the value of the interview questions aiming to answer the research questions (Arain, Campbell, Cooper and Lancaster, 2010; Yin, 2014). In regards to the present study, calls and personal meetings with potential interviewees were undertaken in order to discuss more about the topic and about the responder’s organisation aiming to examine if their organisation fulfils the researcher’s criteria. Furthermore, to be able to facilitate the understanding of the collaboration request, the interview questions were sent by email to potential respondents who were interested in participating in the present research but were hesitating about how much they could help with the research study. This allowed them to get a better overview of the project and what to expect during the interviews. In order to simplify the interview process, after discussing with the first three respondents, the interview questions have been restructured accordingly to what has been discovered and noticed during the pilot studies.

3.2 Multiple Case Study

Baxter and Jack (2008) as well as Yin (2014) point out that as part of a qualitative method there are two variants of case studies: single and multiple case studies. Single studies refer to the investigation of a single case or organisation. Contrary, multiple-case studies refer to the exploration of two or more cases or organisations on a specific phenomenon. Yin (2014) suggests the use of multiple-case studies while trying to answer “how” and “why” questions.

In the present research, a multiple case study has been applied, not only because “how” questions are investigated but also due to the purpose to provide more powerful results by comparing and analysing data from several cases and perspectives, as suggested by Yin (2014). Accompanied with statements from several authors (e.g., DeMarrais and Lapan, 2004; Siggelkow, 2007; Yin, 2014) the aim of using this approach has been to explore existing theories, to find and fill the identified gap by investigating and gathering data from real-world situations.

3.3 Data Collection

Data is categorised in two main parts; primary and secondary data. Primary data refers to information that is gathered in order to achieve the aim of a specific research or study by applying the most suitable data collection methods for each research. On the other hand, secondary data refers to information publicly available from previous researches and studies. This data has already been analysed and approved by other social scientist, and is accessible for all future researchers. (Babbie, 2013; Hox and Boeije, 2005; Saunders et al., 2009; Yin, 2014)
There are different data collection strategies that social scientists can apply in order to gather primary and secondary data. For instance, Yin (2014, p.103) suggests that this data can be obtained from “documentation, archival records, interviews, direct observation, participant-observation, and physical artefacts”. Other advocates claim that data can also be gathered through phone calls, surveys, questionnaires and emails (Gill, Stewart, Treasure and Chadwick, 2008; John, 2001).

In the following, it is presented Saunders et al., (2009) information flow of literature sources available which helps researchers to pinpoint the most suitable source to gather primary and secondary data. The authors include a list of available tertiary literature sources. However, this information is not included in this section, since it is not relevant for the purpose of the present study.

In the following, the data collection used on the present study to gather primary and secondary data is presented.

### 3.3.1 Secondary Data

In order to develop the literature review section and to explore different theories, the use of secondary data has been considered because this is reliable information that has already been collected, published and approved by previous researches (Hox and Boeije, 2005). Thus, it allows the researchers to develop a valuable base for the study and it reduces costs and time consumption on the research of different theories since it is information that already exists (Sorensen, Sabroe and Olsen, 1996) and is data that can be easily accessed through different academic sources (Hox and Boeije, 2005).

The process of the present thesis started by gathering and analysing secondary data in order to develop a general understanding of social marketing and the corporate-NPO collaboration. This secondary...
data was obtained from reliable and valuable literature, such as related books borrowed from the library of the University of Gävle and scientific articles found on reliable journals such as the Nonprofit and Voluntary Sector Quarterly, The Journal of Social Marketing, The Journal of Marketing, Nonprofit Management and Leadership, and The Journal of Business and Management. Furthermore, other relevant secondary data has been obtained from different academic research engines such as Google Scholar, JSTOR, Sciedirect and Emerald.

3.3.2 Primary Data

When it comes to the gathering of primary data, semi-structured interviews have been applied because it allows the interviewees to express openly their thoughts and opinions regarding the investigated phenomenon, enabling the researchers to gather more specific and reliable data for research purposes. (DiCicco-Bloom, and Crabtree, 2006; Louise-Barriball and While, 1994)

The interview methods utilised in the present research are face-to-face and phone call interviews. Face-to-face interviews are conducted to create a closer relationship between the interviewers and the interviewees in order to exchange useful information, (Ritchie, Lewis, Nicholls and Ormston, 2013) to collect more specific data and to facilitate visual contacts with the responders (Stephens, 2007). Furthermore, phone interviews have been applied in order to broaden the opportunities to reach participants who are located in different parts of Sweden when it was difficult to conduct face-to-face interviews due to distance and/or travel costs (Saunders et al., 2009).

The interview questions were developed in accordance to the literature review as presented in Table 1. For a detailed overview of the operationalisation of the interview questions based on the theory, see Appendix 2.

*Table 1: Operationalisation of Interview Questions. (Source: Own)*

<table>
<thead>
<tr>
<th>Section</th>
<th>QUESTIONS</th>
<th>THEORY</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview Details</td>
<td>Date of interview</td>
<td>No theory</td>
<td>Verification of validity and reliability of the research</td>
</tr>
<tr>
<td></td>
<td>Type of interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Duration of interview in min.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allowance to publish name/organisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allowance to record</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Date of protocol approval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>What is your position?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>QUESTIONS</td>
<td>THEORY</td>
<td>PURPOSE</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Background of Organisation and the Interviewee</td>
<td>2. How long have you been working in the organisation?</td>
<td>No theory</td>
<td>Verification of validity and reliability of the research by assuring the relevance of the investigated organisations and the interviewed participants</td>
</tr>
<tr>
<td></td>
<td>3. How are you involved in the process of social marketing?</td>
<td>ESMA (2016-10-05)</td>
<td>Investigation of the NPO’s understanding of social marketing</td>
</tr>
<tr>
<td></td>
<td>4. How are you involved in the cooperation process with the business organisation?</td>
<td>ESMA (2016-10-05)</td>
<td>Investigation of the NPO’s aim for using social marketing</td>
</tr>
<tr>
<td>2. The Traditional Social Marketing Process in the NPOs</td>
<td>5. What is your/your organisation’s understanding of social marketing?</td>
<td>ESMA (2016-10-05)</td>
<td>Investigation of the NPO’s social marketing process based on the three stages; 1. Analysis, 2. Strategy, and 3. Implementation</td>
</tr>
<tr>
<td></td>
<td>6. What is your aim for using social marketing?</td>
<td>ESMA (2016-10-05)</td>
<td>Investigation of the NPO’s social marketing process regarding the marketing mix elements</td>
</tr>
<tr>
<td></td>
<td>7. What is your social marketing strategy/process?</td>
<td>ESMA (2016-10-05)</td>
<td>Investigation of the challenges the NPO faces regarding social marketing</td>
</tr>
<tr>
<td></td>
<td>8. Do you apply the marketing mix? In which way?</td>
<td>ESMA (2016-10-05)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. What kind of challenges do you face in regards to social marketing and its process?</td>
<td>ESMA (2016-10-05)</td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>QUESTIONS</td>
<td>THEORY</td>
<td>PURPOSE</td>
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<td>---------</td>
<td>---------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A) Background</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The Social Marketing Process in the Corporate-NPO Collaboration</td>
<td></td>
<td></td>
<td>Verification of validity and reliability of the research by ensuring that the NPOs are relevant and have or had collaborations with business organisations regarding social marketing</td>
</tr>
<tr>
<td>10</td>
<td>With how many of those do you cooperate in regards to social marketing?</td>
<td>No theory</td>
<td></td>
</tr>
<tr>
<td>B) The Collaborative Value Creation framework in regards to Social Marketing</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Investigation of the Source of Value Creation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Identification of the NPO’s objective and aim for the collaboration regarding social marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Identification of the resources exchanged in the collaboration</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>What kind of resources do you receive from the business organisation for the social marketing process?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Identification of the resources exchanged in the collaboration</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Which resources do you provide the business organisation?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Did the cooperation facilitate your social marketing process? How?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>Investigation of the Type of Value Creation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Identification of the types of value based on the characteristics of associational, transferred resource, interaction, and synergistic value</td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>QUESTIONS</td>
<td>THEORY</td>
<td>PURPOSE</td>
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<tr>
<td>17</td>
<td>Is the cooperation based solely on the social marketing process or also on other operational processes (which)?</td>
<td>Austin (2000) Austin and Seitanidi (2012a; 2014)</td>
<td>2. Component - Collaboration Stages - Investigation of the corporate-NPO collaboration stages based on characteristics of the philanthropic, transactional, integrative, and transformational collaboration stage</td>
</tr>
<tr>
<td>18</td>
<td>Would you describe the cooperation as long-term oriented?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Is the communication process frequent, mutual and intense within the process of social marketing?</td>
<td>Austin (2000) Austin and Seitanidi (2012a; 2014)</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>How close do you cooperate in regards to social marketing? Are the decisions taken by your organisation or after consulting with the business partner?</td>
<td>Austin (2000) Austin and Seitanidi (2012a; 2014)</td>
<td></td>
</tr>
</tbody>
</table>
The process of gathering primary data for the present study started by sending emails with a request letter for collaboration (see Appendix 3) in regards to the research including relevant information about the study such as the background, aim, research questions and the expected time for the interview. The examiner of the research approved this request letter. In total 264 emails have been sent within 84 different NPOs in Sweden. After two-three days that the emails were sent, phone calls were made in order to follow up with the contacts that did not sent any response by then. When the participants agreed on participating in the study, face-to-face interviews or telephone interviews have been scheduled depending on the location and preference of the respondents

### 3.3.3 The Interviewees

In total, twelve people from seven different non-profit organisations in Sweden were interviewed. In order to improve the understanding of the relevance of the interviewees in the present study, their involvement in the social marketing process within the NPO and in the collaboration process is presented in the following.

Two participants are not directly involved in this process of social marketing due to their role within their organisation; Marie Lönnqvist, the General Secretary of Humana Second Hand, participates in the brainstorming process and provides constant feedback and opinions during the social marketing process but the decisions are taken within the team. Maria Granefelt from Fairtrade is the Head of Communications and thus, is mainly informed about the social marketing campaigns. However, sometimes she participates in the implementation of the campaigns together with her team.

The other respondents are closely involved in the social marketing process of their organisations. Their main responsibilities include the planning, organisation and implementation of the social marketing campaigns. For instance, Gunnar Sundstrand, the Chairperson for Memberships of Lions Club Norra Gävle has participated in the planning, development and implementation of a social activity to provide help to kids in primary schools in Gävle who needed visual aids.

Except one respondent, the interviewees are closely involved from the start to the end in the collaboration process of the NPOs with the business organisations. They act as intermediators, project responsible, communicators and organisers of the collaboration process. They are the ones seeking
and contacting the business organisations in order to find collaborations with them. In the case of Maria Granefelt as Head of Communications, she is not directly involved in the collaboration process. Instead, she is informed about every collaboration and main corporate projects. Nevertheless, sometimes she has direct contact with the business organisations but it is not her responsibility. Daniel Diaz claims that in the beginning of their Hassela Movement project, he was the one contacting and seeking for contacts to business organisations that would like to collaborate with them. However, he claims that nowadays collaboration partners such as private schools usually contact them instead.

Table 2 presents an overview of the interviews including background information of the respondents, the interview structure and the date and duration of each of them.

**Table 2: Overview of the Participants. (Source: Own)**

<table>
<thead>
<tr>
<th>NPO</th>
<th>Location</th>
<th>Contact Person</th>
<th>Position</th>
<th>Interview date</th>
<th>Type</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lions Club Sweden</td>
<td>Gäve</td>
<td>1. Maria Johansson</td>
<td>President of Lions Club Gäve</td>
<td>2016-11-23</td>
<td>Face-to-face</td>
<td>55 min</td>
</tr>
<tr>
<td></td>
<td>Gäve (Norra)</td>
<td>2. Bruno Ahlqvist</td>
<td>Chairperson for Memberships</td>
<td>2016-11-25</td>
<td>Face-to-face</td>
<td>1 h 30 min</td>
</tr>
<tr>
<td></td>
<td>Gäve (Norra)</td>
<td>3. Gunnar Sundstrand</td>
<td>Chairperson for Service Activities</td>
<td>2016-11-25</td>
<td>Face-to-face</td>
<td>1 h 30 min</td>
</tr>
<tr>
<td>Stockholm (International)</td>
<td>4. Maud Nordell</td>
<td>Head of Communications</td>
<td></td>
<td>2016-11-28</td>
<td>Face-to-face</td>
<td>1 h 30 min</td>
</tr>
<tr>
<td></td>
<td>Hallstahammarn</td>
<td>5. Åke Nyquist</td>
<td>PR Responsible for Lions Sweden</td>
<td>2016-12-01</td>
<td>Phone</td>
<td>1 h</td>
</tr>
<tr>
<td>2. Humana Second Hand Sweden</td>
<td>Stockholm</td>
<td>6. Marie Lundqvist</td>
<td>General Secretary</td>
<td>2016-11-28</td>
<td>Face-to-face</td>
<td>45 min</td>
</tr>
<tr>
<td></td>
<td>Stockholm</td>
<td>7. Emma Nilsson</td>
<td>General Manager Second Hand Stores</td>
<td>2016-11-28, 2016-12-02</td>
<td>Face-to-face, Phone</td>
<td>20 min, 50 min</td>
</tr>
<tr>
<td>3. Fairtrade Sweden</td>
<td>Stockholm</td>
<td>8. Maria Granefelt</td>
<td>Head of Communications</td>
<td>2016-11-30</td>
<td>Phone</td>
<td>45 min</td>
</tr>
<tr>
<td>4. Hassela Helpline</td>
<td>Malmö</td>
<td>9. Daniel Diaz</td>
<td>Federal Organiser</td>
<td>2016-11-30</td>
<td>Phone</td>
<td>1 h 5 min</td>
</tr>
<tr>
<td>5. Parasport</td>
<td>Stockholm</td>
<td>10. Henrik Hjelmberg</td>
<td>Communications Manager</td>
<td>2016-11-28</td>
<td>Face-to-face</td>
<td>50 min</td>
</tr>
<tr>
<td>6. Malmö Ideella</td>
<td>Malmö</td>
<td>11. Ivar Scotte</td>
<td>Executive Director</td>
<td>2016-11-22</td>
<td>Phone</td>
<td>35 min</td>
</tr>
</tbody>
</table>
A focus group interview has been undertaken with Bruno Ahlqvist and Gunnar Sundstrand from the Lions Club Gävle Norra. This happened because it has been their wish to attend the interview together in order to complement each other's experiences. This was legitimate for the purpose of the study since focus groups interviews are applied with the purpose of investigating a specific phenomenon among several participants who provide relevant experiences and information in regards to the subject that is been investigated (Saunders et al., 2009).

In the case of Emma Nilsson from Humana Second Hand, it was needed to conduct two different interviews. The first one took place in her office in Stockholm but it was interrupted because the interviewee faced some personal issues and had to leave. Due to the lack of opportunity for the researchers to visit Stockholm again, the second interview was conducted via telephone.

3.4 Data Presentation and Analysis

A cross-case approach named case-oriented analysis has been applied. The objective of this strategy is to identify and locate patterns and meanings among the data. This method facilitates the understanding of several cases by deeply studying the details of each case. (Babbie, 2013)

Based on the literature review and the interview questions, the data has been coded into three categories: the organisations, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration. The coding approach is utilised to extract the most important information from the data collected through the interviews in order to identify keywords (see Appendix 4) related to the literature review. The purpose of using the coding approach is to facilitate and strengthen the data analysis process. (Babbie, 2013; Yin, 2014)

Furthermore, data is analysed based on the three categories used for the coding of the data; the organisation and the interviewee, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration. Hereby, the empirical findings are linked and compared with the theory presented in the literature review. The main purpose of relaying the data analysis in
theoretical propositions and empirical findings is to compare the consistency between what has been observed in the interviews and the theories explored on this study (Yin, 2014).

3.5 Validity and Reliability of the Study

According to Yin (2014), four tests are commonly used in order to measure and test the quality of case studies. He identifies the four tests as construct validity, internal validity, external validity and reliability.

Construct Validity

Babbie (2013, p.550) describes construct validity as the level to which the chosen measurement tool correlates to the expected as well as unexpected variables of the theoretical framework. In order to increase construct validity in case studies, it is necessary to identify adequate operational ways of measurement for the applied concept of the studied topic (Saunders et al, 2007; Yin, 2014). To do so, Yin (2014) proposes three tactics, which were applied on the present research: Firstly, it is advised to use numerous sources of evidence when collecting data. Secondly, it is important to illustrate a chain of evidence within the process of data collection. And lastly, Yin (2014) stresses that it increases the construct validity if key informants review the draft of the case study report before finalising it.

In order to aggregate construct validity to the case study, a triangulation method has been considered in the present research. Triangulation methods combine different research approaches to collect data from different sources. The purpose of triangulation is to obtain diverse responses and viewpoints upon a common phenomenon (Jick, 1979; Olsen, 2004; Thurmond, 2001). Examples of different sources can be documentations, interviews and observations (Bowen, 2009). According to Bowen (2009), by providing and analysing data gathered from different sources, it can help to reduce possible biases present in single studies. Thus, it increases validity and certainty in the research information by revealing specific results and providing a clearer understanding of a specific phenomenon (Jick, 1979).

Additionally, in order to improve the construct validity of the study emails have been sent to the responders with a protocol that includes a transcription of the information gathered during the interviews for revision and approval. Hereby, the respondents had the opportunity to add comments and feedback to the transcriptions. All the empirical data utilised in the present study has been reviewed and approved by the respondents. One example of the protocol is provided in Appendix 5.

Internal Validity

Internal validity requires the establishment of causal relationships and the awareness that particular conditions can result in other conditions (Saunders et al., 2009; Yin, 2014). In order to increase the internal validity of the present study and in accordance to Yin (2014), detailed attention was payed to
the matching of patterns and explanations were developed by also considering rival conclusions during the analysis process. Furthermore, a theoretical model was developed by combining two approaches; the social marketing process model of Andreasen and Kotler (2003) and the CVC framework of Austin and Seitanidi (2012a; 2012b; 2014).

**External Validity**
In order to generate external validity, it has to be identified if the results of the present case study can be generalised to other relevant contexts (Babbie, 2013; Saunders et al., 2009; Yin, 2014). Yin (2014) states that by developing a strong theoretical framework as the base for the study, the level of external validity can be increased. It is considered by the authors that the present research fulfils the characteristics mentioned above by presenting a strong framework and utilising a theoretical model.

**Reliability**
The reliability of a study is strong as soon as it is ensured that if the research is repeated by other researchers who follow the same process, they achieve the same results (Babbie, 2013; Saunders et al., 2007; Yin, 2014). To increase the level of reliably, it is suggested to document the research method in detail and to develop a case study protocol and a database (Yin, 2014). In order to provide transparency of the results of the present study, a detailed documentation of the interview operationalisation (see Appendix 2), the coding of the keywords (see Appendix 4) and one example of the interview protocol (see Appendix 5) are presented.

**3.6 Ethical Considerations**
The quality of a research also depends on the author's consideration and compliance of the ethical standards such as the avoidance of deception, the responsibility for one's work including the respect of scholarship and the default of plagiarism, untruth or manipulation of data and information. Furthermore, it is the duty of the authors to protect and to ensure the well-being, privacy and confidentiality of the participants of the study. (Babbie, 2013; Saunders et al., 2007; Yin, 2014)

In respect of this, all participants were asked whether it was possible to publish their personal data such as their name and the organisation’s name in this study. The opportunity to participate anonymously was also given to the respondents. Furthermore, before each interview, all responders were asked if the interview could be recorded. After the interview, the information obtained were transcribed and interview protocols (see Appendix 5) were developed which were sent to the interviewees in order to get a final approval of the collected information.
3.7 Limitations of the Methodology

Because some participants were located in different cities than the researchers, it was not possible to conduct face-to-face interviews with all respondents. It is considered by the researchers that face-to-face interviews are important because they create a closer relationship between the interviewee and the interviewer. This allows the interviewers to capture more specific and accurate data.

Further, in some cases, it was not possible to interview more than one person from each organisation. This was because some people did not have the time to collaborate with the study due to the season or because the organisations are usually small in nature and there is not more than one person involved in the process of social marketing.

Another consequence of the challenge to find respondents, which match the requirements of the present research, is an inconsistency of the number of participants per organisation. While from Lions Club five respondents participated in the interviews, from other organisations not more than one respondent was part of the research. Nevertheless, all Lions Clubs operate locally and independently from each other and thus, provide individual responses.

Other limitation considered in the present study is that none of the two researchers nor the interviewees speaks English as a mother language. It is believed that this influences the flow of communication and expression of thoughts. In order to overcome this barrier, follow-up questions were asked during the interviews and a reconstruction of the interview questions was undertaken in order to facilitate the understanding for the respondents. Lastly, some websites and extra documentation from the participants were provided in the Swedish language. Nevertheless, this data was successfully read and analysed because one of the researchers understands and speaks Swedish.
Chapter 4 - Empirical Findings

This section aims to present an overview of the data collected during the research process of the study. In order to facilitate the understanding and overview of the gathered information, this section is divided in three main parts; the organisations, the social marketing process in the NPOs and the corporate-NPO collaboration in regards to social marketing.

4.1 The Organisations

In order to provide a good understanding of the importance of the organisations investigated and their way of operation, in the next section a description of each organisation and an overview of their collaborations with business organisations in connection with social marketing is presented.

4.1.1 Lions Club International Sweden

Lions Club International is a NPO, which aims to make the world a better place to live in. The organisation has 11,000 members who are located in different clubs all around Sweden and engage in social activities in order to improve the quality of life of the society locally, nationally and internationally. (Lions, 2015)

The Lions Clubs investigated in the present study are Lions Club Gävle, Lions Club Norra Gävle, Lions Club International Sweden and Lions Club Hallstahammar. As pointed out by the interviewees, each club mostly decides about its operations and projects individually. For this reason, the amount of business organisations they cooperate with as well as the social marketing projects and campaigns vary among the particular clubs. For instance, in collaboration with an international business organisation with chain stores specialised in eye care and glasses in several Swedish cities, the Lions Club Norra Gävle was primarily responsible for a social marketing campaign including events and logo licensing agreements addressing the importance of eye care for children in Gävle. Meanwhile, the Lions Club International Sweden in Stockholm has been also cooperating with a chain store of the same company but in the context of a project whereas glasses have been collected in order to be donated to poor countries. Currently, none of the clubs is engaged in collaborations with business organisations in conjunction with social marketing, but all of them are looking and researching for potential corporate-NPO partnerships.

4.1.2 Humana Second Hand

This NPO is part of Humana Sweden belonging to the international network Humana People to People. The aim of Humana Second Hand is to collect used textiles and clothes and to sell them in their second hand stores with the purpose of investing the profit on social projects together with their partners. The organisation also sends some collected clothes to their partners so they can generate
revenue for social projects or as maintenance support to their private operations. (Humana Second Hand, 2016)

In regards to the collection of clothes donations, the NPO constantly cooperates with several business organisations. In terms of social marketing, no collaboration exists these days, but the interviewees have given the researchers a summary of their past campaigns such as events and logo licensing agreements as well as of the ones planned.

4.1.3 Fairtrade

Fairtrade is an independent certification with a stated goal to reduce poverty and improve people’s influence and power to act in order to create change and development. Through Fairtrade, growers and employees in countries with widespread poverty are given better knowledge of their rights, greater livelihood opportunities and stronger position in the world market. It gives power to act for change and provides a possible way out of poverty. (Fairtrade, 2016)

The business model of Fairtrade is based on the collaboration with other business organisations. As pointed out by the interviewee, nowadays Fairtrade Sweden has “about 100 cooperation partners that source Fairtrade certified commodities or ingredients, fulfil The Fairtrade Trader standards, and have a licence to use the Fairtrade mark on their products” (Maria Granefelt / Fairtrade Sweden, 2016-11-30). These are business organisations such as retailers, hotels and restaurants, which engage with the NPO, based on signet licence contracts. Depending on the social marketing campaign, the NPO cooperates with either all of them or with particular ones, as well as with advertising agencies.

4.1.4 Hassela Helpline

This organisation is a NPO that operates widely in the promotion of preventing and countering youth exclusion in the society. The methods used by the organisation are based on commitment, relationship building, solidarity, and adult role models. (Hassela Helpline, 2016a)

The organisation works on different projects in order to achieve their aims. The project investigated in the present study is Hassela Movement. This project seeks to eradicate unemployment among young adults by helping them to develop their visions through education and professional practice. (Hassela Helpline, 2016b)

The cornerstone of the project is collaborations with other NPOs as well as with profit-oriented organisations. These partnerships are continuously used in order to develop and implement social marketing campaigns.
4.1.5 Parasport

This NPO is a sports association responsible for organising sport activities for people with physical impairment, visual impairment and intellectual disability in 18 different kind of sports. The association also leads and organises the Special Olympics in Sweden, which is the largest Olympics for athletes with disabilities. (Parasport, 2016)

Currently, the NPO cooperates with twelve well-known business organisations in regards to different projects, including social marketing campaigns in connection with logo licensing agreements and sponsorships. Depending on the particular campaign, either all or some of the collaboration partners are involved.

4.1.6 Invitations Departementet

This organisation is a NPO politically and religiously independent aiming to fight against exclusion and xenophobia. Their main purpose is to bring change in people and society by connecting immigrants and natives at dinner tables. (Invitations Departementet, 2016)

The NPO was founded about two years ago by the interviewee Ebba Åkerman. As she states, the organisation does not have concrete collaboration partners but rather contacts to other NPOs and business organisations whereas the aim is to inform people about the concept of Invitations Departementet. In regards to social marketing, Ebba recently had a collaboration with a well-known and established business organisation, which she has presented in connection with the present research.

4.1.7 Malmö Ideella Föreningars Paraplyorganisation

This organisation is a non-profit organisation that serves as a trade union for non-profit associations in Malmö, Sweden. Their aim is to represent and support the interests of other non-profit organisations by helping them to improve their conditions. (Paraplyorganisation, 2016)

This organisation has a network consisting of other NPOs as partners and develops and implements social marketing campaigns, but currently does not have any collaboration with business organisations. Nevertheless, the interviewee provided information about a project the NPO organised in 2013 whereas the idea has been to bring NPOs and business organisations together for establishing collaborations. Due to lacking willingness from the corporate side, the project was cancelled.

For a better understanding of the NPOs investigated, in Table 3 a summary of the organisations and their main characteristics are presented.
### 4.1 The Organisations

<table>
<thead>
<tr>
<th>Section</th>
<th>Organisation</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lions Club Sweden</td>
<td>● Clubs investigated: Lions Club Gävle, Lions Club Norra Gävle, Lions Club International Sweden and Lions Club Hallstahammar  ● Aims to make the world a better place to live in  ● 11,000 members around Sweden  ● Operates locally and nationally, but belongs to an international organisation  ● Dependence on the headquarter  ● Currently none clubs have collaborations with business organisations but are looking for ones</td>
<td></td>
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<tr>
<td>2. HUMANA Second Hand</td>
<td>● Aims to collect textiles and sell them in order to use the profit on social projects  ● Operates locally and nationally, but belongs to an international organisation  ● No dependence on the headquarter  ● No currently collaborations with business organisations in regards to social marketing but have had collaborations in the past</td>
<td></td>
</tr>
<tr>
<td>3. Fairtrade Sweden</td>
<td>● Aims to reduce poverty and to promote social change  ● Operates nationally, but is part of an international organisation  ● Organisational model requires collaborations with business organisations  ● about 100 collaboration partners</td>
<td></td>
</tr>
<tr>
<td>4. Hassela Helpline</td>
<td>● Aims to prevent and counter youth exclusion in the society  ● Operates locally  ● The project investigated seeks to eradicate unemployment on young adults  ● Numerous collaborations with business organisations such as private schools, and other NPOs</td>
<td></td>
</tr>
<tr>
<td>5. Parasport Sweden</td>
<td>● Aims to organize sport activities for athletes with disabilities  ● Operates nationally with the headquarter in Stockholm  ● Have collaborations with twelve business organisations</td>
<td></td>
</tr>
<tr>
<td>6. Invitations Departementet</td>
<td>● Aims to fight against exclusion and xenophobia  ● Operates nationally with headquarter in Stockholm and is part of an international network  ● Had a collaboration with a business organisation in the past</td>
<td></td>
</tr>
<tr>
<td>7. Malmö Ideella Föreningars Paraplyorganisation</td>
<td>● Aims to support other NPOs by helping to improve their conditions  ● Operates locally  ● No collaboration with business organisations at the moment but had a project in the past which aimed to facilitate the collaboration between NPOs and business organisations</td>
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### 4.2 The Social Marketing Process in the NPOs

With the purpose of providing a better understanding of the social marketing process in the NPOs, this section is divided in four parts, which address the respondent’s understanding of social marketing,
the aim for using social marketing, the social marketing strategy and the challenges faced in the social marketing process.

4.2.1 Understanding of Social Marketing

The main understanding of social marketing given by the respondents is the promotion and implementation of campaigns in order to promote and encourage social change in the society. Ivar Scotte from Malmö Ideella Föreningars Paraplyorganisation, Bruno Ahlqvist and Gunnar Sundstrand from Lions Club Norra Gävle also point out that social marketing is the creation and promotion of social value and the improvement of quality of life of the individual within the society.

“Our policy is through active efforts, both financial and human. We contribute to positive social development.” (Bruno Ahlqvist / Chairperson for Memberships of Lions Club Norra Gävle, 2016-11-25)

Their understanding of social marketing is also the improvement of social responsibility. Additionally, Daniel Diaz from Hassela Helpline and Åke Nyquist from Lions Club Hallstahammar suggest that social marketing seeks to address and fight against social issues such as criminality, in justice and unemployment. In the case of Humana Second Hand, the two respondents address social marketing as the promotion of thoughtful fashion consumption within the society. Maria Granefelt from Fairtrade claims that her understanding of social marketing is the promotion of sustainable development and the achievement of poverty reduction. Maud Nordell from Lions Club International explains that her understanding is also the promotion of social help where it is needed.

4.2.2 Aim for Using Social Marketing

Most of the respondents are using social marketing in order to promote social change in society, to increase social value, to encourage change behaviour and to educate people and raise the understanding of the benefits of changing behaviours. Furthermore, Ivar Scotte from Malmö Ideella Föreningars Paraplyorganisation, Bruno Ahlqvist and Gunnar Sundstrand from Lions Club Norra Gävle claim that they use social marketing to improve the quality of life of the individuals.

Åke Nyquist from Lions Club Hallstahammar also points out that another reason for using social marketing is to increase the trust of shareholders. However, the respondents claim that there are other aims of using social marketing such as to market their organisation and thus, to gain visibility within the society in order to help people. Maud Nordell from Lions Club International and Åke Nyquist from Lions Club Hallstahammar also claim that they are aiming to gain more members through social marketing campaigns. In the case of Humana Second Hand and Fairtrade, they also use social marketing in order to increase sales in their organisations. In regards to this, the respondents point out that these are tools used in order to be able to achieve social change:
“The aim is to raise the brand awareness so that people rather buy at our store than at the fast fashion providers and thus to change their consumption behaviour.” (Marie Lonnquist / General Secretary of Humana Second Hand, 2016-12-28)

“The aim is to increase sales of Fairtrade products in order to change consumer’s buying behaviour.” (Maria Granefelt / Head of Communications of Fairtrade Sweden, 2016-11-30)

4.2.3 The Social Marketing Strategy

None of the NPOs has a uniform and consistent social marketing strategy in their organisations but rather mainly adapt the concrete strategy development to a particular situation or project. Hereby, all respondents describe that decisions about the concrete strategy implementation of social marketing campaigns are mainly taken within the team. However, in most NPOs the responsibility for social marketing is ascribed to particular people working on the development and implementation of the campaigns as well as following-up the processes in order to evaluate the success of the campaigns.

“We do not have a specific strategy and adapt to each situation. However, the main steps of the process are to first of all to investigate the idea, to develop this idea into a project, to implement the project and to follow up this project.” (Maria Johansson / President of Lions Club Gävle, 2016-11-23)

Hereby, the respondents predominantly stress the importance of the target group identification.

“The identification of the target group is very important. Afterwards, the strategy has to be adapted to the particular occasion.” (Åke Nyquist / in charge of the PR committee of Lions Sweden, 2016-12-01)

Based on this analysis and target group definition, the interviewees describe the use of different marketing tools. For instance, the majority of the respondents stress that they apply social media channels such as Facebook and Instagram in order to communicate and spread their social message. Each interviewed Lions Club points out that they also utilise advertising campaigns in print media such as magazines.

Additionally, all respondents describe the NPOs’ networks, which consist of other NPOs, business organisations and others, to be an important element of the social marketing strategy.

Humana Second Hand and Fairtrade use the sales of tangible products in order to support the distribution of their social idea and mission.
“Our concept is to offer and to promote sustainable consumption by providing a tangible product, which is second hand clothes.” (Emma Nilsson / General Manager Second Hand Stores of Humana Second Hand, 2016-12-02)

Both NPOs as well as Lions Club Gävle Norra additionally point out the importance of the choice of the place where to spread the marketing campaign in order to reach their target group. For instance, Humana Second Hand participated in a festival, which provided them the opportunity to get access to a broader target group. Fairtrade has strict decision processes whereas it is deliberated about whether the collaboration partner offers an appropriate environment for the product and if the chance to reach the target group is given.

4.2.4 Challenges NPOs face in their Social Marketing Process

The most predominantly stressed challenges faced by the majority of the NPOs are the lack of financial resources on the one hand and high costs to implement campaigns on the other hand, as well as the lack of human resources with expert knowledge regarding marketing.

Four respondents also claim that a considerable challenge they face is to reach out to their target group. As Bruno Ahlqvist, Gunnar Sundstrand from Lions Club Norra Gävle, and Maud Nordell from Lions Club International point out, this is because the NPOs do not have the ability to have their own distribution channels. However, without distribution channels it is difficult to reach out the target group.

Additionally, three interviewees point out that they are challenged by the competition the NPOs face. This competition comes from two sides depending on the NPO. For instance, Humana Second Hand and Fairtrade, on the one hand, have to compete with other NPOs, which have similar concepts as the organisations do. On the other hand, both have to compete with providers of cheaper consumer goods such as food and clothes. The Lions Club Gävle and Gävle Norra points out that they face competition from other NPOs which are well-known and do not require a membership.

Furthermore, some participants claim that the lack of trust of the target group and from the collaboration partners is also challenging for their organisations. Two respondents also point out that the target group’s lack of trust and lack of understanding of the aim of the NPOs hinder the efficiency of the campaign.

In the Table 4, a summary of the results of the social marketing process in the NPOs is presented.
### 4.2 The Social Marketing Process in the NPOs

<table>
<thead>
<tr>
<th>Section</th>
<th>Empirical Findings</th>
</tr>
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<tbody>
<tr>
<td>4.2.1 Understanding of SocialMarketing</td>
<td>Promotion and implementation of social marketing campaigns in order to promote and encourage social change in the society&lt;br&gt;The detailed focus of social marketing is different among the NPOs depending on their operational objective</td>
</tr>
<tr>
<td>4.2.2 Aim for using SocialMarketing</td>
<td>To promote social change&lt;br&gt;To increase social value&lt;br&gt;To improve the quality of life&lt;br&gt;To increase the trust of shareholders&lt;br&gt;To market the organisation&lt;br&gt;To gain more members&lt;br&gt;To increase sales</td>
</tr>
<tr>
<td>4.2.3 Social Marketing Strategy</td>
<td>No uniform and consistent social marketing strategy but rather NPOs adapt the concrete strategy development to a particular situation.&lt;br&gt;Decisions about the implementation of strategies is taken within the team, but in most NPOs, at least one person is in charge of the social marketing process.&lt;br&gt;Target group identification is very important&lt;br&gt;Use marketing tools:&lt;br&gt;· Use social media channels such as Facebook and Instagram for communicating and spreading the social message&lt;br&gt;· Advertising campaigns in print media (Lions Clubs)&lt;br&gt;Networks consisting of other NPOs, business organisations, etc. are important elements for all&lt;br&gt;Humana Second Hand and Fairtrade sell tangible products to support the distribution of their social message.&lt;br&gt;Humana Second Hand, Fairtrade and Lions Club Gävle Norra stress the importance of the choice of the place for the social marketing campaign implementation</td>
</tr>
<tr>
<td>4.2.4 Challenges NPOs face in their SocialMarketing Process</td>
<td>Lack of financial resources&lt;br&gt;High costs for marketing campaigns&lt;br&gt;Lack of human resources with expert knowledge&lt;br&gt;Lack of own distribution channels&lt;br&gt;Competition with other NPOs and with providers of cheaper products (in the case of Fairtrade and Humana Second Hand)&lt;br&gt;Lack of trust and understanding from the target group</td>
</tr>
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</table>

### 4.3 The Social Marketing Process in the Corporate-NPO Collaboration

In order to combine the theoretical model of the CVC framework in regards to social marketing with the corporate-NPO collaboration in the investigated NPOs, the interview questions were developed in line with the four components of the framework. The empirical findings within these components are presented subsequently.
4.3.1 Value Collaboration Spectrum

Within the first component, the aim was to investigate the sources and the types of value creation in order to identify which ways particularly lead to value outcomes in regards to social marketing.

Sources of Value Creation

Almost all respondents pointed out two objectives; to increase the influence on social change and to change behaviour, but also to increase the visibility and the society’s awareness of the NPO by getting access to the business organisation’s resources.

“*The objective is to benefit from the cooperation itself by developing networks, getting access to knowledge and distribution channels and to increase visibility to be able to achieve the most possible social change and improvement.*” (Åke Nyquist / in charge of the PR committee of Lions Sweden, 2016-12-01)

For Ebba Åkerman from Invitations Departementet, the collaboration with a business organisation enabled the NPO to engage in a social marketing campaign for the first time because the NPO does not have the tools and resources to do so in its own. Thus, Ebba and most of the other interviewees stress that another objective to cooperate with business organisations in regards to social marketing is the access to resources such as expert knowledge and skills, technological tools as well as financial resources and additional distribution channels. Seven of the respondents also point out that the fact that the business organisation provides these resources is a decisive factor for them to go into the collaboration in regards to social marketing. Another decisive criterion is the fit of the values and objectives between the NPO and the business organisation.

In regards to the resources the NPOs receive, besides financial support the most frequently mentioned ones are the access to networks, distribution and advertising channels, as well as the access to expert knowledge and skills regarding advertising and technological tools, for instance in order to develop a website campaign. Furthermore, four interviewees state that the collaboration enables them to increase the reach of the target group and thus, to expand their visibility.

When it comes to the resources, the NPOs provide the business organisations, nine out of twelve respondents point out that they support the business organisations’ Corporate Social Responsibility (CSR) activities and contribute to their image improvement. The respondents assume that this is the reason why business organisations engage in collaborations with the NPOs. Hereby, Maud Nordell from the Lions Club Stockholm and Maia Granefelt from Fairtrade Sweden believe that this also results in increasing customer trust for the business organisations.
“Fairtrade is one of the most known ethical brands. The opportunity to be associated with Fairtrade’s good and ethical reputation supports the business organisation’s CSR operations and image.” (Maria Granefelt / Head of Communications of Fairtrade Sweden, 2016-11-30)

Additionally, half of the interviewees also believe they provide the business organisation their expert knowledge regarding the fight against social issues and their networks within the social sector.

Types of Value Creation
The combination of the above-described sources of value results in different value types. The characteristics of these value types were described as following.

Seven respondents consider the collaboration as a facilitator of their social marketing process due to the resources they can access. For Fairtrade, Hassela Helpline Malmö and Invitations Departementet the collaboration with business organisations is the reason why social marketing is even possible. In the case of Fairtrade and Hassela Helpline Malmö, the whole concept of the NPOs, including the social marketing process, leans on the collaboration with business organisations. According to the founder, Invitations Departementet does not have the defined strategy in order to implement marketing campaigns on its own. For this reason, the collaboration with the business organisation enabled the NPO to spread its own social marketing campaign.

However, Marie and Emma from Humana Second Hand point out that it also can be challenging, especially at the beginning of the collaboration since both parties have to get to know each other and the way they work and think.

“Every party has its own ideas which they want to achieve and become accepted. It is challenging to make collaboration partners understand that we are strong in our marketing campaigns. Many partners think that NPOs do not have professional way of working regarding marketing concepts.” (Emma Nilsson / General Manager Second Hand Stores of Humana Second Hand, 2016-12-02)

Nevertheless, as soon as the parties find a cooperative way of operating, for Humana Second Hand, as well as for most of the other interviewees, value outcomes such as the increased and facilitated reach of the target group due to the additional distribution channels and networks and the increased visibility of the NPO and its social mission, are noticeable. Four respondents also point out that the exchange of knowledge significantly benefits their organisation and facilitates the processes.
“To see how business organisations work and the knowledge exchange benefits and facilitates our future activities.” (Maria Lonnquist / General Secretary of Humana Second Hand, 2016-12-28)

4.3.2 Collaboration Stages
The aim in this section of the interviews has been to investigate the nature of the collaborative relationship and thus, the stages of the particular corporate-NPO collaboration. The following characteristics could have been identified.

With the exception of the Invitations Departementet, all NPOs cooperate with business organisations not only for social marketing but also in regards to other operations. For instance, the Lions Clubs cooperate with several local business organisations in order to raise funding for social services and projects, such as to support children and refugees. Since for Fairtrade the corporate-NPO collaboration is part of the core business, it also overlaps with the production, supply and sales operations. Similarly, Humana Second Hand constantly cooperates with business organisations in regards to the clothes donation collection and processing.

While most of the NPOs rather engage in both, short-term and long-term corporate collaboration depending on the particular project, for Fairtrade and Hassela Helpline the business organisation’s agreement on a long-term partnership is the requirement for a collaboration. Nevertheless, for five of the respondents the aim is to develop close and long-term partnerships with business organisations in regards to social marketing.

As described by the interviewees, in most cases, the communication process is frequent and half of the respondents perceive it as mutual. None evaluates it as intense and three respondents state that the communication process is neither frequent or mutual nor intense.

4.3.3 Collaboration Process
The majority of the interviewees state that due to the need for resources such as additional distribution channels in order to increase the reach, and the need for professional support to distribute social marketing campaigns, they started looking for business organisations to cooperate with. Hereby, for most of them the requirement is that the business organisation’s values and objectives correlate with the ones of the NPO. In regards to social marketing, except Fairtrade, the NPOs are the ones researching, sampling, benchmarking and contacting the business organisations with collaboration requests.

Except in the case of the Invitations Departementet, social marketing generally is not the NPOs´main objective of the collaboration but rather used as a tool to achieve social change. For Marie Lonnquist
and Emma Nilsson from Humana Second Hand and Henrik Hjelmberg from Parasport this depends on the collaboration partner and the provided resources.

For most of the respondents, it depends on the particular project, the stage of the project and on the collaboration partner when it comes to the question to which degree they cooperate with the business organisation regarding social marketing and which takes the decisions. While five of the respondents state that the NPO takes the decisions within the social marketing process, two describe the operation as cooperative. Generally, in most cases the social marketing campaign is developed by the NPO by involving the business organisations in the steps whereas their resources are needed. Afterwards, most NPOs present the campaign to the business partner, provide them the opportunity to state comments and suggestions and cooperate more closely before and during the implementation stage.

Contrary, in the case of the Invitations Departementet the business organisation has been taking the decisions of the social marketing campaign. As described by the respondent, the idea for the campaign and the strategy firstly was developed by the business organisation and its advertising agency. Afterwards, the NPO was contacted by the advertising agency with the request for a collaboration. From this moment on, Ebba Åkerman was involved in the process of the social marketing campaign but rather by being a consultant than being involved in the decision taking.

“The advertising agency of the business organisation already developed a story for the campaign which played to our core objective. The company had the expertise knowledge and technological tools to create a good marketing campaign which would not be possible to do for us on our own.” (Ebba Åkerman / Dining Secretary of Invitations Departementet, 2016-11-25)

4.3.4 Collaboration Outcomes

The component of collaboration outcomes is divided in internal value creation, which addresses the meso (organisational), and the micro (individual) level, and external value creation referring to the macro (societal) level.

Internal Value creation - Meso (Organisation) and Micro (Individual) Level

Most interviewees stress that most benefits result from the additional distribution channels and networks which enable them to increase the reach of the target group and thus to raise the NPO’s visibility and awareness. Five of them also point out that being associated with a well-established business organisation benefits the NPO’s reputation and image. The Lions Clubs as well as for Humana Second Hand also benefit by getting new members for the club and respectively new customers for the second hand stores. Sporadically, the respondents point out benefits such as the
increased knowledge based on the knowledge exchange processes and the resulting ability to help more people.

“The cooperation with business organisations encourage us with new ideas on how we can make the organisation move forward. Successful projects lead to employer satisfaction and they learn from the professional way of operations at the business companies and adapt this knowledge to Humana's operations.” (Marie Lonnquist / General Secretary of Humana Second Hand, 2016-12-28)

In regards to the benefits for the NPO’s social marketing process, the interviewees also stress the access to needed resources. Keywords mentioned most frequently are the access to distribution channels in order to increase the reach and the access to expert knowledge. Half of the respondents also identify the increased efficiency as a benefit for the social marketing process. On the other hand, Emma Nilsson from Humana Second Hand points out that the benefits rather apply to the implementation process of the social marketing campaign than to the whole process because the stages of the idea creation, development and presentation are mainly handled by the NPO.

External value creation - Macro (Society) Level
Except Malmö Ideella Föreningars Paraplyorganisation and Invitations Departementet, the NPOs observe benefits for the target group of their social marketing activities resulting from the corporate-NPO collaboration.

“The collaboration with the business organisations makes sustainable products being accessible for everybody. Making people understand the negative consequences of careless consumption and that they can actively contribute to sustainable development by changing their consumption behaviour in the long run benefits the whole society in the world.” (Maria Granefelt / Head of Communications of Fairtrade Sweden, 2016-11-30)

“The change of the people’s behaviour regarding clothes consumption might result in a sustainable consumption in the whole society as soon as people see how easy it is to change and that they do not have to abstain from the benefits of new clothes of brands such as H&M. In the long run this affects people’s consumption behaviour in general and thus the environment and other societies in the production countries.” (Emma Nilsson / Humana Second Hand, 2016-12-02)
“When children feel better everybody feels better. A better life for children increases the chance that they as the future of the society grow up and benefit the society in a more efficient way.” (Bruno Ahlqvist / Lions Club Gävle Norra, 2016-11-25)

Most frequently the respondents state that the people’s understanding of social issues and the necessity of change addressed by the campaigns increases which for instance is exemplified by the following developments:

- the increased amount of member of the Lions Clubs
- the increased amount of customers and sales of Fairtrade and Humana Second Hand
- the increased interest in the participation in the project of Hassela Helpline
- the increased interest in the activities of Parasport as a sports association

The interviewees believe that these campaigns, which evolved due to the corporate-NPO collaboration, encourage social change in the society.

Table 5: Summary - Social Marketing Process in the Corporate-NPO Collaboration

<table>
<thead>
<tr>
<th>Section</th>
<th>Empirical Findings</th>
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<tbody>
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<td>4.3 The Social Marketing Process in the Corporate-NPO Collaboration</td>
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<tr>
<td>4.3.1 Value Collaboration Spectrum</td>
<td>Sources of value creation:</td>
</tr>
<tr>
<td></td>
<td>Objectives for the NPOs to engage in corporate-NPO collaborations:</td>
</tr>
<tr>
<td></td>
<td>- To get access to the business organisation’s resources</td>
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<td></td>
<td>- Expert knowledge and skills</td>
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<td></td>
<td>- Technological tools</td>
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<td></td>
<td>- Financial support</td>
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<td></td>
<td>- Distribution channels</td>
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<td></td>
<td>- To increase the influence on social change</td>
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<td></td>
<td>- To increase the visibility and the society’s awareness of the NPO</td>
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<td></td>
<td>Decisive factor for the collaboration</td>
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<td></td>
<td>- The business organisation has to provide resources the NPO is seeking for in regards to social marketing</td>
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<tr>
<td></td>
<td>- The fit of values and objectives</td>
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<tr>
<td></td>
<td>Received resources by the NPOs from the business organisations</td>
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<tr>
<td></td>
<td>- Financial support</td>
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<tr>
<td></td>
<td>- Access to networks, distribution and advertising channels</td>
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<td></td>
<td>- Access to expert knowledge and skills</td>
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<td></td>
<td>- Resulting increase of reach of the target group</td>
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<td></td>
<td>- Resulting increase of visibility and level of awareness</td>
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<td></td>
<td>Provided resources by the NPOs to the business organisations</td>
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<td></td>
<td>- Supports their CSR activities by providing reputation</td>
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<td></td>
<td>- Resulting image improvement and increase of customer trust</td>
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<td></td>
<td>- Expert knowledge</td>
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<td></td>
<td>- Access to networks within the social sector</td>
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<td></td>
<td>Types of value creation</td>
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<td></td>
<td>The collaboration and the received resources facilitate the NPOs’ social marketing process</td>
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<tr>
<td></td>
<td>- Facilitates the reach of the target group</td>
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<td></td>
<td>- Enables some NPOs to engage in social marketing campaigns</td>
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</table>
- Increases visibility
- Exchange of knowledge facilitates the process and benefits the NPO
  Collaboration process is also challenging
  - Both parties need to get used to each other
  - NPO has to prove its competence in regards to the development of marketing campaigns

<table>
<thead>
<tr>
<th>4.3.2 Collaboration Stages</th>
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<tbody>
<tr>
<td>- NPOs cooperate with business organisations for different purposes</td>
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<tr>
<td>- NPOs engage in both long and short-term</td>
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<tr>
<td>- Aim is predominantly to engage in close and long-term collaborations</td>
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<tr>
<td>- Most communication processes are frequent</td>
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<tr>
<td>- Half communication processes are mutual</td>
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<tr>
<td>- No intense communication</td>
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<tr>
<td>- Three respondents evaluate communication process neither as frequent nor as mutual</td>
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<tr>
<th>4.3.3 Collaboration Process</th>
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<tbody>
<tr>
<td>- NPOs seek for business organisations that share similar values and provide needed resources</td>
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<tr>
<td>- Social marketing is not the main objective of collaboration</td>
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<tr>
<td>- The level of the cooperation and its communication and decision making process depends on the particular project</td>
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<th>4.3.4 Collaboration Outcomes</th>
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<tbody>
<tr>
<td><strong>Internal value creation - Meso and Micro level</strong></td>
</tr>
<tr>
<td>- The biggest benefits are obtained from distribution channels and networks and the resulting reach of the target group</td>
</tr>
<tr>
<td>- Half of the respondents benefit from being associated with a well-known business organisation</td>
</tr>
<tr>
<td>- Access to needed resources</td>
</tr>
<tr>
<td><strong>External value creation - Macro level</strong></td>
</tr>
<tr>
<td>- Social marketing campaigns which evolved due to the corporate-NPO collaboration encourage social change in the society</td>
</tr>
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</table>
Chapter 5 - Analysis

This chapter aims to provide an analysis of the empirical findings presented in Chapter 4. Following the structure of the empirical findings section, this chapter is divided in three main topics named the organisations, the social marketing process in the NPOs and the social marketing process in the corporate-NPO collaboration. The analysis is developed by linking the literature review presented in chapter 2 with the empirical data.

5.1 The Organisations

In line with the definition of cross-sector social partnerships provided by Austin (2000), Seitanidi and Crane (2009), Reast et al. (2010), and Selsky and Parker, the investigated corporate-NPO collaborations can be identified as part of the CSSPs.

The three structures of NPOs named local, national and international giving by Anheier (2014), Kotler and Murray (1975) and Weerawardena et al., (2010) were identified in the organisations investigated for the present study. A closer look at the information of each organisation reveal that the structures of NPOs vary according to their size. Some of the investigated organisations operate locally as well as nationally. Based on the network they belong to, they can also operate nationally and internationally at the same time. However, since the analysis of the NPOs is not the purpose of the present research, this topic is not developed more in detail.

5.2 The Social Marketing Process in the NPOs

This section has been divided into four sub-sections following the structure of chapter 4 in order to provide a better understanding of the social marketing process in the NPOs.

5.2.1 Understanding of Social Marketing

As the results of this study show, the respondent’s main understanding of social marketing is the promotion and implementation of social marketing campaigns to promote social change in the society. Thus, it supports and is mainly in line with the definition provided by authors such as Kotler and Zaltman (1971), Andreasen (2003), Lee and Kotler (2015, as well as the one developed by ESMA (2016-10-05).

Additionally, it can be noted that the particular focus of social marketing may vary to some extent depending on the objectives and purposes of each organisation. Andreasen and Kotler (2003), Kumar et al., (2014) and Weisbrod, (1997) who stress that the understanding of social marketing depends on the needs of each society support this statement.
5.2.2 Aim for Using Social Marketing

Along with the promotion of social change and the increase of social value, the enhancement of the society’s understanding of the benefits resulting from changing behaviour is an important reason for the NPOs to apply social marketing. This is in line with the theory of Kumar et al. (2014) and Weisbrod (1997) who claim that the role of the NPOs is to raise the awareness within the society about social issues in order to encourage individuals to prevent and fight against those problems. The improvement of the quality of life has also been identified as one reason of using social marketing by the NPOs. This supports authors such as Kumar et al., (2014), Lee and Kotler (2015), and Weisbrod (1997) who suggest that one of the roles of NPOs is to fight against societal, environmental and economic issues for the well-being of the society.

Nevertheless, NPOs not only use social marketing to address social issues, but also for organisational purposes as discussed by Andreasen and Kotler (2003). This is reflected in the fact that some of the respondents claim that they also implement social marketing in order to increase trust of shareholders, to get more members and to increase their visibility. Consequently, the organisations’ aim of using social marketing in order to promote the NPO itself can be also identified. However, as stated by Kumar et al. (2014), the aim of getting more visibility and increased awareness among the target group is necessary, in order to assert social change.

5.2.3 Social Marketing Strategy

Even though none of the organisations investigated has a consistent social marketing strategy, almost all of them follow and adapt Andreasen and Kotler’s (2003) three stages analysis, strategy and implementation in their projects or particular situations.

Firstly, the NPOs start by analysing the social cause they want to communicate and the strengths and weaknesses they internally have in the organisation in order to achieve their mission. Hereby, the NPOs take into consideration what they can achieve on their own and which further resources are needed. They also analyse the external environment, which includes competitors and desired business partners. This becomes obvious based on the respondents’ statements that they benchmark the organisations, they contact with collaboration requests in regards to the fit of objective and the resources these organisations can provide the NPOs. Furthermore, the fact that Fairtrade, Humana Second Hand and the Lions Clubs know that they face competition with particular business organisations and NPOs shows that an analysis of the external environment has been undertaken.

Secondly, after identifying the NPOs objectives and goals, the target group is identified and different social marketing mix elements are applied accordingly to each project. In line with, for instance, Hertzog and Williams (2007), Kotler and Lee (2015), and Kotler and Zaltman (1971), who stress that
the social marketing approach leans on the four P’s product, promotion, place and price, the interviewees’ explanation of the social marketing process and the utilised marketing tools reveal that these P’s are relevant tools for the NPOs. Based on the explanation presented by Kotler and Zaltman (1971) three of these P’s can be identified most significantly in the social marketing processes of the investigated NPOs; promotion, product, and place.

When it comes to the component products, as presented by Kotler and Zaltman (1971), it can be concluded that as organisations from the non-profit sector all participating NPOs have an intangible product, which is a social value or social services. Additionally, Fairtrade and Humana Second Hand have tangible products, which they can promote; Humana sells second hand clothes and Fairtrade provide certified products. In the case of promotion, the main elements applied by the majority of the respondents are communication campaigns and social media as a channel. Additionally, the Lions Clubs illustrate the use of print media as advertising channels for their social marketing campaigns. The factor place has been identified during the interviews when the respondents were discussing about the importance of attaining strategically chosen places in order to reach their target group. For instance, Humana Second Hand has participated in a festival, which provided them the opportunity to get access to a broader target group.

Regarding the additional four P’s presented by Weinreich (2010) the following components became visible; publics and partnerships. Since the majority of the respondents describe the importance of the organisation’s members and their target group, the factor publics can be identified in accordance to Weinreich’s (2010) explanation that this refers to the people involvement in the social marketing programs. Hereby, the members of the organisations who are responsible for the social marketing process can be assigned to the internal group, whereas the target audience belongs to the external group. When it comes to partnerships, Weinreich (2010) describes this factor as collaborations with other organisations in order to increase the efficiency of the social marketing process. Since collaborations in regards to social marketing are the requirement for the purpose of the present study, the element partnerships is visible in the social marketing process of all investigated NPOs.

No concrete indication of the elements price presented by Kotler and Zaltman (1971), as well as for purse strings, and policy presented by Weinreich (2010) could have been identified.

Lastly, the third stage implementation of the social marketing process, whereas, according to Andreasen and Kotler (2003), the design, implementation and the final performance assessment of the marketing campaign takes place, is also noticeable.
5.2.4 Challenges NPOs face in their Social Marketing Process

In line with Andreasen and Kotler (2003) and Bloom and Novelli (1981), the most predominant challenges the NPOs face in their process of social marketing is the lack of financial resources opposite to high costs for the implementation of marketing campaigns. Furthermore, the empirical findings hold the statement of Evans (2008) that NPOs face competitors in their process of social marketing such as profit-oriented companies, which provide products that hinder the social mission of the NPO. In the case of Humana second Hand and Fairtrade, the organisations have to compete with providers of cheaper consumer goods. In addition to Evans (2008), the present research reveals that the NPOs can also face competition among each other as pointed out by two Lions Clubs.

Moreover, further predominant challenges revealed in the present research are the lack of human resources and expert knowledge in connection with marketing campaigns, as well as lacking distribution channels, which result in the challenge to reach the target group. Additionally, less predominant but stressed challenges are lacking trust and understanding of the NPO from the target group.

Table 6: Summary - Analysis of Social Marketing Process in the NPOs. (Source: Own)

<table>
<thead>
<tr>
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<tbody>
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<td><strong>5.2.1 Understanding of Social Marketing</strong></td>
<td></td>
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<tr>
<td><em>Empirical Findings</em></td>
<td><em>Theory</em></td>
</tr>
<tr>
<td>Promotion and implementation of social marketing campaigns in order to promote and encourage social change in the society</td>
<td>Kotler and Zaltman (1971)</td>
</tr>
<tr>
<td>The detailed focus of social marketing is different among the NPOs depending on their operational objective</td>
<td>Andreasen and Kotler (1994)</td>
</tr>
<tr>
<td></td>
<td>Lee and Kotler (2015 ESMA (2016-10-05)</td>
</tr>
<tr>
<td><em>Theory</em></td>
<td><em>Analysis</em></td>
</tr>
<tr>
<td><strong>5.2.2 Aim for using Social Marketing</strong></td>
<td></td>
</tr>
<tr>
<td>To promote social change</td>
<td>Kumar et al. (2014) Weisbrod (1997)</td>
</tr>
<tr>
<td>To increase understanding of the target group</td>
<td></td>
</tr>
<tr>
<td>To improve the quality of life</td>
<td>Andreassen and Kotler (2003)</td>
</tr>
<tr>
<td>To increase the trust of shareholders</td>
<td>Kumar et al. (2014)</td>
</tr>
<tr>
<td>To market the organisation</td>
<td></td>
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<tr>
<td>To gain more members</td>
<td></td>
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<tr>
<td>To increase visibility and sales</td>
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5.2 The Social Marketing Process in the NPOs

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<th>Section</th>
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<th>Analysis</th>
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<tr>
<td>5.2.3 Social Marketing Strategy</td>
<td>No uniform and consistent social marketing strategy - NPOs adapt the concrete strategy development to the particular situation. Decisions about the implementation of strategies is taken within the team, but in most NPOs, at least one person is in charge of the social marketing process. Target group identification is very important Use marketing tools: - Social media channels such as Facebook and Instagram for communicating and spreading the social message - Advertising campaigns in print media (Lions Clubs) Networks consisting of other NPOs, business organisations, etc. are important elements for all Humana Second Hand and Fairtrade sell tangible products to support the distribution of their social message Humana Second Hand, Fairtrade and Lions Club Gävle Norra stress the importance of the choice of the place for the social marketing campaign implementation</td>
<td>Andreasen and Kotler (2003) Hertzog and Williams (2007) Kotler and Lee (2015) Kotler and Zaltman (1971) Weinreich (2010)</td>
<td>None of the NPOs investigated have a consistent social marketing strategy. However, almost all of them follow Andreasen and Kotler (2003) by passing three stages of the social marketing process; 1) analysis, 2) strategy, and 3) implementation. 1. Analysis: - Analysis of the social cause and the organisational strengths and weaknesses (what can NPO achieve on its own, which further resources are needed) - Analysis of external environment including competitors and desired business organisations 2. Strategy: - Identification of target group - Application of marketing mix elements: - Promotion, product, place (Kotler and Zaltman, 1971) - Publics and partnerships (Weinreich, 2010) 3. Implementation - Design, implementation and final performance assessment</td>
</tr>
<tr>
<td>5.2.4 Challenges NPOs face in their Social Marketing Process</td>
<td>Lack of financial resources High costs for marketing campaigns Competition with other NPOs and with providers of cheaper products (in the case of Fairtrade and Humana Second Hand) Lack of human resources with expert knowledge Lack of own distribution channels Lack of trust and understanding from the target group</td>
<td>Andreasen and Kotler (2003) Bloom and Novelli (1981) Evans (2008)</td>
<td>In line with Andreasen and Kotler (2003) and Bloom and Novelli (1981) - lack of financial resources and high costs are the most predominant challenges In line with Evans (2008) - NPOs face competitors in their process of social marketing such as companies which provide products that hinder the social mission of the NPO Further significant challenges identified: - Competition might also evolve among NPOs - Lack of human resources and expert knowledge</td>
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5.2 The Social Marketing Process in the NPOs

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5.3 The Social Marketing Process in the Corporate-NPO Collaboration

In order to have a base for investigating the social marketing process in a corporate-NPO collaboration, the CVC framework of Austin and Seitanidi (2012a; 2012b; 2014) was utilised and combined with social marketing as value outcome. The authors developed this conceptual framework by reviewing existing literature addressing corporate-NPO collaborations. For this reason, the analysis of the empirical findings of the social marketing process in the corporate-NPO collaboration is undertaken by adapting the structure of the framework. Simultaneously, all references presented in the literature review are considered for the analysis.

In line with Parker and Selsky (2014), Reast et al. (2010), Rodríguez et al. (2016), and Selsky and Parker (2005), the empirical findings show that the importance and the amount of collaborative partnerships between NPOs and business organisations significantly increased. All investigated NPOs exhibit this kind of collaborations in connection with their operations.

5.3.1 Value Collaboration Spectrum

In line with Austin and Seitanidi´s (2012a; 2014) definition of the value creation spectrum, the findings gathered in connection with the research can be assigned to sources and types of value creation.

5.3.1.1 Sources of Value Creation

All four sources of value are noticeable within the results of the investigation of the social marketing process in corporate-NPO collaboration.

Resource complementarity

In line with several researchers (e.g., Moldovan et al., 2016; Reast et al., 2010; Rodríguez et al., 2016; Shumate et al., 2016; Seitanidi and Crane, 2009), all respondents state that their objective of engaging in a collaboration with a business organisation in regards to social marketing is the access to the organisation´s resources. This also supports Austin and Seitanidi´s (2012a; 2014) explanation of the resource complementarity. Hereby, the respondents point out that they seek for complementary resources in order to improve the efficiency of their operation. In addition to the objective of combining the economic advantages of the business organisations with the social advantages of the
NPO in order to raise their impact on social change, the organisations also seek for the increase of their visibility and level of awareness, which is in line with Shumate et al. (2016). In regards to this, consistently with Austin and Seitanidi’s (2012a; 2014), to achieve the highest level of resource complementarity the respondents also stress the importance of the fit of the values and objectives of both parties.

Resource nature
Based on Austin and Seitanidi´s (2012a; 2014) definition of the nature of resources, the exchanged resources can be identified as both generic as well as organisation-specific resources. The generic resources the NPOs receive are financial support and funding. Nevertheless, in regards to social marketing it can be identified that the NPOs seek for organisation-specific resources such as expert knowledge and skills regarding advertising and technological tools, as well as the distribution channels of the business organisation. This supports Austin and Seitanidi´s (2012a; 2014) statement that organisation-specific resources are seen as more valuable and as key factors for success.

The generic resources the NPOs provide the business organisations are predominantly limited to the organisation´s reputation, which the business organisations use in connection with their CSR operations. Half of the investigated NPOs also offer their expert knowledge and their networks regarding the social sector and thus, organisation-specific resources as well.

Resource directionality and use
By comparing the organisational-specific resources the NPOs receive from the business organisations with the ones they offer them, it can be concluded that the resource directionality and use is rather unilateral to the extent that the NPOs rather receive more resources than they can provide the business organisations.

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**Figure 7: Resources Directionality within the Process of Social Marketing. (Source: Own)**
Fairtrade illustrates an exception because the NPO provides its corporate partners digital and printed advertising material as organisation-specific resources to support the social marketing campaigns. By doing so, it uses the business organisations as additional distribution channels in order to increase the reach of the target group.

**Linked interests**

Based on the stressed importance of the fit of the values and objectives with the cooperating business organisation, Austin and Seitanidi´s (2012a; 2014) explanation of the linked interest as source of values is also supported by the research results. In line with the authors as well as with Dahan et al. (2010), Donato, et al. (2015), and Parker and Selsky (2004), the investigated NPOs point out that commitment and linked interests are decisive factors for the emergence of a collaboration with business organisations.

**5.3.1.2 Types of Value Creation**

The empirical findings show that, as stressed by several authors (Austin, 2000; Rodríguez et al., 2016; Shumate et al., 2016; Seitanidi and Crane, 2009; Selsky and Parker, 2005), in a collaboration between NPOs and business organisations value is aimed to be achieved by combining the business organisation´s economic advantages and the NPO´s social advantages. The resulting types of values can be identified in accordance to Austin and Seitanidi (2012a; 2014), whereas three out of four types of value creation could have been proven by the research results.

**Associational value**

Since according to Austin and Seitanidi (2012a; 2014) this type of value creation arises because the collaboration between a NPO and a business organisation exists, it can be identified for all respondents, which have or have had a collaboration with business organisations in regards to social marketing. Hereby, an exchange of generic resources takes place.

**Transferred resource value**

Based on the repeated statement of the respondents that the resources they receive from the business organisations benefit their operation in several ways, it can be reasoned that the transferred resource value as presented by Austin and Seitanidi´s (2012a; 2014) is significantly noticeable in the corporate-NPO collaboration in regards to social marketing. Hereby, it can be observed that *depreciable resources*, such as the financial and material donations, as well as *durable resources*, which are the access to expert knowledge and skills, distribution and advertising channels and networks, are of great importance for the NPOs. Both types of resources facilitate and improve the social marketing operations of the NPO.
**Interaction value**

As stressed by Humana Second Hand, the start of the collaboration was challenging because communication and trust between the collaboration partners were missing. These challenges have been reconciled based on repeated interactions and the exchange of knowledge from both parties, which resulted in collaborative solving of problems and efficient project development. This is supported by statements of the other respondents and thus, is in line with Austin and Seitanidi (2012a; 2014), as well as Dahan et al. (2010), Donato et al. (2015), and Parker and Selsky (2004).

**Synergistic value**

No concrete results for synergistic value as innovative forms of change within the organisations were found. Austin and Seitanidi (2012a; 2014) describe this type of value creation as innovative form of change within the organisations, the society and among individuals, which arise based on repeated processes. In order to evaluate something as innovative, it has to be ensured that there is no similar concepts exist. Thus, it can be assumed that to identify synergistic value, more research within these groups and their reaction to social marketing is needed, in order to find supportive results for this type of value in a corporate-NPO collaboration in regards to social marketing.

5.3.2 Collaboration Stages

In line with Austin (2000) who stresses that relationships are not static but dynamic and multifaceted, different collaboration stages in connection with social marketing among the interviewed NPOs were identified. Although it can be determined that the particular collaboration type differs due to the particular social marketing project and the corporate collaboration partner, general patterns in regards to each NPO can be identified as presented below.

**Philanthropic collaborations**

Austin and Seitanidi (2012a; 2014) explain that the basic type of collaboration between an NPO and a business organisation, in which the basic resources of both parties are exchanged, is the philanthropic collaboration stage. Since each of the investigated NPOs has a collaboration in which they seek for financial support and in return provide their reputation for the business organisation´s purpose of CSR, it can be concluded that each of the investigated NPOs either has or had a collaboration in accordance to the philanthropic stage.

However, it was previously shown that the NPOs face non-financial challenges in their social marketing process, such as the lack of expert knowledge regarding advertising and technological tools for the design of marketing campaigns as well as lacking distribution channels. For this reason, most of the investigated NPOs either refined their existing collaborations to stages with a higher level of
collaboration, or look for additional collaboration partners in order to develop close collaborations in social marketing.

**Transactional collaborations**

According to Austin and Seitanidi (2012a; 2014), this type of collaboration requires a higher level of linked interests, resource exchange and bilateral involvement. As seen based on the results of the study, it leads to more value for the NPOs and their social marketing process since they get access to more needed organisations-specific and durable resources. NPOs, which can be identified having transactional collaborations, are the Lions Club Norra Gävle, Lions Club Stockholm, Humana Second Hand, Parasport and the Invitations Departementet. In line with Austin and Seitanidi (2012a; 2014), social marketing projects of these NPOs are characterised by logo licensing agreements, events and sponsorships.

Additionally, in line with Austin and Seitanidi (2012a; 2014), Andreasen and Kotler (2003), and Shumate et al. (2016), the results reveal that for most NPOs collaborations with business organisations are an important tool for their social marketing process in order to increase their visibility and level of awareness. In accordance with Kumar et al. (2014), the respondents point out that this is necessary in order to achieve social change. However, this results in the fact that achieving social change is not the only objective and focus of the NPOs for engaging in collaborations with business organisations in regards to social marketing.

**Integrative collaborations**

As stated by Austin and Seitanidi (2012a; 2014), this type of collaboration requires a distinctively higher level of congruency, knowledge and skills exchange than the previous types. Additionally, integrative collaborations are more complex than philanthropic and transactional collaborations.

Although all interviewed NPOs seek for long-term and close relationships with business organisations, by comparing the NPOs and the results gathered in regards to their ways of collaboration with business organisations, Fairtrade Sweden and Hassela Helpline are the ones which actually illustrate the highest level of integrative collaborations in regards to social marketing. Partnerships are integrated as part of the core business in those NPOs’ operational processes. Consequently, their level of congruency and knowledge exchange within the corporate-NPO collaboration in regards to social marketing is higher compared to the other respondents. For both organisations, social marketing would not be possible without their corporate partners. Consequently, social marketing as value outcome is higher for these two organisations.
Transformational collaborations

According to Austin and Seitanidi’s (2012a; 2014) definition of this stage of collaboration, it represents the highest level of advancement and conjoined learning about social needs and seeking for the achievement of societal well-being and improvement. Thus, transformational collaborations can be assumed to result in the highest value outcome for social marketing.

However, for none of the investigated NPOs this type of collaboration in connection with social marketing could have been identified. Even though logo licensing agreements belong to the characteristics of this collaboration type and Fairtrade Sweden fits to this way of operation, no link to the social marketing process could have been identified for this NPO either. The reason is that in connection with social marketing the most work is still done by the NPOs on their own instead of conjointly with the business organisations. None of the respondents identified the communication process within their social marketing operation as intense and the majority receives more resources than it provides to the business organisation.

5.3.3 Collaboration Process

As previously shown, the results gathered within the present research reveal that in connection with social marketing the majority of the NPOs has transactional rather than integrative or transformational relationship with business organisations. In regards to this, the results show and support Austin and Seitanidi’s (2012b; 2014) statement that the process of partnership formation and implementation influences the type of collaboration.

Partnership formation

It has been shown that for all NPOs the need of lacking resources in regards to their social marketing process is the reason why they look for collaborations with business organisations. By doing so, all respondents stress the importance of the fit of the values and objectives when researching and benchmarking potential corporate partners. Thus, they confirm Austin and Seitanidi (2012b; 2014), as well as other authors such as Austin (2000), Dahan et al., (2010), Donato et al. (2015), Parker and Selsky (2004) and Shumate et al. (2016) and their emphasis on the degree of congruence between the NPO and the business organisation´s objectives and values.

Based on the respondents’ statements it can be concluded that in regards to social marketing the majority of the NPOs are researching and contacting business organisations for potential collaborations. Consequently, the collaborations evolve due to the NPOs´ high level of interest rather than a mutual level of interest.
Partnership selection
Two decisive factors could have been identified based on the gathered results. Firstly, in line with Austin and Seitanidi (2012b; 2014), the interviewees state that the selection of the partners takes place based on the congruence of the objectives and values between the NPO and the business organisation. However, in regards to social marketing, another decisive factor for the NPOs is also the resources the business organisations exhibit and provide. It can be assumed that the importance of the resources results from the NPOs need to meet the challenges they face in connection with social marketing.

Partnership implementation
When it comes to the implementation of the partnership, Austin and Seitanidi (2012b; 2014) point out that here, both parties are expected to operate and participate conjointly in the process of planning, designing and implementing the operation. Nevertheless, regarding social marketing the presented results show that the process predominantly is planned and designed by the NPOs independently from the business organisations. Although the corporate partners are to some degree involved as consultants and providers of resources for the distribution of the social marketing campaign, in most cases the final decisions are taken by the NPOs.

Partnership institutionalisation
Based on Austin and Seitanidi’s (2012b; 2014) CVC framework the requirement for this stage of partnership formation is that both parties accept the structure and processes of the partnerships as well as that both integrate this collaboration within their actual operational strategy and organisational structure and culture. To do so, the collaboration processes have to be repeated. Considering this, the research results reveal that except Fairtrade and Hassela Helpline, none of the other NPOs can be assigned to this stage of the collaboration process in regards to the social marketing process. The reason is that Fairtrade and Hassela Helpline have an operational concept which makes them being dependant on the cooperating business organisations in regards to all of their operational processes including social marketing. Contrary, the other NPOs might have implemented the collaboration in regards to other processes of their operation but not on the process of social marketing. This can be seen by the fact that they do not have collaborations in regards to social marketing at the moment as well as did not have more than three in the past. Another fact, which supports this conclusion, is that except Fairtrade and Hassela Helpline, the other organisations rather have transactional types of collaborations than integrative or transformational collaborations.

5.3.4 Collaboration Outcomes
The present results support Austin and Seitanidi’s (2012b; 2014) assumption that corporate-NPO collaborations result in benefits. However, the benefits resulting from the internal value creation,
meaning within the meso and the micro level, could have been proven while the benefits resulting from the external value creation, meaning within the macro level, are based on beliefs of the respondents.

Internal value creation

According to the statement of the interviewees it can be concluded that the highest level of value through the corporate-NPO collaboration in regards to social marketing results for the meso level and thus, for the organisations. Although the types of collaboration differ among the NPOs, consistently with Austin and Seitanidi (2012b; 2014), it can be identified that the access to durable and organisation-specific resources facilitates the social marketing process for all of them and enables them to increase their reach and visibility as well as to be more efficient. Thus supports Shumate et al. (2016) who point out that the collaboration with business organisations can improve the NPOs’ efficiency and level of awareness.

In regards to the micro level, the value is not stated explicitly but can also be identified based on the gathered research results in the way that employees gain knowledge from the business organisation which they can apply on their way of operation. Nevertheless, it can be assumed that due to the fact that in most of the investigated cases the social marketing process does not take place conjointly, the employees in the NPOs get limited opportunities to learn from the business organisations and vice versa.

External value creation

As described by the NPOs, numerous benefits as external value outcome within the macro level, meaning the society, result from the corporate-NPO collaboration. This supports Austin and Seitanidi (2012b; 2014), as well as Rodríguez et al. (2016), Shumate et al. (2016), Seitanidi and Crane (2009), and Selsky and Parker (2005) who stress that a collaboration between a NPO and a business organisation also increases benefits for the society. The authors are also supported in their statement that external value results in internal value for the organisations, which can be identified for instance, based on the increased amount of members for the Lions Club and the additional customers for Fairtrade and Humana Second Hand. Nevertheless, to identify the level of external value creation further research focusing on this area by considering the individual's perspective within the society is needed.
5.3 The Social Marketing Process in the Corporate-NPO Collaboration

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<tr>
<td>5.3.1 Value Collaboration Spectrum</td>
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</table>
| **Objectives** for the NPOs to engage in corporate-NPO collaborations:  
  - To get access to the business organisation’s resources  
    - Expert knowledge and skills  
    - Technological tools  
    - Financial support  
    - Distribution channels  
  - To increase the influence on social change  
  - To increase the visibility and the society’s awareness of the NPO | Austin and Seitanidi, 2012a, 2014 Moldovan et al., 2016 Reast et al., 2010 Rodríguez et al., 2016 Shumate et al., 2016 Seitanidi and Crane, 2009 | Sources of value creation: | Resource complementary  
  - All respondents support the theory by pointing out that the NPOs seek for additional resources when engaging in collaborations with business organisations  
  - Aim is to improve efficiency of NPO  
  - Decisive factor is the resources and the fit of objectives | Resource nature  
  - Both, generic and organisation-specific resources are exchanged  
    - Generic resources received by the NPOs: financial support and funding  
    - Organisation-specific resources received by NPO: expert knowledge and skills, distribution channels, technological tools, etc.  
    - Generic resources of NPO is their reputation  
    - Organisation-specific resources provided by NPO: expert knowledge and networks | Resource directionality and use  
  - Rather unilateral than bilateral  
  - See Figure 7 | Linked interests  
  - The fit of values and objectives is a decisive factor for the development of a collaboration |
| **Decisive factor** for the collaboration  
  - The business organisation has to provide resources the NPO is seeking for in regards to social marketing  
  - The fit of values and objectives | Austin and Seitanidi, 2012a, 2014 | | |
| **Received resources** by the NPOs from the business organisations  
  - Financial support  
  - Access to networks, distribution and advertising channels  
  - Access to expert knowledge and skills  
  - Resulting increase of reach of the target group  
| **Provided resources** by the NPOs to the business organisations  
  - Supports of their CSR activities by provide of reputation | | | |
## 5.3 The Social Marketing Process in the Corporate-NPO Collaboration

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<td></td>
<td>- Resulting image improvement and increase of customer trust</td>
<td></td>
<td>- Combination of NPO’s social advantages with business organisation’s economic advantages results in four types of value</td>
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<td></td>
<td>- Expert knowledge</td>
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<td><strong>Associational value</strong></td>
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<td></td>
<td>- Access to networks within the social sector</td>
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<td>- All NPOs perceive this type of value</td>
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<td></td>
<td>- Arises from basic exchange of generic resources</td>
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<td></td>
<td></td>
<td>Austin (2000)</td>
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<td></td>
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<td>Rodríguez et al. (2016)</td>
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<td>Shumate et al. (2016)</td>
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<td></td>
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<td>Seitanidi and Crane (2009)</td>
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<td>Selsky and Parker (2005)</td>
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<td>Austin and Seitanidi (2012a; 2014)</td>
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<td></td>
<td></td>
<td><strong>Transferred resource value</strong></td>
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<tr>
<td></td>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- Both, depreciable (financial support, funding) and durable resources (expert knowledge and skills, networks, distribution channels, etc.) are received and facilitate the social marketing process of the NPOs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dahan et al. (2010)</td>
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<td>Donato et al. (2015)</td>
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<td>Parker and Selsky (2004)</td>
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<td>Austin and Seitanidi (2012a; 2014)</td>
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<td></td>
<td><strong>Interaction value</strong></td>
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<td></td>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- Start of collaboration can be challenging</td>
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<td></td>
<td></td>
<td>Dahan et al. (2010)</td>
<td>- By interacting both parties develop higher level of collaboration and problem solving</td>
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<td></td>
<td></td>
<td>Donato et al. (2015)</td>
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<td>Parker and Selsky (2004)</td>
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<td>Austin and Seitanidi (2012a; 2014)</td>
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<td></td>
<td><strong>Synergistic value</strong></td>
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<tr>
<td></td>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- No concrete supportive findings for this type of value could have been identified</td>
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<td></td>
<td></td>
<td></td>
<td>- Innovative change is difficult to identify, more research is needed</td>
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<td></td>
<td></td>
<td>Austin (2000)</td>
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<tr>
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<td>Austin and Seitanidi (2012a; 2014)</td>
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<td></td>
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<td>Austin (2000)</td>
<td><strong>Philanthropic collaborations</strong></td>
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<td></td>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- Basic type of collaboration is visible for each NPO in regards to collaborations they have or had</td>
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<td></td>
<td></td>
<td>Andreasons and Kotler (2003)</td>
<td>- Only generic resources are exchanged</td>
</tr>
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<td></td>
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<td>Kumar et al. (2014)</td>
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<td>Shumate et al. (2016)</td>
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<td></td>
<td><strong>5.3.2 Collaboration Stages</strong></td>
<td></td>
<td><strong>Transactional collaborations</strong></td>
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<tr>
<td></td>
<td>- NPOs cooperate with business organisations for different purposes</td>
<td></td>
<td>- Higher level of lined interest, bilateral involvement, and resource exchange</td>
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<td></td>
<td>- NPOs engage in both long and short-term</td>
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<td>- Identified for the NPOs; Lions Club Norra Gävle, Lions Club Stockholm, Humana Second Hand, Parasport and the Invitations Departementet</td>
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<td></td>
<td>- Aim is predominantly to engage in close and long-term collaborations</td>
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<td></td>
<td>- Most communication processes are frequent</td>
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<td>- Half communication processes are mutual</td>
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<td>- No intense communication</td>
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<td>- Three respondents evaluate communication process neither as frequent nor as mutual</td>
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<td></td>
<td></td>
<td>Austin (2000)</td>
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<td>Austin and Seitanidi (2012a; 2014)</td>
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<td>5.3 The Social Marketing Process in the Corporate-NPO Collaboration</td>
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<td>Austin and Seitanidi (2012a; 2014)</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
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**Collaboration Process**

- NPOs seek for business organisations that share similar values and provide needed resources
- Social marketing is not the main objective of collaboration
- The level of the cooperation and its communication and decision making process depends on the particular project

| Austin and Seitanidi (2012a; 2014) | Austin and Seitanidi (2012a; 2014) | Austin and Seitanidi (2012a; 2014) | |

**Integrative collaborations**

- Requires higher level of linked interest and mutual involvement
- Identified for the NPOs; Fairtrade and Hassela Helpline
- Illustrate highest level of integrative collaboration in regards to social marketing processes
- Partnership is integrated in their operational processes
- higher social marketing as value outcome than for the other organisations

**Transformational collaborations**

- Requires highest level of mutual involvement, social change efforts and conjoined learning
- None of the NPOs reveal this kind of collaboration stage
- In regards to social marketing the most work and decisions are taken by the NPOs while business organisations are rather consultants

**Partnership formation**

- Results confirm theory and the emphasis on the degree of congruence between NPO and business organisation
- In order to complement lacking resources NPOs are seeking for collaborations
- fit of values and objectives is of high importance
- Usually, NPOs are researching and contacting business organisations → collaboration rather evolve due to NPO’s level of interest than mutual interest

**Partnership selection**

- Two decisive factors:
  - Congruence of the fit of objectives
  - Resources provided by the business organisation in order to be able to
### 5.3 The Social Marketing Process in the Corporate-NPO Collaboration

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<tr>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td></td>
<td>decrease the challenges the NPOs face in social marketing</td>
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<td><strong>Partnership implementation</strong></td>
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<td>- Austin and Seitanidi (2012a; 2014) stress that conjoined operation should take place in the implementation stage</td>
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<td></td>
<td>- Results show that this is not happening in regards to social marketing</td>
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<td>- NPOs are predominantly designing and developing the campaigns</td>
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<td>- Business organisations rather participate as consultant and resource provider</td>
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<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td></td>
<td><strong>Partnership institutionalisation</strong></td>
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<td></td>
<td>- Fairtrade and Hassela Helpline are the only ones illustrating characteristics of this stage</td>
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<td>- Their operational model is based on close and conjoined collaboration processes including social marketing</td>
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<td>- Other NPOs might have this kind of collaboration in connection with other projects but not social marketing</td>
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<tr>
<td>5.3.4 Collaboration Outcomes</td>
<td>Internal value creation - Meso and Micro level</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- The results confirm that a corporate-NPO collaboration results in benefits</td>
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<td></td>
<td>- The biggest benefits are obtained from distribution channels and networks and the resulting reach of the target group</td>
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<td><strong>Internal value creation</strong></td>
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<td></td>
<td>- Half of the respondents benefit from being associated with a well-known business organisation</td>
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<td>- Meso level (organisation); Highest level of value through collaboration results for the organisation</td>
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<td></td>
<td>- Access to needed resources</td>
<td></td>
<td>- Access to durable and organisation-specific resources facilitates the social marketing process for NPOs</td>
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<td>- Results in increased reach of target group and level of awareness</td>
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<td>- Micro level (individual); individual in the organisation benefit by gaining new knowledge from business organisations</td>
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<td>- But this is limited since the process of social marketing does not take place conjointly</td>
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<td>External value creation - Macro level</td>
<td></td>
<td><strong>External value creation</strong></td>
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<td></td>
<td>- Social marketing campaigns which evolved due to the corporate-NPO collaboration encourage social change in the society</td>
<td></td>
<td>- Macro level (society); Results confirm the theory by presenting that corporate-NPO collaboration result in benefits for society</td>
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<td>- External value results in internal value for NPOs - e.g. new members for Lions Club and new customers for Fairtrade and Humana Second Hand</td>
</tr>
</tbody>
</table>

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Shumate et al. (2016)
Rodríguez et al. (2016)
Seitanidi and Crane (2009)
Selsky and Parker (2005)
5.4 The Model of the Social Marketing Process in the Corporate-NPO Collaboration

Considering the previously presented results, the theoretical model as presented in Figure 4 is updated in accordance to the research results used as base in order to summarise and to understand the process of social marketing in a corporate-NPO collaboration.

![Figure 8: The Social Marketing Process in the Corporate-NPO Collaboration. (Source: Own)](image)

In the following, the components aim, challenges, value creation spectrum, collaboration stages, collaboration process and collaboration outcomes are discussed more in detail by referring them to the results of the present research.
1) The Aim: The results of the present research show that in connection with social marketing the reason why the NPOs engage in a collaboration with business organisations is predominantly the access to economic advantages of the business organisation and its organisation-specific resources. The purpose of the NPOs is to increase their efficiency regarding their fundamental aims such as the promotion of social change, the increase of social value, the improvement of the quality of life as well as the increase of the visibility of the NPO. This aim is the driver for the NPOs to engage in the corporate-NPO collaboration and the resulting components.

2) The Challenges: The NPOs´ process of social marketing is hindered by several challenges. The predominant challenges revealed within the present research are:

- lack of financial resources and high costs for marketing campaigns
- lack of own distribution channels
- to reach the target group
- lack of human resources and expert knowledge
- lacking trust and understanding of the NPO
- competition with companies which provide products that hinder the social mission of the NPO
- competition might evolve also among NPOs

3) Value Creation Spectrum: As presented in the previous sections, the sources of value creation include the NPO´s pursuit for complementary resources from business organisations. Hereby, the fit of the NPO´s and the business organisation´s objectives and values is a decisive factor. The target resources are both, generic and organisation-specific. The research results show that within the collaboration process regarding social marketing the exchange of resources is to a minor degree rather unilateral than bilateral. This result in three identified types of value creation: the associational value, the transferred resource value and the interaction value.

4) Collaboration Stage: The collaborative exchange of resources results in different kinds of collaboration stages depending on the particular project and the collaboration partners. The research results show that the transactional collaboration stage is predominant within the investigated corporate-NPO collaborations. However, it has been also revealed that the NPO´s organisational model of operations influences the collaboration stage. This is supported by the examples of Fairtrade and Hassela Helpline who implement partnerships as part of their operational processes. Due to this, their level of interaction with the collaborating business organisations is more intense and thus, can be assigned to the integrative collaboration stage.

5) Collaboration Process: Within the collaboration process, the NPOs´ objectives of achieving social change and increasing their own level of awareness as well as the provided resources by the business organisations can be identified as decisive factors. They are considered when it comes to the partnership formation, selection and implementation processes. Nevertheless, the investigated
examples of corporate-NPO collaborations in regards to social marketing reveal that the corporate partners rather have the role of predominantly being providers of resources and consultants than being actively involved in the development and implementation of the social marketing campaign. In most cases, the NPOs are the ones developing and designing the campaign on their own.

6) **Collaboration Outcomes**: It has been shown that several value outcomes result from the corporate-NPO collaboration for the NPOs. In regards to the internal value creation, the investigated NPOs report that the collaboration decreases the previously discussed challenges they face and consequently supports their social marketing processes. The access to resources of the business organisations such financial support, additional distribution channels, expert knowledge and technological support facilitate the development and the implementation of the campaigns. Resulting from the facilitation of the processes, the NPOs point out the increased efficiency of their operations as well as the rise of their visibility and level of awareness. Consequently, they believe that the corporate-NPO collaboration also results in an increased value creation for the society since the NPOs can fight social issues and promote social change more efficiently.
Chapter 6 - Conclusion

This chapter aims to answer the research questions, to illustrate the concluding thoughts and the contribution of the study as well as to provide theoretical and managerial implications. Furthermore, the reflection of the study and suggestions for future research are presented.

6.1 Answer to Research Questions

The aim of the present study was to investigate the process of social marketing within a corporate-NPO collaboration and if this collaboration facilitates the process of social marketing for the NPO. Based on a literature review, a theoretical model (see Figure 4) was developed by combining Andreasen and Kotler’s (2003) model of the social marketing process in NPOs and Austin and Seitanidi’s (2012a; 2012b; 2014) conceptual framework addressing corporate-NPO collaborations. By the use of the research results, this model was updated as presented in Figure 8 and used in order to answer the two research questions as following.

1. How does the collaboration between NPOs and business organisations in regards to social marketing work?

The majority of the investigated NPOs apply social marketing within their organisational operations based on the presented three stages of the social marketing process; analysis, strategy development and implementation. Hereby, they plan and design campaigns in order to address a social issue and to promote behaviour change. Within these processes, they face challenges, which hinder the efficiency of their campaigns. Consequently, it has been shown that generally corporate-NPO collaborations evolve due to the NPOs need for additional resources to overcome these challenges.

The research results reveal that in the corporate-NPO collaboration the first two stages, meaning the analysis and the strategy planning and designing stages of the social marketing process, predominantly are undertaken by the NPO independently from the collaborating business organisation. Thus, the NPO rather uses the business organisation and its resources as facilitator of the campaign creation and implementation than as active participant in the social marketing development process. Their aim is to overcome the faced challenges by increasing the reach of the target group, the visibility and level of awareness, and thus the efficiency of the NPO and its social marketing process. Hereby, the exchange of resources goes beyond the basic substitution of generic resources such as money and reputation. Additionally, the collaboration partners exchange knowledge, distribution channels and networks.

However, social change is not the only focus of the collaboration partners since the NPOs also seek for the increase of their level of awareness. Thus, in connection with the fact that the campaign development and design mainly takes place within the NPOs with a low level of involvement of the
business organisations, the predominant collaboration stage identified for the corporate-NPO collaboration in this context is the transactional stage.

An exception has been identified for Fairtrade and Hassela Helpline. Since these NPOs have an organisational model, which involves the corporate-NPO collaborations as part of the core operations, the level of conjoined involvement is higher in their collaborative process of social marketing. This leads to a higher level of inclusion of the business organisations in the process of planning and designing the campaigns. For this reason, the collaborations of these NPOs are assigned to the integrative collaboration stage. Furthermore, this leads to the conclusion that the organisational model of the NPO affects the collaboration structure between NPOs and business organisations.

2. Does a corporate-NPO collaboration facilitate the social marketing process for NPOs?

The study shows that the collaboration between NPOs and business organisations facilitates the social marketing process of the NPOs. The main facilitator arising through the corporate-NPO collaboration for the social marketing process is the access to the business organisations’ organisation-specific resources, such as their distribution channels and networks, as well as their expert knowledge and skills in regards to marketing processes. It has been shown that the challenges the NPOs face regarding social marketing are combated by the engagement in collaborations with business organisations, which provide complementary resources for the NPOs. These collaborations facilitate the reach of the target group and the distribution of the social message. As a result, the corporate-NPO collaborations increase the efficiency of the NPOs social marketing campaigns, which results in value outcomes for the NPO as well as for the society.

However, it has been shown that the majority of the NPOs does not operate conjointly when planning and designing the social marketing campaigns even though according to the CVC framework, corporate-NPO collaborations also can offer numerous opportunities to facilitate the social marketing process in a long-term perspective. This could be achieved by conjoined and long-term collaborations in regards to social marketing. Nevertheless, out of seven NPOs only two could have been assigned to the integrative collaboration type due to their organisational model of operations. Thus, the question remains if a higher level of involvement of the business organisation would also result in a higher degree of facilitated processes and efficiency of the social marketing process for the other NPOs.

6.2 Contribution of the Study

Although collaborations between NPOs and business organisations was already focus of attention for a decade, the process of social marketing within this collaboration has not been investigated yet. While previous studies have predominantly focussed on particular stages of either the corporate-NPO
collaboration or social marketing separately, the present study contributes to literature by investigating and combining these two approaches. This has been done by referring to the perspective of the NPOs, which are assumed to be experts regarding the social marketing process and the accompanied challenges. As a result, the study provides a valuable illustration of the process of social marketing in a corporate-NPO collaboration as well as how this results in value for the NPO as well as for the society. This process is shown in Figure 8. Additionally, the research includes several theoretical and managerial implications, which are discussed in the subsequent sections.

6.2.2 Theoretical Implications
It has been shown that the corporate-NPO collaboration is an important and relevant factor, which facilitates the challenging social marketing process of NPOs. The presented social marketing process in the corporate-NPO collaboration (see Figure 8) was the first attempt to cover the gap in literature addressing this area. Hereby, new knowledge is contributed to literature in the by presenting why NPOs engage in collaborations with business organisations in connection with their social marketing process, how this collaboration process works and in which value outcomes it might result.

The illustration is based on the investigation of seven NPOs, which are or have been involved in a collaboration with business organisations in connection with social marketing. Thus, it is recommended to add further research in order to complement and test the model. However, it is believed that it is based on valid and reliable results and thus opens new roads for research and contribution to literature.

6.2.1 Managerial Implications
The present research reveals implications for the NPOs as well as for business organisation. It is demonstrated that corporate-NPO collaborations facilitate the social marketing process of NPOs noticeably. Engaging in collaborations with business organisations enables NPOs to get access to resources they need in order to increase the distribution and efficiency of their social marketing campaigns. Hereby, the NPOs have to ensure that the corporate partner is selected in accordance with the fit of the objectives and the values. Nevertheless, during the sampling process of the research 84 companies have been contacted whereas the majority did not have collaborations with business organisations in connection with their social marketing process. Thus, the present research results lead to the recommendation for NPOs to consider collaborations with business organisations as an effective strategy to overcome challenges they face in their social marketing process.

The study also illustrates, that the majority of the investigated collaborations are rather transactional than integrative and that no support was found for the transformational collaboration stage. This is due to the finding that the planning and design of the campaigns predominantly takes place in the
NPOs. However, according to Austin and Seitanidi´s (2012a; 2012b; 2014), these collaboration stages are assumed to result in higher value than the transactional stage. For this reason, NPOs should review their process of social marketing in the corporate-NPO collaboration in order to find a way to increase the level of conjoined operation when developing and designing the campaigns.

Implications addressing the individual within the NPO are that corporate-NPO collaborations can also benefit the employer of a NPO in the way that he/she can learn from the processes deployed by the business organisation. Since NPOs are also seeking for expert knowledge and skills regarding marketing tools and processes of business organisations, the employees of the NPOs could contribute with the additional knowledge and skills they obtain from the corporate partners. This might result in a higher level of benefits and efficiency for the NPO in a long-term perspective. To be able to do so, long-term collaborations are needed in order to give the employees the opportunity to repeat particular processes and thus, to gain as profound knowledge as possible.

In regards to business organisations, the present study demonstrates that they might have resources that could support the NPOs´ social marketing process and result in more efficient social change and value for the society. Almost all NPOs, which have been interviewed for the purpose of the present study, are challenged to find appropriate partnerships that go beyond financial donations. Having this in mind and considering the presented process of social marketing in corporate-NPO collaborations (see Figure 8) business organisations could become more active and start looking for NPOs they can support with their organisation-specific resources such as distribution channels and networks rather than the basic financial funding. It can be assumed that this would not only benefit the business organisation´s CSR activities but also could increase the social value and the well-being of the society.

6.3 Reflection on the Study
A reflection on the focus of the present research shows that it is accompanied with some limitations. Firstly, it has to be considered that the NPOs perspective only has been investigated in order to study the social marketing process in a corporate-NPO collaboration. Thus, the presented illustration of the process leans on the experiences and points of views of seven NPOs only whereas all of them are located in Sweden.

Furthermore, due to the need to find participants for the present research, it was not distinguished between the types and structures of the NPOs nor between their areas of operation. However, the investigation of Fairtrade Sweden and Hassela Helpline reveals that the organisational model of operation influences the social marketing process in the collaboration and the collaboration stage.
Another reflective thought is that the investigation of the social marketing process in a corporate-NPO collaboration is solely based on interviews. Due to time limitations, the data collection process could not have been combined with observations although it is believed by the researchers of the present study that observations would increase the overall understanding of the processes taking place within the research area.

Lastly, the present research leans on the CVC framework of Austin and Seitanidi (2012a, 2012b, 2014) since it was believed that it provides a valid base for the investigation of corporate-NPO collaborations. Consequently, other existing frameworks addressing the corporate-NPO collaboration are not considered.

6.4 Suggestions for Future Research

Resulting from the reflection on the present study, future research could be done by adding investigations of corporate-NPO collaborations in regards to social marketing in order to verify the presented theoretical model in Figure 8. Hereby, the perspective of business organisations should also be considered and observations should be included in the data collection process in order to develop an overall picture of the process based on profound understanding from all perspectives.

Since the present study has not presented synergic value outcomes and transformational collaboration stages, future research should focus on this type of collaboration in order to investigate and demonstrate if it facilitates and benefits the social marketing process for NPOs to a higher degree than the ones presented. Hereby, it should also be focus of attention how and which value outcome is achieved. By doing so, other frameworks than the CVC framework should be considered as a base in order to test if the results of the present study would be supported.

Additionally, in line with the finding that the organisational model of operations influences the corporate-NPO collaboration and its outcomes, future research should consider the NPO’s structure as well as their way and area of operation.
References

AMA (2016-10-03), Definition of Marketing by the American Marketing Association [ONLINE]. Available at: https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx, [Accessed: 3 October 2016]


ESMA (2016-10-05), Definition of Social Marketing by the European Social Marketing Association (ESMA), the International Social Marketing Association (iSMA) and the Australian Social Marketing Association (ASMA) [ONLINE]. Available at: http://www.europeansocialmarketing.org/wp-


Appendices

Appendix 1 - Summary of the Framework by Austin and Seitanidi

1. The Value Creation Spectrum

Within a cooperative partnership, the level of value creation can vary significantly. Thereby, the authors describe four different sources of value and identify four types of collaborative value in order to show different ways that lead to the formation of benefits. In regards to this, Austin and Seitanidi (2012a, p.729) follow the assumption “that greater value is created at the meso, micro and macro
levels as collaboration moves across the value creation spectrum from sole creation toward co-creation”.

### Summary of the Value Creation Spectrum. (Source: Own)

#### Four sources of value in the corporate-NPO collaboration

Austin and Seitanidi (2012a; 2014) propose four sources of value within a corporate-NPO collaboration, which are described as follows:

**Resource complementarity:** One of the main reasons why people and organisations are cooperating is to get access to resources the organisation does not have on its own but the other party has. In regards to this, the highest level of value resulting from complementary resources is achieved with the degree of organisational fit and compatibility.

**Resource nature:** It has to be distinguished between *generic resources* and *organisation-specific resources*: *Generic resources* are the ones the organisations have (e.g., business organisations provide money and NPOs provide a good reputation). *Organisation-specific resources* are seen as more valuable and as key factors for success since they refer to specific capabilities, knowledge, distribution and infrastructure channels and networks.

**Resource directionality and use:** The deployment of the resources can be either unilateral or bilateral and reciprocal, meaning they are provided either mainly by one party or mutually by both. However, the more the contribution of the resources is complementary and conjoined, the higher might be the co-creation of the value outcome.

**Linked interests:** Due to the unequal organisation types, objectives and values of NPOs and business organisations, it is necessary firstly to develop a mutual understanding of values, secondly to unite different approaches and opinions regarding the expected value outcome, and thirdly to agree on a value exchange which is observed as suitable and fair for both parties.
Four types of value

By combining the four sources of resources described above, the collaboration partner can achieve four different types of value, which vary in their degree. Austin and Seitanidi (2012a; 2014) identify these types as associational value, transferred resource value, interaction value, and synergistic value.

Associational value: This type of value arises from the fact that the collaboration between a NPO and business organisation exists. For instance, the business organisation benefits by the good reputation of the NPO whereas the NPO benefits from the financial support by the organisation.

Transferred resource value: In this case, the benefits are described which arise as soon as one partner receives a resource from the other. The magnitude of the value depends on the resource and its characteristics as well as in which way the recipient utilises it. Austin and Seitanidi (2012a; 2014) distinguish between depreciable resources, for example financial or material donation, which are spend, and durable resources such as knowledge and new skills, which remain and can be used for improvement of own operations once the partner gained them. In order to develop a good and stable partnership, the transferred resource value needs to be maintained by repeating transfers of valuable resources.

Interaction value: Intangibles such as knowledge, trust, reputation, communication and cooperative solving of problems are not only the requirements for interactions within the collaboration, but they also result in value outcomes from these interactions.

Synergistic value: The authors stress “that the collaborative creation of social or environmental value can generate economic value and vice versa” (Austin and Seitanidi (2012a, p.731) and thus can result in “a virtuous value circle” (Ibid.). In regards to this, the combination of the partners’ individual resources can result in innovative forms of change within their own organisation (meso level), the society (macro level), as well as among individuals (micro level).

2. The Collaborating Stages

Within the component of collaborating stages, Austin and Seitanidi (2012a; 2014) demonstrate the degrees of variation across different types of cooperative partnerships between the two parties. The authors develop these partnership types based on Austin’s (2000) explanation of the collaboration continuum whereas he stresses that relationships are not static but dynamic and multifaceted. Within the collaboration continuum, several characteristics of partnerships are described. These characteristics are used in order to define the four stages of collaboration types within corporate-NPO partnerships. These types are described as being philanthropic, transactional, integrative, or transformational. In regards to this, the authors point out that a collaboration can evolve in any of these types based on the partner’s’ objectives and disposition to engage in it.
Summary of the Collaboration Stages. (Source: Own)

Philanthropic collaborations: The first stage of partnership within the CVC framework refers to the basic type of collaboration between an NPO and a business organisation. Here, the collaboration is limited to the company’s donation of money to the NPO and the NPO’s provision of its reputation to the company due to its financial support. The level of engagement is low for both parties and they interact infrequently, however both benefit in the sense that the NPO gets access to financial resources to achieve its objectives and the business organisation maintains its CSR practices.

Transactional collaborations: Contrary to a philanthropic collaboration, a transactional partnership is based on a higher level of linked interests of both parties and is thus characterised by bilateral resource exchanges and higher levels of bilateral involvement, which result in a reciprocal value creation. This is done by the application of projects such as, for example, by name and logo licensing agreements, sponsorships and events. Nevertheless, the authors state that many of the transactional alliances are more likely based on commercial purposes than on social objectives. Thus, although the benefits for both parties are more silent and the relationship is closer, benefits for the societal welfare are not ensured.

Integrative collaborations: Hereby, Austin and Seitanidi (2012a; 2014) describe the level of congruency between the partners as distinctively higher. The exchange of resources is of greater value for both since key assets such as knowledge and professional skills are exchanged and combined. Additionally, the objective to improve societal well-being is of greater importance for both within this type of collaboration. However, they are also more complex and require high involvement and engagement of both partners. Often they evolve from collaboration based on previously described stages.

Transformational collaborations: This stage of collaboration is defined by the authors to be the one with the highest level of advancement and conjoined learning about social needs and seeking for the
achievement of societal well-being and improvement. The objective and mission of social innovation in order to achieve social change has high priority for both parties.

3. The Collaboration Process

This component refers to the process of value creation within the formation and implementation stages of the collaboration. In regards to this, the authors address the importance of the partnership formation including the fit potential, the partnership selection process, and the process of the partnership implementation.

Summary of the Collaboration Process. (Source: Own)

Partnership Formation: Austin and Seitanidi (2012b, p.931) describe formation “as an early informal assessment mechanism that evaluates the suitability of a collaboration to evolve into an integrative or transformational relationship”. This is because these stages of collaboration are the ones aiming to achieve long-term relationships in order to create long-term value for their own operation and for the society. A key requirement for the success of the collaboration formation is the degree of congruence, or as the authors say the fit between the NPO and the business organisation. This refers to the level of linked interests and complementary resources, their motives and objectives and their history of interactions.

Partnership selection: Based on the analysis and evaluation of the organisational fit within the formation process the decision regarding the partner selection should be taken. Austin and Seitanidi (2012b, p.934) stress that this decision “to a large extent, determines the value creation potential of the partnership”.

Partnership implementation: With the decision about the partnership selection, the partners have to engage in the process of implementation. The authors see this step as the “value creation engine of cross-sector interactions where the value creation process can be either planned or emergent” (Austin and Seitanidi, 2012b, p.936). In this stage of collaborating, both parties are expected to conjointly become active, to plan, design and implement the operations, and by doing so to achieve interactive
value. This requires the NPO and the business organisation to reconcile their different organisational cultures, to develop relationships that are based on communication and result in trust, mutual respect as well as the ability of constructive criticism on order constantly be able to increase the level of learning and knowledge and thus to improve the partnership.

**Partnership institutionalisation:** The final stage of the partnership process is the institutionalisation of the collaboration whereas both parties have to agree on and to accept the structure, programs and processes of the partnership. Further, it is necessary that the NPO as well as the business organisation embed this collaboration within their actual operational strategy and organisational structure and culture. In this stage, both parties benefit from the continuous accumulation of interactional value by accessing more information, which lead to more knowledge and finally result in the increase of capabilities on both sides.

**4. The Collaboration Outcomes**

Finally, the fourth component referring to the outcomes of the collaboration is addressing the investigation of the multilevel value creation and outcome at the micro, meso and macro level resulting from the corporate-NPO collaboration. Thereby, Austin and Seitanidi (2012b; 2014) stress that it is necessary to identify where value is created. Therefore, they distinguish between two locations; within the corporate-NPO collaboration (*internal value creation*) and outside to it (*external value creation*).

![Diagram of Collaboration Outcomes](image)

**Summary of the Collaboration Outcomes. (Source: Own)**

*Internal value creation:* According to Austin and Seitanidi (2012b; 2014), value outcomes in the *meso* level, meaning the resulting value for the collaboration partners, is the strongest focus of researchers regarding cross-sector partnerships. In order to analyse value outcomes within the meso level, the authors refer to the previously discussed different types of value, meaning associational, transferred, interaction and synergic value. In regards to the *micro* level, the authors state that the individuals within the cooperating organisations also can benefit for instance by the attainment of new capabilities, skills and knowledge.
*External value creation:* The corporate-NPO collaboration is based on the purpose to achieve improvement and value for the society, the economy and the environment. Austin and Seitanidi (2012b, p.952) define the value creation in regards to the macro level “as societal betterment that benefits others beyond the collaborating organisations but which happens only with their joint actions”. According to the authors, the external value outcomes lead to internal value to the collaboration partners.
## Appendix 2 - Operationalisation of Interview Questions based on the Literature Review

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<th>SECTION</th>
<th>QUESTIONS</th>
<th>THEORY</th>
<th>PURPOSE</th>
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<tr>
<td><strong>Interview Details</strong></td>
<td>Date of interview</td>
<td>No theory</td>
<td>Verification of validity and reliability of the research</td>
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<td>Type of interview</td>
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<td>Date of protocol approval</td>
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<td><strong>1. Background of the Organisation and the Interviewee</strong></td>
<td>What is your position?</td>
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<td>Verification of validity and reliability of the research by assuring the relevance of the investigated organisations and the interviewed participants</td>
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<td>How long have you been working in the organisation?</td>
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<td></td>
<td>How are you involved in the process of social marketing?</td>
<td>No theory</td>
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<td></td>
<td>How are you involved in the cooperation process with the business organisation?</td>
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<td><strong>2. The Traditional Social Marketing Process in the Organisation</strong></td>
<td>What is your/your organisation’s understanding of social marketing?</td>
<td>Andreasen (2003) ESMA (2016-10-05) Kotler and Zaltman (1971) Kumar et al. (2014) Lee and Kotler (2015) Spotswood et al. (2011) ESMA (2016-10-05)</td>
<td>- to promote and influence individual’s behaviour by applying commercial marketing concepts to provide societal benefits for the greater well-being rather than making a profit - social marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good - is guided by ethical principles - seeks to integrate research, best practice, theory, audience and partnership insight, to inform the delivery of competition sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable</td>
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<td>SECTION</td>
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### Theory

- Andreasen (2002)
- Anheier (2014)
- Evans (2008)
- Kotler and Murray (1975)
- Kumar, Saini, Kumar (2014)
- Kumar et al. (2014)
- Weisbrod (1997)

- To develop and implement programs and campaigns that will raise the society's awareness of important societal and environmental issues.
- To broaden their knowledge about how to prevent those issues.
- To aim to inform the individuals about the importance of respect, collaboration and humanity among each other.
- To fight against social issues such as the fight against poverty, pollution and other societal and environmental problems, as well as the fight for human rights, education, equality, and so on (p.12 – role of NPO's).

- Anheier (2014)
- Kotler and Murray (1975)

- NPOs have adopted different approaches such as social marketing in order to be able to change problematic behaviours and attitudes of their target groups.

- Kotler and Murray (1975)

- Social marketing enables NPOs to obtain more effective results regarding their social mission.

- Kumar et al. (2014)

- The use of social marketing in NPOs benefits these organisations to spread the target group's awareness of the cause and idea of solution which the NPOs aim to communicate.


- NPOs have realised the importance of social marketing not only in connection with successful behaviour change but also as a crucial factor for the success of the organisation itself.
- This strategy also supports the NPO in its effort of getting more interesting for stakeholders, getting more volunteers, and increasing donations and funding.
- Crucial for the NPO to adopt a sophisticated social marketing strategy in order to integrate it as...
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<tr>
<td>7</td>
<td>What is your social marketing strategy/process?</td>
<td>Andreasen and Kotler (2003)</td>
<td>part of the organisation’s operational process</td>
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<td></td>
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<td>- social marketing campaigns can be short-term as well as long-term</td>
<td>Investigation of the NPO’s social marketing process based on the three</td>
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<td>efforts addressing a particular social issue by the NPO</td>
<td>stages; 1. Analysis, 2. Strategy, and 3. Implementation</td>
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<td>- these campaigns should be planned in three stages; 1) analysis, 2)</td>
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<td>strategy, and 3) implementation</td>
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<td>1. Analysis:</td>
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<td>- analyse two levels in order to identify its operational base by</td>
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<td>setting the marketing mission and objectives</td>
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<td>- Organisational level - identification of the NPO’s mission, objective and goals, the organisational culture, and its strengths and weaknesses</td>
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<td>- External environment – identification of the publics it aims to serve, the competitors, and the social, economic, and political environment</td>
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<td>2. Strategy:</td>
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<td>- Based on the analysis and identified mission and objective the NPO can develop its social marketing strategy.</td>
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<td>- Identification of target group and application of the social marketing mix elements</td>
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<td>3. Implementation:</td>
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<td>- Development of the design of the campaign by deciding which specific tactics to apply in which way, implementing the strategy and finally assessing the performance of the campaign</td>
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<td></td>
<td>- the social marketing approach leans on four P’s; product, promotion, place and price</td>
<td>Investigation of the NPO’s social marketing process regarding the marketing mix elements</td>
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<td>include a change of beliefs, values, and behaviour of the individuals</td>
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<td>- factor <em>promotion</em> in social marketing also has similarities to the processes in the marketing strategies of for-profit-oriented organisations. Tools such as advertising and sales promotion are based on sophisticated strategies and tactics with regards to the size of the available budget, the selection of effective media, and the development of attention-getting copy.</td>
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<td>- decision about the <em>place</em> is important, since this is the place where the campaign is supposed to meet the target audience.</td>
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<td></td>
<td>- factor <em>price</em> in social marketing appears in a different way than in the basic marketing theory. While companies usually request a price based on an amount of money for a tangible product or service, in social marketing the price is mainly psychological</td>
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<td></td>
<td></td>
<td>Weinreich (2010)</td>
<td>- additional P's named <em>publics</em>, <em>partnership</em>, <em>policy</em> and <em>purse strings</em></td>
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<tr>
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<td></td>
<td>- <em>publics</em> are the people involved in the social marketing programs - external or internal groups</td>
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<td>- The main <em>external group</em> is the target audience, the people who are expected to make a change in their behaviours and attitudes</td>
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<td>- the external groups are other sub-audiences which exist and that should be considered due to the impact they have on the decision making of the target audiences (family members, friends, professors, policymakers</td>
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<td>- <em>internal groups</em> refer to employees and managers</td>
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<td>- everyone involved in the social marketing program need to have high understanding about the programs in order to succeed</td>
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<td></td>
<td>- <em>Partnership</em> refers to the collaboration between different organisations with the purpose of obtain different benefits such as gathering more resources and expanding access to more individuals of the target groups.</td>
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|         | - Policy refers to the policies established around the target audiences (e.g., at work, schools, communities, etc.) which facilitate a friendly environment that motivate and support the target groups on the behavioural change.  
- Purse strings refer to sources such as governments, donations and foundations, who provide funding for the success of the social marketing programs | Andreasen (2003) Andreasen and Kotler (2003) Bloom and Novelli (1981) Evans (2008) | more difficult than the traditional commercial marketing requires more ingenuity, creativity and perseverance in order to achieve its goals  
a prevalent challenge for social marketers is to obtain funding in order to develop and implement their social marketing programs  
Due to the limited budgets they need to engage and seek collaboration from other parties to obtain different resources including funding in order to conduct social marketing programs  
challenge for social marketers is to convince and motivate desired intermediaries to believe and support in an idea or a cause in order to obtain the funding and other resources  
another consequence resulting from the lack of budgets is poor market and target group research, putting in doubt the reliability and validity of the data obtained and hindering the success of social marketing strategies and campaigns  
to compete with well structured, funded and successful commercial marketing campaigns that are promoting contrary objectives as the ones for social marketers  
contrary to commercial marketing, it is more difficult for social marketers to change and adapt their intangible product (a cause or an idea) according to the customer needs  
Social marketers have to encourage and convince the individuals to change their way of thinking | Investigation of the challenges the NPO faces regarding social marketing |

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</table>
| A) Background | With how many business organisations do you cooperate?                    | Parker and Selsky (2004)  
Reast et al. (2010)  
Rodriguez et al. (2016)  
Selsky and Parker (2005)   | - the amount of cooperative relationships between business organisations and NPOs significantly increased and became an important strategic tool for both parties   | Verification of validity and reliability of the research by ensuring that the NPOs are relevant and have or had collaborations with business organisations regarding social marketing |
|          | With how many of those do you cooperate in regards to social marketing?   | No theory                                                              | No theory                                                              |  |
| B) The Collaborative Value Creation framework in regards to Social Marketing | What is the objective for your cooperation in regards to social marketing? | Austin (2000)  
Parker and Selsky (2004)  
Rodriguez et al. (2016)  
Shumate et al. (2016)  
Wymer and Samu (2003)  
Moldovan et al. (2016)  
Reast et al. (2010)  
Rodriguez et al. (2016)  
Shumate et al. (2016)  
Seitanidi and Crane (2009)  
Wymer and Samu (2003)  
Shumate et al. (2016)   | - due to the fact that NPOs and business organisations significantly differ regarding their goals, values, cultures and ways of operation, corporate-NPO collaboration cannot be equalised with B2B relationships and are complex in nature   | 1. Component - Value Collaboration Spectrum  
Investigation of the Source of Value Creation |
Wymer and Samu (2003)  
Shumate et al. (2016)   | - main motives of business organisations to engage in a partnership are more likely to enhance and to expand their CSR activities in order to improve their image by being socially responsible and to achieve positive promotion and public relations   |                                                                 |
|          |                                    | Austin (2000)  
Austin and Seitanidi (2012a; 2014)  
Seitanidi and Crane (2009)  
Selsky and Parker (2005)   | - the NPOs are interested in getting access to additional funding, broader markets and new resources  
their aim is to increase the society’s awareness of the issues they fight by using the business organisations’ effective organisational approaches   |  |
<p>|          |                                    |                                                                       | - NPOs also aim to improve their efficiency and brand reputation   | - Identification of the NPO’s objective and aim for the collaboration regarding   |</p>
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</table>
| 13      | Why did you decide to cooperate with this business organisation in regards to social marketing? | - basic factors of successful collaborations are trust, commitment and voluntary and mutual agreement.  
- Value is aimed to be achieved by combining the business organisation’s economic advantages with the NPO´s social advantages.  
- This combination subsequently results in benefits for the society. | social marketing                  |
| 14      | What kind of resources do you receive from the business organisation for the social marketing process? | - Resource complementarity:  
- One of the main reasons why organisations are cooperating is to get access to resources the organisation does not have on its own but the other party has.  
- Highest level of value resulting from complementary resources is achieved with the degree of organisational fit and compatibility. | resource directionality and use |
| 15      | Which resources do you provide the business organisation?                | - Resource nature:  
- Generic resources: ones the organisations have (e.g., business organisations provide money and NPOs provide a good reputation)  
- Organisation-specific resources: seen as more valuable and as key factors for success since they refer to specific capabilities, knowledge, distribution and infrastructure channels and networks.  
- Resource directionality and use:  
- Unilateral: provided mainly by one party or  
- Bilateral and reciprocal: provided mutually by both  
- the more the contribution of the resources is complementary and | Identification of the resources exchanged in the collaboration |
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<tbody>
<tr>
<td>16</td>
<td>Did the cooperation facilitate your social marketing process? How?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>By combining the four above described sources of resources the collaboration partner can achieve four different types of value which vary in their degree</td>
</tr>
<tr>
<td>17</td>
<td>How would you describe the value for your organisation that results from the cooperation? (in regards to social marketing)</td>
<td>Austin (2000) Wymer and Samu (2003) Austin (2000) Rodríguez et al. (2016) Shumate et al. (2016) Seitanidi and Crane (2009) Selsky and Parker (2005) Austin and Seitanidi (2012a; 2014)</td>
<td>NPOs are interested in getting access to additional funding, broader markets and new resources, their aim is to increase the society’s awareness of the issues they fight by using the business organisations’ effective organisational approaches Value is aimed to be achieved by combining the business organisation’s economic advantages with the NPO’s social advantages This combination subsequently results in benefits for the society</td>
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<td></td>
<td>and cooperative solving of problems, etc. are requirements for interactions within the and result in value outcomes from these interactions</td>
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<td><strong>Synergistic value:</strong></td>
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<td></td>
<td>- In regards to this, the combination of the partners’ individual resources can result in innovative forms of change within their own organisation (meso level), the society (macro level), as well as among individuals (micro level)</td>
<td></td>
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<tr>
<td>18</td>
<td>Is the cooperation based solely on the social marketing process or also on other operational processes (which)?</td>
<td>Austin (2000)</td>
<td>- collaboration continuum: relationships are not static but dynamic and multifaceted</td>
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<tr>
<td></td>
<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>- Within the collaboration continuum, several characteristics of partnerships are described</td>
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<td>- a collaboration can evolve in any of these types based on the partner’s objectives and disposition to engage in it.</td>
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<td>19</td>
<td>Would you describe the cooperation as long-term oriented?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td><strong>Philanthropic collaborations:</strong></td>
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<td></td>
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<td></td>
<td>- basic type of collaboration between an NPO and a business organisation</td>
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<td>- collaboration is limited to the company’s donation of money to the NPO and the NPO’s provision of its reputation to the company due to its financial support</td>
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<td></td>
<td>- low level of engagement for both parties</td>
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<td>- interact infrequently</td>
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<td>- both benefit in the sense that the NPO gets access to financial resources to achieve its objectives and the business organisation maintains its CSR practices.</td>
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<td>20</td>
<td>Is the communication process frequent, mutual and intense within the process of social marketing?</td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td><strong>Transactional collaborations:</strong></td>
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<td>- based on a higher level of linked interests of both parties and is thus characterised by bilateral resource exchanges and higher levels of bilateral involvement which result in a reciprocal value creation</td>
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<td>- application of projects such as name and logo licensing agreements, sponsorships, and events</td>
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<td>- many of the transactional alliances are more likely based on commercial purposes than on social objectives</td>
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<td><strong>2. Component - Collaboration Stages</strong></td>
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<td></td>
<td>- Investigation of the corporate-NPO collaboration stages based on characteristics of the philanthropic, transactional, integrative, and transformational collaboration stage</td>
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<td>SECTION</td>
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<td>21</td>
<td>How did the cooperation evolve?</td>
<td>- although the benefits for both parties are more silent and the relationship is closer, benefits for the societal welfare are not ensured</td>
<td>Integrative collaborations:</td>
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<td>- level of congruency between the partners is distinctively higher</td>
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<td>- exchange of resources is of greater value for both since key assets such as knowledge and professional skills are exchanged and combined</td>
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<td>- objective to improve societal well-being is of greater importance for both within this type of collaboration</td>
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<td>- more complex and require high involvement and engagement of both partners</td>
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<td></td>
<td>- Often evolve from collaboration based on previously described stages</td>
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<td>22</td>
<td>Is social marketing the main objective of your organisation in regards to this cooperation?</td>
<td>- NPOs and business organisations significantly differ regarding their goals, values, cultures and ways of operation</td>
<td>Transformational collaborations:</td>
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<td></td>
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<td>- highest level of advancement and conjoined learning about social needs and seeking for the achievement of societal well-being and improvement</td>
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<td>- objective and mission of social innovation in order to achieve social change has high priority for both</td>
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<tr>
<td>23</td>
<td>How close do you cooperate in regards to social marketing? Are the decisions taken by your organisation or after consulting with the business partner?</td>
<td>- Partnership Formation:</td>
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<td>- formation = an early informal assessment mechanism that evaluates the suitability of a collaboration to evolve into an integrative or transformational relationship</td>
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<td>- these stages of collaboration are the ones aiming to achieve long-term relationships in order to create long-term value for their own operation and for the society</td>
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<td>- key requirement for the success of the collaboration formation is the degree of congruence / the fit between the NPO and the business organisation</td>
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<td>- refers to the level of linked interests and complementary resources, their</td>
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3. Component - Collaboration Process
- Investigation of the partnership formation, selection, implementation and institutionalisation process
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<td></td>
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<td>motives and objectives and their history of interactions</td>
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<td>Partnership selection:</td>
<td>- Based on the analysis and evaluation of the organisational fit within the formation process the decision regarding the partner selection should be taken. - determines the value creation potential of the partnership</td>
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<td>Partnership implementation:</td>
<td>- value creation engine of cross-sector interactions where the value creation process can be either planned or emergent - both parties are expected to conjointly become active, to plan, design and implement the operations, and by doing so to achieve interactive value - requires the NPO and the business organisation to reconcile their different organisational cultures, to develop relationships that are based on communication and result in trust, mutual respect as well as the ability of constructive criticism on order constantly be able to increase the level of learning and knowledge and thus to improve the partnership</td>
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<tr>
<td>24</td>
<td>How does the cooperation benefit your organisation? Austin (2000) Wymer and Samu (2003)</td>
<td>- NPOs are interested in getting access to additional funding, broader markets and new resources, whereas their aim is to increase the society's awareness of the issues they fight by using the business organisations’ effective organisational approaches</td>
<td>4. Component - Collaboration Outcomes Investigation of the internal value creation - Meso level (organisation)</td>
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<td>25</td>
<td>How does the cooperation benefit your social marketing process?</td>
<td>-</td>
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<td>THEORY</td>
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<td></td>
<td>Shumate et al. (2016)</td>
<td>NPOs also aim to improve their efficiency and brand reputation</td>
<td>Micro level (individual)</td>
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<td></td>
<td>Austin (2000)</td>
<td>- Aim to collaboratively address issues such as lack of equal education access, health care, poverty, economic development and environmental sustainability</td>
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<td></td>
<td>Austin and Seitanidi (2012a; 2014)</td>
<td>Internal value creation:</td>
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<td></td>
<td>Seitanidi and Crane (2009)</td>
<td>- meso level: resulting value for the collaboration partners</td>
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<td>Selsky and Parker (2005)</td>
<td>- measured based on the types of value (associational, transferred, interaction, and synergic value)</td>
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<td></td>
<td>Austin and Seitanidi (2012b; 2014)</td>
<td>- micro level: individuals within the cooperating organisations also can benefit e.g. by the attainment of new capabilities, skills and knowledge</td>
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<td></td>
<td>Austin (2000)</td>
<td>- combination of resources subsequently results in benefits for the society</td>
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<td></td>
<td>Rodriguez et al. (2016)</td>
<td>External value creation:</td>
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<tr>
<td></td>
<td>Shumate et al. (2016)</td>
<td>- collaboration is based on the purpose to achieve improvement and value for the society, the economy and the environment</td>
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<td></td>
<td>Seitanidi and Crane (2009)</td>
<td>- macro level: value as societal betterment that benefits others beyond the collaborating organisations but which happens only with their joint actions</td>
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<td></td>
<td>Selsky and Parker (2005)</td>
<td>- the external value outcomes lead to internal value to the collaboration partners</td>
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<tr>
<td></td>
<td>Austin and Seitanidi (2012b; 2014)</td>
<td>Investigation of the external value creation</td>
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<td></td>
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<td>- Macro Level (society)</td>
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| Additional Question | 27 | Can you provide us documents, information and statistics about the social marketing campaign and its efficiency? | To get access to additional information about the NPO, its social marketing campaigns/collaboration projects, etc. |

**Did you observe how the cooperation benefits the target group of the social marketing campaign/the society?**

**Can you provide us documents, information and statistics about the social marketing campaign and its efficiency?**
Appendix 3 - Collaboration Letter

Dear xxx,

We are two international students of the University of Gävle studying the Master Programme in Business Administration (MBA). In regards to our Master Thesis, we are investigating the topic **Corporate-NPO (Non-profit organisation) Cooperation in regards to Social Marketing.** By social marketing, we refer to a marketing strategy which aim is to develop and implement marketing approaches that will influence behaviours and attitudes for the improvement of the welfare of individuals and communities.

Our aim is to explore the benefits of the Corporate-NPOs cooperation in regards to the social marketing process from the NPOs perspective. In this regard, we investigate the following research questions:

1. **How does the corporation between NPOs and business organisations in regards to social marketing work?**
2. **Does a corporate-NPO cooperation facilitate the social marketing process for NPOs?**

In connection with this, we are looking for non-profit organisations, which have or had partnerships with business companies in order to plan and apply social marketing initiatives. If your company fulfils these criteria, we would really appreciate if you would agree to a collaboration and support us by allowing us to make interviews (face to face, telephone or skype, as better suits you) with 2-3 employees in topic related positions. The interviews will last around 30-40 minutes and the results will be published at the University of Gävle at the beginning of next year. We offer you the opportunity to be anonymous if you want.

If you need further information in regards to our topic or the process itself, we would be happy to arrange a meeting when better suit you. Please do not hesitate to contact us. In order to follow up this request, we will call you next Monday 21st of November. We plan to undertake the interview within the upcoming two weeks.

We are looking forward to hearing from you.

Thank you in advance.

Best regards,

Maria Cascante & Natalia Schlothauer

MBA students at the University of Gävle

**CONTACTS**

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<thead>
<tr>
<th><strong>Students</strong></th>
<th><strong>Examiner</strong></th>
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<tbody>
<tr>
<td>Maria Cascante</td>
<td>Maria Fregidou-Malama</td>
</tr>
<tr>
<td><a href="mailto:eeal6mcs@student.hig.se">eeal6mcs@student.hig.se</a></td>
<td><a href="mailto:mma@hig.se">mma@hig.se</a> / 070-620160</td>
</tr>
<tr>
<td>Natalia Schlothauer</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:eeal6nsr@student.hig.se">eeal6nsr@student.hig.se</a></td>
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## Appendix 4 - Coding of Keywords

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<th>Section</th>
<th>QUESTIONS</th>
<th>KEYWORDS</th>
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<tbody>
<tr>
<td>1. Background of the Organisation and the interviewee</td>
<td>How are you involved in the process of social marketing?</td>
<td>Planner (10) Operator (10) Implementer (10) Consultant (2) Part of a team (2)</td>
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<tr>
<td></td>
<td>How are you involved in the cooperation process with the business organisation?</td>
<td>Intermediary (11) Project Responsible (11) Communicator (11) Organiser (11) Observer (1)</td>
</tr>
<tr>
<td>2. The Traditional Social Marketing Process in the Organisation</td>
<td>What is your/your organisation’s understanding of social marketing?</td>
<td>promotion (8) campaign’s (7) society (7) individual (2) youth (4) health (3) equality (2) thoughtful fashion consumption (2) environment (2) gender equality (1) achieve effort (1) quality of life (1) sustainable development (1) social change (3) social value (2) social issues (2) social help (1) societal structure (1) social responsibility (1)</td>
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<td>What is your aim for using social marketing?</td>
<td>change behaviour (5) educate people / raise understanding (4) motivate/encourage change behaviour/help (4) promote/increase social value benefits for all (4) social change (3) improve life for society/youth/children/individual (2) to market the NPO is the aim (4) increase sales (3) gain new members (2) social responsibility (2) trust of stakeholders (1)</td>
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<td></td>
<td>What is your social marketing strategy/process?</td>
<td>no strategy, adapt to particular situation/project (9) tangible product (3) cooperation/partners/networks (5)</td>
</tr>
<tr>
<td>Section</td>
<td>QUESTIONS</td>
<td>KEYWORDS</td>
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</tbody>
</table>
| 8       | Do you apply the marketing mix? In which way? | communication (6) 
promotion (4) 
social media (5) 
target group (3) 
advertising (3) 
PR (3) 
testimonials (2) 
mouth-to-mouth (2) |
| 9       | What kind of challenges do you face in regards to social marketing and its process? | costs/financial resources (8) 
human resources with expert/professional knowledge/skills (5) 
time (lack of human resources) (2) 
reach of target group (4) 
distribution channels (2) 
technological tools (1) 
competition (3) 
lack of understanding of NPO (3) 
trust of target group (3) 
trust of cooperation partners (2) |

### A) Background

| 10      | With how many business organisations do you cooperate? | actually no collaboration - but actively looking for some (4) 
ongoing operations - but actively looking for new ones (3) 
collaborations are part of NPO’s core business (2) |
| 11      | With how many of those do you cooperate in regards to social marketing? | no cooperation - project has been cancelled (1) 
1 in the past - more are planned (2) 
2 in the past - more are planned (2) 
3 in the past - more are planned (3) 
ongoing collaboration as part of NPO’s core business (2) |

### B) The Collaborative Value Creation framework in regards to Social Marketing

#### 1. Component - Value Collaboration Spectrum

**Source of Value Creation:**

| 12      | What kind of resources do you receive from the business organisation for the social marketing process? (e.g. financial support, technology, knowledge, distribution channels, networks) | financial support (6) 
networks (7) 
distribution channels (6) 
advertising channels (3) 
reach (4) 
visibility (4) 
access to knowledge and skills of experts/professionals (in total 8) 
- advertising (4) 
- technology (3) 
- market (1) 
trust of target group (2) 
image (2) |
<table>
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<tr>
<th>Section</th>
<th>QUESTIONS</th>
<th>KEYWORDS</th>
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</thead>
</table>
| 13      | Which resources do you provide the business organisation? | image improvement / CSR support (9)  
customer trust (3)  
expert knowledge (5)  
new potential customers (4)  
networks (4) |
| 14      | What is the objective for your cooperation in regards to social marketing? | to get/increase visibility/brand awareness (9)  
 jeżeli (2)  
distribution channels (4)  
)to increase influence on social change/behaviour change (7)  
to increase social value (2)  
to get access to resources (money) (5)  
to combine resources/skills/knowledge (4)  
competitiveness (2)  
trust of the target group and stakeholders (3) |
| 15      | Why did you decide to cooperate with this business organisation in regards to social marketing? | company provided needed resources (money, expert knowledge and skills, technological tools, distribution channels) (7)  
objective / value fit (5) |

**Type of Value Creation:**

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</table>
| 16 | How would you describe the value for your organisation that results from the cooperation? (in regards to social marketing) | increased reach by distribution channels/networks (9)  
increased social value outcome (can help more people) (5)  
visibility/brand awareness (5)  
good reputation/are associated with well-known businesses (3)  
thrust/approval of target group (3)  
nenew members (2)  
knowledge exchange (4)  
financial support (3)  
technological support (2)  
facilitation of process (1)  
makes it possible to learn from professionals (1) |
| 17 | Did the cooperation facilitate your social marketing process? How? | Yes (7)  
otherwise social marketing would not be possible (3)  
How:  
money (2)  
distribution channels lead to increased reach of target group (2)  
networks (2)  
more opportunities to operate (1)  
advertising channels (1)  
is part of core business (2)  
No (2)  
Why:  
it is challenging to agree (2)  
trust from cooperation partner is not strong at the beginning (2)  
needs time to adapt to each other and to find a cooperative way of operation (2) |
### 2. Component - Collaboration Stages

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>KEYWORDS</th>
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</thead>
<tbody>
<tr>
<td>18 Is the cooperation based solely on the social marketing process or also on other operational processes (which)?</td>
<td>No (9) - cooperation is also applied on other areas of operation/projects&lt;br&gt;Yes (1) - Telia --&gt; social marketing project has been objective of cooperation right from the start of cooperation / but they are trying to come together in regards to other projects at the moment</td>
</tr>
<tr>
<td>19 How close do you cooperate in regards to social marketing? Are the decisions taken by your organisation or after consulting with the business partner?</td>
<td>depends on project/stage of project/cooperation partner (5) &lt;br&gt;decisions are taken by the NPO (5) &lt;br&gt;cooperative decision taking (2) &lt;br&gt;decision taken by business organisation (1) &lt;br&gt;close/very close (5) &lt;br&gt;not close (2)</td>
</tr>
<tr>
<td>20 Would you describe the cooperation as close and long-term oriented?</td>
<td>aim is long-term and close (5)&lt;br&gt;requirement is long-term and close (2)&lt;br&gt;depends on project/partner (2)&lt;br&gt;both short- and long-term (2)</td>
</tr>
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</table>

### 3. Component - Collaboration Process

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>KEYWORDS</th>
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</thead>
<tbody>
<tr>
<td>21 How did the cooperation evolve?</td>
<td>requirement is value/objective fit (7) &lt;br&gt;NPO looks actively for cooperation partners (5) &lt;br&gt;Business organisations contacted/contact NPO with cooperation request (2) &lt;br&gt;need for resources/support (5) &lt;br&gt;need for more distribution channels to increase the reach (3)</td>
</tr>
<tr>
<td>22 Is social marketing the main objective of your organisation in regards to this cooperation?</td>
<td>No (8) &lt;br&gt;social marketing as a tool (4) &lt;br&gt;Yes (1) &lt;br&gt;depends on project and partner (3)</td>
</tr>
<tr>
<td>23 Is the communication process frequent, mutual and intense within the process of social marketing?</td>
<td>frequent (7) &lt;br&gt;mutual (4) &lt;br&gt;intense (-) &lt;br&gt;No / not really (3)</td>
</tr>
</tbody>
</table>

### 4. Component - Collaboration Outcomes

**Internal Value creation - Meso (Organisation) and Micro (Individual) Level**

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>KEYWORDS</th>
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</thead>
<tbody>
<tr>
<td>24 How does the cooperation benefit your organisation?</td>
<td>distribution channels (6) &lt;br&gt;increased reach (4) &lt;br&gt;visibility / awareness of NPO (6) &lt;br&gt;good reputation / image improvement (5) &lt;br&gt;trust (2) &lt;br&gt;new members/customers (3) &lt;br&gt;funding (2) &lt;br&gt;networks (4) &lt;br&gt;facilitated processes (1) &lt;br&gt;knowledge adaptation (1)</td>
</tr>
<tr>
<td>Section</td>
<td>QUESTIONS</td>
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<tr>
<td>25</td>
<td>How does the cooperation benefit your social marketing process?</td>
</tr>
<tr>
<td></td>
<td><strong>External value creation - Macro (Society) Level</strong></td>
</tr>
<tr>
<td>26</td>
<td>Did you observe how the cooperation benefits the target group of the social marketing campaign?</td>
</tr>
</tbody>
</table>
### Appendix 5 - One Example of the Interview Protocol

<table>
<thead>
<tr>
<th>Interview Question</th>
<th>Reply by Interviewee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of interviewee / organisation</td>
<td>Maria Granefelt / Fairtrade Sweden</td>
</tr>
<tr>
<td>Date of interview</td>
<td>30.11.2016 / 1 pm</td>
</tr>
<tr>
<td>Type of interview</td>
<td>phone call</td>
</tr>
<tr>
<td>Duration of interview</td>
<td>45 minutes</td>
</tr>
<tr>
<td>Allowance to publish name/organisation</td>
<td>yes/yes</td>
</tr>
<tr>
<td>Allowance to record</td>
<td>yes</td>
</tr>
<tr>
<td>Allowance for follow up questions</td>
<td>yes</td>
</tr>
<tr>
<td>Date of protocol request</td>
<td>05.12.2016 - protocol send with request for approval until 07.12.2016 / 12 am</td>
</tr>
<tr>
<td>Date of protocol approval</td>
<td>05.12.2016 - feedback via email with comments and approval 05.12.2016 - comments added to notes</td>
</tr>
</tbody>
</table>

#### 1. Background of the Organisation and the interviewee

1. **What is your position?**
   - Head of Communication in Sweden

2. **How long have you been working in the organisation?**
   - 5 years

3. **How are you involved in the cooperation process with the business organisation?**
   - Core operation of Fairtrade --> cooperating with business organisations in order to certify consumer goods with the Fairtrade Certification
   - As head of communication she is informed about every cooperation and main corporate projects
   - Sometimes she has direct contact with the business partners but it is not her main responsibility
   - Fairtrade Sweden has a team being responsible for the contact to business organisations

4. **How are you involved in the process of social marketing?**
   - As head of communication she is informed about all marketing campaigns
   - Participates in the creation and implementation of the campaign in cooperation with the team

#### 2. The Traditional Social Marketing Process in the Organisation

5. **What is your/your organisation`s understanding of social marketing?**
   - The development of strategies and tools in order to
     - To achieve poverty reduction
     - To promote sustainable development
     - To contribute to the development of the society
   - For Fairtrade the tool is the Fairtrade certificate

6. **c. What is your aim for using social marketing?**
   - To do a campaign that try to "spread the information about Fairtrade and what is it about" --> the NPO`s main aim
   - to achieve poverty reduction and to benefit the farmers/producers
   - to achieve the highest possible profit for the farmers/producers
   - to do so the aim is to increase the sales of Fairtrade products and to change consumer`s buying behaviour
<table>
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<tr>
<th>Interview Question</th>
<th>Reply by Interviewee</th>
</tr>
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</table>
| **d. What is your social marketing strategy/process? / Do you apply the marketing mix? In which way?** | - Do not have a specific strategy, they adapt to each activity/occasion  
- The process is that Fairtrade develops all marketing campaigns internally in order to provide the business partners tools which they can use in their marketing campaigns  
- These marketing tools are designed to promote the products as well as the core idea and aim of Fairtrade (see above)                                                                                                                                                                                                 |
| **8 Do you apply marketing tools (marketing mix elements)? In which way?**       | - Fairtrade as a brand has 86% recognition at the market but the challenge is to make consumers actually buy the products and to change their buying behaviour in a sustainable way  
- Lack of knowledge about Fairtrade’s aim to fight against unfair payment and treatment of farmers/producers --> not many consumers know that they actually help the farmers by buying Fairtrade products  
- High competition with cheaper consumer goods  
- Financial means are lacking, not enough money to develop social marketing campaigns to spread the word on their own --> use the network and the good relationship to the stakeholders in order to achieve more efficiency of the social marketing campaigns |
| **e. What kind of challenges do you face in regards to social marketing and its process?** | - Fairtrade as a brand has 86% recognition at the market but the challenge is to make consumers actually buy the products and to change their buying behaviour in a sustainable way  
- Lack of knowledge about Fairtrade’s aim to fight against unfair payment and treatment of farmers/producers --> not many consumers know that they actually help the farmers by buying Fairtrade products  
- High competition with cheaper consumer goods  
- Financial means are lacking, not enough money to develop social marketing campaigns to spread the word on their own --> use the network and the good relationship to the stakeholders in order to achieve more efficiency of the social marketing campaigns |

### 3. The Social Marketing Process in the Corporate-NPO Cooperation

#### A) Background

| 10 a. With how many business organisations do you cooperate? | - About 100 companies that are using the Fairtrade certificate/licences in their products (in Sweden)  
- Advertising agencies (e.g. to develop their website)  
- Retailers that are selling Fairtrade products  
- Hotels, restaurants etc. which source Fairtrade products |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 b. With how many of those do you cooperate in regards to social marketing? | - Approximately 50 retailers --> contact on the regular basics which are used as ambassadors for the NPO’s social idea  
- Advertising agencies --> as professional supporters during the process of the campaign development (e.g. website design/programming)  
--> but Fairtrade itself is quite competent in developing the marketing campaigns internally on their own |

#### B) The Collaborative Value Creation framework in regards to Social Marketing

**1. Component - Value Collaboration Spectrum**

*Source of Value Creation:*

| 12 a. What kind of resources do you receive from the business organisation for the social marketing process? (e.g. financial support, technology, knowledge, distribution channels, networks) | - Network  
- Access to their internal distribution channels  
- Retailers create further marketing campaigns by using the tools provided by Fairtrade and thus operate as ambassadors of Fairtrade’s message to change consumption and buying behaviour  
--> this results in saving of costs for the NPO because the retailers are investing in further campaigns  
--> Increased distribution channels  
--> Increased visibility and brand awareness |

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<tr>
<th>Interview Question</th>
<th>Reply by Interviewee</th>
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</table>
| **13**  
 b. Which resources do you provide the business company? | - Fairtrade provides their business partners communication tools such as marketing material which are developed by professionals within the NPO  
- Fairtrade is one of the most known ethical brands --> the opportunity to be associated with Fairtrade’s good and ethical reputation supports the business organisation’s CSR operations and image  
- This can result in more customer trust |
| **14**  
 c. What is the objective for your cooperation and why did you decide to cooperate with this business organisation in regards to social marketing? | The NPO’s objective for the cooperation:  
- To gain visibility  
- To acquire financial resources for their social marketing campaigns  
- To get access to new distribution channels  
Criteria/Reasons for the cooperation decision:  
- the fit of the values is very important when it comes to the decision about the cooperation  
- business organisations which apply for the Fairtrade certificate are going through a strict appropriateness investigation of their supply chain and organisational ways of operations  
- service organisations also have to exhibit their willingness to support Fairtrade’s main aims and values in order to be able to cooperate with the NPO |

**Type of Value Creation:**

| **15**  
 a. How would you describe the value for your organisation that results from the cooperation? (in regards to social marketing) | - To reach more networks  
- Reach new distribution channels  
- Visibility |
| **16**  
 b. Did the cooperation facilitate your social marketing process? How? | - Yes, is a win-win situation  
- Without this collaborations the social marketing campaigns would not be possible |

**2. Component - Collaboration Stages**

| **17**  
 a. Is the cooperation based solely on the social marketing process or also on other operational processes (which)? | - No, the cooperation belongs to the core operation of Fairtrade  
- Social marketing is an important tool to increase awareness of Fairtrade, its aims and that by buying Fairtrade products consumers actively contribute to the reduction of poverty and inequality  
- but the cooperation is also based on production, supply and sales operations |
| **18**  
 b. How close do you cooperate in regards to social marketing? Are the decisions taken by your organisation or after consulting with the business partner? | - The communication with the stakeholders is ongoing and close  
- The business organisations can contact Fairtrade anytime with every kind of questions they have  
- The development of the ideas regarding the marketing campaigns is done by Fairtrade  
--> The idea is presented to the business organisations at together they discuss about it, gather and consider suggestions and further ideas and develop the implementation of the campaign together with the business organisations who are the ones spreading the campaign and the message |
| **19**  
 c. Would you describe the cooperation as close and long-term oriented? | - Close and long-term relationships are the requirement for the cooperation with the purpose to reduce short-term arrangements between suppliers and buyers which put pressure on farmers/ producers  
- the aim is to achieve stability based on long-term relationships with business organisations |
<table>
<thead>
<tr>
<th>Interview Question</th>
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<tbody>
<tr>
<td><strong>3. Component - Collaboration Process</strong></td>
<td></td>
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</tbody>
</table>
| **a. How did the cooperation evolve?** | - distributing the Fairtrade products on their own was not enough to achieve significant social change and to be efficient enough to fight against poverty among the farmers/producers  
--> Fairtrade developed a new core operation by looking for organisations that share the same values as the NPO, provide sustainable and fair supply chains for the farmers/producers and that are willing to cooperate in a long-term partnership in order to operate as ambassadors for the message of Fairtrade --> changing individual’s consumption behaviour in order to reduce poverty in the world |
| **b. Is social marketing the main objective of your organisation in regards to this cooperation? What do you think about the business organisation, do they have the same aim?** | - Social marketing is a tool to achieve the core aim of the NPO - sustainable development of the society  
--> but it is not the main objective of the cooperation - the main objective is to actually change peoples’ way of thinking regarding consumption and to make them buy sustainably produced products which benefit the ones at the end of the supply chain - the farmers  
- At the same time both parties are aiming at gaining more visibility/promotion of their products  
- Business organisations also want to improve their CSR image |
| **c. Is the communication process frequent, mutual and intense within the process of social marketing?** | - Yes, frequent and mutual communication- When Fairtrade presents the idea for a social marketing campaign, the business partners are welcome to make comments in order to achieve the best possible result for both parties- Every business partner is welcome to contact Fairtrade with own ideas for social marketing campaigns and if they want to engage more in the process- the main decision about the campaign are taken by the NPO since they have the team of experts |
| **4. Component - Collaboration Outcomes** | |
| **Internal Value creation - Meso (Organisation) and Micro (Individual) Level** | |
| **a. How does the cooperation benefit your organisation?** | - Access to networks and distribution channels which results in more visibility and awareness of Fairtrade  
- Better promotion of the organisational aim and the social message  
- To be able to help more farmers/producers |
| **b. How does the cooperation benefit your social marketing process?** | - More resources for the development of social marketing campaigns  
- More distribution channels increase the efficiency of the campaign and the reach of the people  
- Cooperation partners also contact Fairtrade with marketing ideas and are actively involved in the promotion of customer’s change of consumption behaviour |
| **External value creation - Macro (Society) Level** | |
| **a. Did you observe how the cooperation benefits the target group of the social marketing campaign?** | - Yes, more people are aware of Fairtrade and their main objective  
- this makes them understand how important it is to change their buying behaviour  
- many understand that buying Fairtrade products helps supporting poor people and the fight against unequal payment |
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<tr>
<th>Interview Question</th>
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</thead>
</table>
| b. How do you think the cooperation benefits the society? | - The cooperation with the business organisations make sustainable product being accessible for everybody  
- Fairtrade’s strong network consisting of business organisations and all the stakeholders increases the reach of the people and the efficiency of the message distribution  
- Making people understand the negative consequences of careless consumption and that they can actively contribute to sustainable development by changing their consumption behaviour in the long run benefits the whole society in the world |

**Additional Questions**

| 27 | Can you provide us documents, information and statistics about the social marketing campaign and its efficiency? | see website |