

CORPORATE PHILANTHROPY: THE PATH TO MUTUAL BENEFITS

Presented in Partial Fulfillment of the Requirements for

The Master of Science in Arts Administration Drexel University

By

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Drexel University

2010

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ABSTRACT

The following thesis explores the field of cross-sector partnerships between the for-profit and non-profit sectors. Two case studies were completed, including an interview with the ARAMARK corporation and the Children's Museum of Denver. Common themes and findings occurred throughout both interviews. It was emphasized that corporations choose their nonprofit partners based on their overall capacity to build a meaningful and long-term relationship, as well as whether the nonprofit aligns with their priorities as a corporation. The other deciding factor in many cases revolves around whether either party's customers or constituents might find the partner's services or products controversial in any way. Corporations want their partnerships to be strategic and meaningful resulting in a relationship that pleases and engages their employees and customers, as well as the media. Corporations also expect nonprofits that approach them are prepared and can clearly illustrate what the corporation's return on investment will be. Nonprofits must make a strong, solid case that proves how the corporation will benefit from a cross sector partnership.

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STATEMENT OF PURPOSE

The purpose of this qualitative study is to give a general description of the for-profit corporate and entrepreneurial sector's perspectives on their relationships with their charitable counterparts. Along with existing research, the study of non-traditional cross-sector undertakings will be used to better understand the goals and desires relative to these alliances. Exploring this field is important because nonprofits must understand the way that a corporation thinks, along with their preferences and goals in order to successfully approach them and build relationships in which they collaborate as equals. Much of the research that has been previously published does not take into account the corporation's mindset and viewpoints on this issue, but instead merely highlights nonprofits' needs and desires. In conclusion, a nonprofit can use this thesis as a map in order to learn how to navigate the language and expectations of the corporate world.

This is a valuable area to explore, as collaborations between nonprofits and corporations can be mutually beneficial to both parties, as long as they understand each other's needs. While much research has been done highlighting what nonprofits seek from these relationships, little has been published from the corporation's perspective. The aim of this study is to conduct introductory research, alerting both sectors to this research gap and posing further questions. The field of arts administration, specifically operating nonprofits, must branch out

and use nontraditional partnerships and funding opportunities in order to continually succeed in any economic climate. The goal of this study is to provide nonprofits with a closer look into the corporate and entrepreneurial mindset, enabling them to better build long-lasting philanthropic relationships.

The proposed methodology includes qualitative telephone interviews of two employees, complimented with adjoining analysis of their non-traditional relationships and company's philanthropic background. Employees that are selected will be in a position of power and have knowledge of all current activities and campaigns. One interview will be with an established corporation, while the other will be with a forward thinking nonprofit that breaks the mold when it comes to fundraising and its relationships.

Expected findings include:

- Benefits that corporations desire from these relationships will likely include publicity and further connection to their community, specifically where their customers live. Corporations want the ability to illustrate their corporate social responsibility with a tangible impact and the opportunity to create more publicly memorable relationships that are unique.
- Decision-making will be at the top of the organization, hierarchically speaking, but employees from all levels will influence decision-making and help nonprofits get in the door (i.e. personal recommendations and connections).
- Corporations will have an interest in seeing more of their relationships go beyond the traditional funding model, as a long-lasting alliance with a

nonprofit allows for more publicity and community connections. It also enables the corporation to work more in depth with fewer nonprofits, ensuring that all projects align with corporate initiatives, thereby making for a more meaningful investment.

- Corporations also want their philanthropic activities to become part of their overall branding and affect the consumer's decision in a positive manner to buy or use their products and services, i.e. people prefer to buy from a socially responsible company.

INTRODUCTION

Research from the last decade has been done on the alliances between corporations and nonprofits, specifically on relationships, corporate philanthropy and social responsibility. While much research has been done highlighting what traditional nonprofits seek from these relationships, little has been published from the corporation's perspective. There has also been little movement in the role of nonprofits and their willingness to act more strategically in their philanthropic approach, possibly due to a lack of knowledge of the corporate world and their priorities. The aim of this study is to conduct introductory research, alerting both sectors to these research gaps and posing further questions.

By definition, collaborations are to be *mutually beneficial*, so why are the corporations' desires, needs and future hopes seemingly not a priority consideration in current standard operations? The following study will seek the *corporate and entrepreneurial nonprofit perspectives* in order to answer these research questions:

- What benefits do corporations desire from these relationships?
- Who makes these decisions about aligning with a nonprofit and what influences these decisions?
- Do corporations want these relationships to go beyond the traditional philanthropy model, as described above, and if so, how?
- What are other philanthropic strategies that can be used to attract

corporations?

A closer look at the history of corporate philanthropy defines the difference between a traditional cross-sector relationship and a nontraditional one. According to the Charitable Activities website (2009), corporate philanthropy can be divided into four phases: pre-corporate philanthropy, give back, strategic philanthropy and corporate social responsibility. *Pre-corporate philanthropy* consisted of individuals who created companies around causes or selected their philanthropic priorities based on personal interests. The *give back* phase of the early 1900's resulted in the intentional design of philanthropic programs such as corporate foundations that existed to respond to society's needs. This began for many companies as a result of the two world wars and The Great Depression; after the country's struggles a trend of corporate citizenship emerged. The *strategic philanthropy phase* marks the point where companies no longer merely responded to needs but also took their own interests into account. *Corporate social responsibility* is the current phase of businesses today and illustrates a more holistic approach to corporate philanthropy, thus imbedding it into a company's culture.

Today business investors and consumers expect corporations to be engaged in corporate philanthropy. At first, companies merely donated money to nonprofits in a straightforward manner, but over time philanthropy activities became more sophisticated with the emergence of *cause related marketing* or CRM. Dr. Richard Steckel has co-authored many works focused on cause related marketing campaigns, highlighting how these nontraditional, cross-sector relationships

benefit both parties equally. In his book, *Making Money While Making a Difference How to Profit with a Nonprofit Partner* (1999), he explains how CRM first began in 1983. American Express began a campaign on behalf of the restoration of Ellis Island and the Statue of Liberty. In order to raise money, they offered their consumers the chance to give back. A percentage of every purchase made with an American Express card would benefit the restoration projects, along with a percentage of each AmEx travel package over \$500, sales of traveler's cheques and new card applications. During this campaign, card use rose 28% and new card applications rose 17%. \$1.5 million was raised for the Statue of Liberty and Ellis Island. After their success, CRM campaigns became the trend in corporate philanthropy, but died off in the early 1990's due to marketers claiming that it had lost its appeal to the public. After the year 2000 though, CRM campaigns came back and proved that customers would still choose a product that supported a worthy cause as opposed to one that did not.

Traditional cross-sector relationships limit corporations to being the "check signers" and nonprofits as the "receivers." In other words, checks are given on an annual basis as a donation or the corporation writes a check to support a nonprofit's annual fundraiser. In these instances the corporation's only benefits are being seen as philanthropic and receiving a tax-break. The traditional relationship limits both parties in their actions and involvement. Non-traditional relationships are those as described above such as a CRM campaign, when the corporation gets creative and adopts the cause of a nonprofit. Other examples of non-traditional relationships are where equal control occurs in the form of a joint

event or exchange of goods and services, along with entrepreneurial nonprofits that have corporations as their clients for various services offered.

It is a challenge for different sectors to work with each other, and the goal of this study is to provide nonprofits with a look into the corporate, entrepreneurial mindset, enabling them to build nontraditional, beneficial relationships.

LITERATURE REVIEW

To establish a framework for the study available literature was reviewed to demonstrate the types of topics that research on nonprofits and corporations have emphasized. Little has been written about how these cross-sector alliances are built and maintained, along with the challenges presented when both sectors sit at the same table with their different mindsets and experiences. The following literature reviewed is a sampling from the entire sphere of writings (articles, websites, research studies and books) about nonprofits and for-profits. This big picture review makes it clear that a more detailed look at these alliances has not been conducted, especially from a corporate or nontraditional nonprofit perspective.

Keywords used to locate sources include cause related marketing, cross-sector collaborations, cross-sector alliances, cross-sector relationships, corporations and nonprofits, corporate social responsibility, corporate philanthropy, company stakeholder responsibility and strategic alliances. Google Scholar, ProQuest and other databases were utilized in order to find a variety of sources that spanned the last decade. Footnotes of each source were also studied to ensure that the major writings often referred to were included. In the bibliography all sources reviewed are listed in full should the reader want to reference them.

Research highlighted in the literature review is segmented by the following topics:

- Why do for-profits align with nonprofits? What are their motivations, such as corporate social responsibility?
- What are some examples of progressive collaborations between corporations and nonprofits?

Why do for-profits align with nonprofits?

While this may seem like a simple and straightforward question research says otherwise. There are a variety of reasons that corporations choose to associate themselves with nonprofit institutions. Employee engagement is a common theme that appears throughout literature as a major benefit and driver of a corporation's reasons for alliances with nonprofits. Austin (2000), Pellet (2008) and Caldwell (2008) all agree that corporate social responsibility is a way to attract and retain employees. Strategically speaking, it builds a healthy corporate culture and creates a warm and inviting environment or workplace when the business allocates resources to good causes. Towers Perrin conducted a recent study that was cited by Caldwell. Their research shows that corporate social responsibility, such as a close collaboration with a nonprofit, directly improves employee satisfaction and company loyalty. Also, for younger employees today, social responsibility is an essential part of being a good citizen and their generation demands that the place where they work contributes to the community. Therefore, a major reason to align with nonprofits is to increase employee engagement,

thereby investing in human capital.

Corporate social responsibility (CSR) is the most common theme found in writings about corporations and nonprofits. This responsibility encompasses volunteerism, monetary and in-kind donations and any other activity that benefits the community or a good cause. CSR is highlighted as a major trend in the corporate field that is highly debated as an expectation and pressure put upon businesses. Many authors, Austin (2000) and Pellet (2008) argue that CSR is a benefit of collaborations with nonprofits. Engaging in this practice expands their business networks, provides positive publicity, enriches their company strategy and its activities and engages their workforce and community. In other words, CSR is an investment with a high and tangible return. While a corporation's first social responsibility is to increase profits, a balance can be struck between philanthropy and shareholder interests, as described by Pellet (2008) when she interviewed CEOs of corporations. This viewpoint dominates literature, but not all researchers agree that there is a definite benefit and need for CSR.

A strong dissenting view exists in the field of literature that questions the validity and proof behind this widely embraced trend. Kakabadse and Morsing (2006) edited and published a series of papers that challenge CSR and its claimed benefits. The papers pose difficult questions such as:

- Is corporate social responsibility a valid and reasonable thing to demand from operating businesses?
- Does it waste corporate resources?
- What exactly are the corporation's responsibilities to the

government and its community?

- Should social responsibility be held separately from business operations or can they be one in the same?
- How do you evaluate and regulate CSR? Can you measure its impact, in other words the return on investment or ROI?

The questions above still need to be further researched. Complete agreement may never be found within this argument, but it is clear that many of the claimed benefits of CSR should be further proven in quantitative terms.

Patten (2007) tried to measure the impact of corporate philanthropy. He conducted a quantitative study shortly after the tsunami relief efforts and attempted to measure the impacts of corporate giving according to the market's reaction. What he found was that it was very difficult to measure how the reputation of a company was effected through their philanthropic activities. Positive market reactions were seen after large corporate donations to the relief effort. However, no negative impacts were evident to those corporations that either made smaller donations or no donation at all. Further study is needed to address this research question: What is the return on investment (ROI) from corporate social responsibility? Measuring the ROI from CSR and evaluating its direct impacts or benefits is something that thus far has not been proven in quantifiable terms.

Out of the growing expectations related to CSR, *cause related marketing (CRM)* has also motivated many corporations to align with nonprofits. Dr.

Richard Steckel (1999) and others explore this trend in their book, *Making Money While Making a Difference How to Profit with a Nonprofit Partner*. The

following reasons are cited (pgs. 10-16) for why corporations benefit from CRM:

- CRM can facilitate market entry, reverse negative publicity and attract media coverage.
- CRM allows a corporation to stand out and distinguish itself from its competitors.
- CRM increases consumer loyalty, while reinforcing image advertising.
- CRM engages employees helping to recruit and retain workers.

Corporations everywhere such as GAP and their participation in the RED Campaign (a campaign to fight aids in Africa) and Avon and Nivea and their breast cancer campaigns are embracing CRM. CRM is an expensive venture, leading one to wonder how a corporation can offset such high costs. Steckel and his co-authors discuss this question, using the Pillsbury Customer Community Partnerships campaign as an example (pgs. 48-49). In the first full year of this campaign, they donated to 47 youth-serving nonprofits. As consumers learned of this worthy cause, they bought more Pillsbury products causing the increase in sales to easily offset the costs of the campaign's marketing and the lower profit margins, as a portion of each sale was being given to nonprofits. Sales volume increased at every grocery store by at least 20%. CRM will cost the corporation money, but their efforts will pay off as they not only increase sales and receive free publicity, but also build stronger relationships with their consumers.

CRM can also have some major pitfalls if not planned and communicated in a careful, clear and sensitive manner. Sue Adkins explains in her article *The Wider Benefits of Backing a Good Cause* (1999) that CRM efforts can fail as any marketing campaign can. Adkins uses the CRM partnership between McNeil Consumer Products and the Arthritis Foundation (pg. 4) as an example. They produced pain relief products and branded them with the Foundation's name, promising consumers discounts on charity membership that would then be donated to the cause. 18 states threatened to sue McNeil Consumer Products as the ads were considered misleading. The charity was wrongly made to look like it had helped create the products, along with compromising their ability to objectively recommend an appropriate medicine for each client. The corporation's marketing also made the pain relief appear to be a new and improved product when in truth no alterations had been made to their product besides the packaging. While the CRM relationship benefitted both parties, it was managed in a way that led to backlash from stakeholders and media.

Who makes decisions about aligning with nonprofits and what influences these decisions?

While much research has been published focusing on the debate of CSR and CRM little in literature addresses the decision-making process. Only Pellet (2008) discusses the detailed "how" of these relationships and emphasizes that:

- Corporations seek long-lasting relationships with nonprofits that provide a connection to their own company's priorities, as well as

a way to further connect with their customers.

- Corporations will look at all requests for support and prioritize based on what aligns best with their company's goals.
- Corporations look for opportunities in which they can engage their employees and involve them, as it not only provides a strong connection, but it is a more economically feasible alliance.
- Overall, corporations tend to look at their activities with nonprofits not as philanthropy, but as a sound investment.

Besides Pellet's interviews with CEOs, there is a major gap in research about how corporations make their decisions when building relationships with nonprofits.

Corporations are beginning to seek more mutually beneficial relationships that provide a return on investment, engage their employees and community and align with their goals. As the challenges of the nonprofit marketplace and the competition for funding increase, arts managers must seek new, nontraditional partnerships to remain solvent.

What are examples of progressive collaborations between corporations and nonprofits?

Austin (2000) highlights interesting relationship models that go beyond a traditional ad buyer or sponsorship. For example, he discusses the alliance between Reebok and Amnesty International. Reebok's CEO felt that the human rights advocacy organization had underlying values that should be incorporated into Reebok's corporate culture. Therefore, they formed a partnership and

together promoted and organized the fortieth anniversary of the Universal Declaration of Human Rights. Austin advocates in his literature that the more value-connected and mutually beneficial these relationships are, the stronger they will be.

Other recent models of relationships focus on what services or assistance a nonprofit can provide to a corporation in exchange for their monetary support. For example, The Wilma Theater, according to their organizational website (2008), in Philadelphia has a new program called *Courtroom Drama: Acting Techniques for Attorneys*. This is a class that acting instructors offer to lawyers, training them in how to be aware of what their voices and bodies communicate in the courtroom. Assistance is even provided for closing statements. The Wilma Theatre has created a new revenue stream and clientele, while building relationships with law firms that result in further financial support.

Another interesting model found was The Second City. This company owns a separate business unit dedicated to providing improvisational based learning. Harris (2008) explains how The Second City assists corporations in how to present their information in a more engaging format, thereby breaking the PowerPoint habit. They also help businesses learn how to be more accepting of other people's ideas, following the first rule of improvisation: "Never say no." Currently, Johnson & Johnson conducts annual retreats with them in order to better communications amongst departments and provide an opportunity for employees to socialize and become more comfortable with one another. Their service model, just like The Wilma Theatre, provides an additional revenue

stream while expanding their network for support.

The literature reviewed establishes a framework for what has been researched and where gaps in available information occur. It also highlights areas of controversy such as the validity and measurements of corporate social responsibility and its benefits. Also emphasized is that besides Pellet (2008), little research has been published about the structure of these relationships and how corporations make their decisions regarding them. In the following study, corporations will discuss their alliances with nonprofits, in an effort to begin filling in the research gap that currently exists and to emphasize the value for further research.

DEFINITION OF TERMS

All definitions used are from the Nonprofit Hub website (2009), where a *Nonprofit Dictionary* is available.

Cause Related Marketing (CRM): when a for-profit company promotes its product by using the name and cause of a nonprofit organization. In return, the nonprofit receives compensation from the business.

Corporate Philanthropy: when business firms support charitable organizations and other nonprofits through contributions of money, goods or services.

Corporate Social Responsibility (CSR): a business's responsibilities to its shareholders, customers, employees and government, including social, economic and environmental responsibilities.

PROCEDURE

Telephone interviews of two organizations: a forward-thinking, entrepreneurial nonprofit and a strategic and philanthropic for-profit will each have an employee selected and interviewed about their current cross-sector relationships.

The below criteria will guide the selection:

- Each organization chosen will be known for their relationships, demonstrating their experience with these cross-sector alliances and their ability to give advice to other nonprofits and corporations as to the benefits and challenges of these relationships.
- Each employee at the selected organizations that are chosen will be a part of the decision making process and highly involved with all philanthropic activities and relationships. This will be ensured by not only interviewing an employee in a position of power, but also in a position that would be knowledgeable about all activities and campaigns.

The following steps of procedure will occur:

1. Research will be conducted in order to identify organizations with cross-sector relationships of interest.
2. One-page briefs will be created for each relationship, along with a brief describing the interview process and benefits of participation.

3. Contact will be made via telephone and email to each organization. In these initial conversations an employee will be selected and a schedule will be set.
4. A letter of agreement will be sent to each chosen employee that they will sign and return before their interview. A copy of these letters will be included in the appendices.
5. A list of questions will be created for the interview session and shared with the employee prior to the interview. This list will be included in the appendices.
6. Each twenty-minute telephone interview will be recorded and transcribed. The transcribed interviews will be included in full in the appendices.
7. A copy of the transcribed interview will be given to the employee for their approval. If they feel information has been left out they can send a narrative email with additions. Any additional comments will then be included and noted with asterisks, defined as “interview subject clarification, post-interview.”
8. Interviews will be compared so that conclusions of the study can be drawn and explained. Quotes will be used throughout the body of the thesis, along with descriptions of each organization and their cross-sector relationships.

LIMITATIONS OF THE STUDY

This is a case study of two organizations that demonstrate a progressive approach to relationships in the area of corporate philanthropy. The case study is intended to provide insight into the process of decision-making as to how cross-sector relationships are built. One employee from each organization will be interviewed. This research is by no means vast enough to warrant large generalizations, but instead it will provide a case study and comparison of two organizations and their motivations, desires and processes for building nontraditional philanthropic relationships.

This study is an attempt to gain insight into the qualitative, i.e. the honest, real answers about why organizations are involved in cross-sector partnerships and how they would like their interactions to develop. Patterns or common elements might be present, but the main goal is to get two perspectives that will provide insight for nonprofit organizations.

The thesis is valid as it will be a first step towards better understanding of cross-sector relationships and how they are created, as well as sustained. It will also serve as a call to action that further research is needed so that nonprofits have the necessary insider knowledge to create deeper alliances with corporations.

CASE STUDIES: THE KEY TO CROSS-SECTOR RELATIONSHIPS

The two organizations that are included in the case studies are ARAMARK and The Children's Museum of Denver. These two organizations were chosen for the following reasons: both are known for a very forward-thinking and modern approach to corporate philanthropy and also for having nontraditional cross-sector relationships. One employee from each organization participated in a telephone interview and introductory research was also done on each organization's general and philanthropic history.

ARAMARK

According to ARAMARK's company website (2010) this corporation is "a leader in professional services, providing award-winning food services, facilities management, and uniform and career apparel to health care institutions, universities and school districts, stadiums and arenas, and businesses around the world." ARAMARK also made FORTUNE magazine's 2010 list of "World's Most Admired Companies," and has consistently ranked since 1998 as one of the top three most admired companies in its industry. The company's headquarters are located in Philadelphia, Pennsylvania but worldwide they have around 255,000 employees.

ARAMARK is not only known for its successful food services but also its strong commitment to social responsibility, i.e. its cross-sector relationships and assistance it provides to nonprofits. According to their company website (2010)

ARAMARK focuses on how to provide its employees structured, ethical opportunities for service activities that benefit their communities through their Corporate Social Responsibilities Practices Committee that is part of the Board of Directors. ARAMARK's stance on cross-sector relationships and corporate philanthropy goes beyond check signing and is also about using its strengths, i.e. the ability to mobilize thousands of its employees, to help nonprofits around the world.

ARAMARK has various philanthropic initiatives including "ARAMARK Building Community" that according to their company website (2010) has "dedicated more than \$5 million in cash grants, volunteer hours and product donations toward improving community centers as part of a new philanthropic and employee volunteerism signature initiative." Through this effort they assist community centers in their neighborhoods where employees live and not only award them with cash grants but also mobilize their employees to have Center Enhancement Days and assist centers in improvements such as building, painting, cleaning and gardening. Many times, in order to increase the productivity of Center Enhancement Days ARAMARK will work in conjunction with City Year volunteers as well. City Year is an organization that develops young leaders through a one-year placement of community service.

In Philadelphia, one particular focus of "ARMARK Building Community" is their cross-sector partnership with The Federation of Neighborhood Centers, a coalition of fifteen settlement houses and community centers that provide various services to their neighborhoods such as youth programming, food stamps, food

cupboards and housing assistance. According to a press release on ARAMARK's Company website titled "Federation of Neighborhood Centers Celebrates Three-Year Anniversary With ARAMARK" (2010) this initiative was created to help "prepare and connect people to jobs, educate families about how they can live healthier lifestyles and to ensure individuals access to the most basic needs of food, clothing and housing." ARAMARK noticed that while community centers were getting less financial support, more and more community members were coming to their doorstep for assistance. A company needed to step up to help bridge that gap. As ARMARK describes,

Since 2008, ARAMARK employee volunteers and the Federation have hosted joint career fairs, helping to connect nearly 90 Philadelphians to jobs, and have provided 400 youth and adults with workforce training. The company's dietitians and culinary experts taught hundreds of community members strategies on how they can live healthier lifestyles. Through Center Enhancement Days, employees refurbished nearly all of the Federation community centers through painting, landscaping and light construction and provided 2,500 local families with food and clothing through holiday and other drives throughout the year.

Joseph Neubauer, ARAMARK chairman and CEO, further explains the "ARAMARK Building Community Initiative":

We match the skills of our employees around the world to the specific needs of local community centers. You might see an

ARAMARK chef or dietitian leading a healthy cooking seminar, or a human resource expert teaching a workforce preparation workshop. I think that's what truly makes this program different—and so successful.

This holistic approach to philanthropy is what is what demonstrates that ARAMARK is one of the companies that are leading in the trend of closer, mutually beneficial relationships. In order to address the community's needs so directly in their philanthropic activities ARAMARK needed to develop a close, equal and mutually beneficial relationship with nonprofits like The Federation of Neighborhood Centers. Together they create outreach and education events, Center Enhancement Days and target low-income diverse communities, providing them with services that address basic needs like jobs and food. This major initiative illustrates how there is a trend in building more comprehensive relationships with nonprofits.

To find out more about ARMARK and their cross-sector relationship with The Federation of Neighborhood Centers an interview was conducted with one employee, Mr. Aldustus Jordan, the Director of Community Relations Partnerships and Programs. Previous to the interview he shared some additional company documents concerning this partnership and initiative: "Federation Summary Document" and "The ABC's of ARAMARK Building Community" (2010). Both documents are included in the appendices. According to "The ABC's of ARAMARK Building Community" they strategically selected community centers as their philanthropic focus and partner with nonprofits in

order to align with this initiative:

Community Centers' largest areas of need are ARAMARK's greatest strengths - expertise within nutrition and wellness; workforce readiness; and basic services and facilities management. Our research shows that 95% of Americans believe that Community Centers are as-or-more important than ever to help those in need and that more than 90% agree that the services that community centers provide, including access to food, clothing, after-school programs and affordable childcare are among the most important needed in their communities. Community centers serve as a local backbone or safety net for many families in need. Each community center reflects the unique culture of the neighborhood where they are located and has programs to meet the unique health, wellness and educational needs of that neighborhood and its residents.

According to their "Federation Summary Document" it is not only ARAMARK that benefits from this partnership but The Federation of Neighborhood Centers sees their work with ARMARK as being the most meaningful cross-sector relationship it has experienced. Diane Corman-Levy, Executive Director of The Federation of Neighborhood Centers explains,

Our partnership with ARAMARK is the most unique partnership we have ever had with a major corporation because not only does ARAMARK invest money into our organization, but works

diligently to develop long-term strategies that leverage the expertise of their workforce to build the capacity of our member agencies. Through collaborative brainstorming, innovation and implementation, the Federation has been able to start new initiatives in the areas of work readiness, health and nutrition, and basic human services for our members utilizing ARAMARK's vast expertise and deep commitment.

Interview: Aldustus Jordan, ARAMARK

Mr. Aldustus Jordan, Director of Community Relations Partnerships and Programs at the ARAMARK headquarters in Philadelphia, Pennsylvania began his career working with nonprofits and then made the switch over to the corporate world of philanthropy. His experiences in both sectors have allowed him to look at corporate philanthropy in a well-rounded manner from both perspectives, and he shared his thoughts about cross-sector relationships in a telephone interview. This interview is included in full in the appendices.

Mr. Jordan first explained how corporations have changed their thinking in reference to philanthropy and that their focus has shifted much more to the larger picture, as opposed to the “worthiness” of nonprofits for funding on a case by case basis. He explains,

I think a lot of companies now, under the guise of corporate social responsibility, started looking at their philanthropy, their community programs and community initiatives trying to measure

the impact that the funding that was coming out of the companies were having on the community. And what ARAMARK found was that the company supported about 2000 different nonprofit organizations. The good news is that there was support going out to different nonprofits, the bad news is there was no-- in some cases, strategy or rhyme or reason as to why certain nonprofits were funded and there was no way to measure the impact that the funding was having.

This realization caused ARAMARK to reevaluate their philanthropic strategies, focusing on two core goals: how does the company engage their employees in their community, and how does ARAMARK capitalize upon their expertise and strengths to help the surrounding community? These goals led to the creation of their “ARAMARK Building Community Initiative.”

In a large company like ARAMARK many people are responsible for the decision-making when it comes to corporate philanthropy and its initiatives. Mr. Jordan explains that many executives decided to create this initiative and that their decision-making was strongly influenced by their over 250,000 employees. Mr. Jordan clarifies how their decision-making operates:

I think one of the key drivers of this, besides doing the right thing and being a better corporate citizen and giving back was also from an employee engagement perspective. That employees that are engaged in community service, whether it's physical enhancement projects or just going out and doing a resume workshop if they're a

human resource professional. That they feel one-- better about themselves. They're more productive. And two, they feel better about the company they work with. So I think there was that understanding that was part of a large [reason] for the basis for launching this initiative. But again, when they were...researching, how do we develop the program? What do we focus on? It...started with a number of executive level people, but then they also got feedback from employees, current employees at different levels.

Elected officials, community stakeholders and other corporations with solid reputations for philanthropy were also consulted during the design process of this initiative. ARAMARK wanted to ensure that this was not a purely internal decision as this initiative was to directly benefit surrounding neighborhoods. Overall it took ARAMARK two years to design and get this initiative off the ground as the corporation went through a deliberate detailed process to guarantee that future philanthropy was more strategic and could be easily measured.

ARAMARK chose to focus on settlement houses and community centers due to the wide range of services that they provide for communities in need. However, there are other characteristics that the corporation seeks before partnering with a nonprofit. Mr. Jordan describes what ARAMARK needs from their partners,

It takes a lot to manage a partnership of the magnitude that we're launching. There's a lot of day-to-day logistics and coordination that's involved...So there's a lot that goes into it and quite frankly,

some organizations have the capacity or have a really strong partnership manager or managers or volunteer coordinator that can handle the load...And there are some that are deserving organizations, but just really don't have the capacity to manage a large corporation like an ARAMARK. You know, if they just kind of created a new nonprofit 5 or 10 years ago and if the economy goes belly up will they go under? Have they been around a long time? Meaning what's the leadership like? Do they a strong leadership team that's really committed to a partnership of this magnitude or they just want a company to write a check?

For ARAMARK, it is about finding nonprofits that want to partner with their company and its employees for the long-term and are not merely looking for a handout. It is about providing opportunities for ARAMARK's employees to consistently help the community. Mr. Jordan explains, "We want our folks to get really engaged, roll up their sleeves and be involved...with our partners and to be really hands-on as opposed to a handful of people from a corporate office again, doing a single event every year."

Since creating this initiative ARAMARK has experienced a multitude of benefits such as improved employee engagement, public reputation and reception from other business partners. Mr. Jordan describes the benefits reaped since the beginning of "ARAMARK Building Community" in 2008,

When we [ARAMARK] do these surveys, 95 to 100% of employees feel more inspired about their jobs, more connected to the

company, and are really more engaged in wanting to do more with...community centers... I think another sort of business benefit that we've seen is with gaining new business or retaining business... And more and more we found, not to say that our involvement in the community is the deciding factor for a business contract, I wouldn't go as far as to say that, but it's one of the factors that if we're being compared to another competitor-- it's starting in some cases to give us an edge or put us over the top. And again, and certainly from a public relations standpoint, doesn't hurt when you do a major day of service or you launch a new initiatives and you got some positive press out of it.

At the conclusion of the telephone interview Mr. Jordan also shared some advice for nonprofits that are seeking to build cross-sector relationships. He explains,

I can tell you that 8 out of 10 people who call our office for funding or support...what they'll say is, well, can you tell me more about your program? On our end it says a lot. It says that they didn't do their homework. They're just kind of cold-calling organizations. They have no sense of whether or not what they're trying to accomplish is even remotely in alignment with what the company is doing. And also, I think the other thing is with partnerships-- and it goes without saying but a two-way street. That I think a lot of nonprofits tend to think of companies as ATM machines and I know this from having worked in a nonprofit

world. You say, well this company's making all this money in the community, we're providing these services-- if we ask for \$200,000 now they should just provide it without any questions asked. And it just doesn't work like that. It never has and certainly now in the era...of accountability, it's not.

Mr. Jordan challenges nonprofits to think about how they can help the corporations they seek partnerships with as opposed to merely approaching executives with a list of their needs. The strategy that nonprofits utilize when approaching funders and foundations is not what should be done with corporations. A nonprofit must speak their language and have a strong case for how the corporation will benefit from providing support, as well as how their support will align with the corporation's strategic philanthropy goals. The overall sell nonprofits must make to potential corporate partners is not monetary but instead the sell of a mutually beneficial and strategic long-term relationship that is worth the corporation's investment.

“ARAMARK's Building Community Initiative” and Mr. Aldustus Jordan have challenged the traditional cross-sector relationship by seeking long-term, mutually beneficial relationships with nonprofits where they continually work with one another on the same hierarchical level. They push the boundaries and refuse to write checks to any deserving nonprofit, but instead are committed to a specific strategy that ensures no funding decisions are based on personal connections and that employee engagement is consistently prioritized in all philanthropy work.

Denver Children's Museum

The other organization included in this case study is the Children's Museum of Denver. While the Museum is a nonprofit, it is an establishment that has been widely known for its non-traditional entrepreneurial approach to corporate philanthropy and other product-driven revenue streams since the 1980's. It is a nonprofit that in many ways thinks like a for-profit and through this approach has found much success in its cross-sector relationships over the years.

According to the Children's Museum of Denver's organizational website (2010) their mission is "to create a community where children, newborn through 8, and their grownups learn through play!" The Museum serves 289,000 children and parents annually. According to their organizational website:

The Museum provides rich play experiences and a dynamic learning environment for children to discover, explore and enjoy. We offer innovative and interactive Playscapes (hands-on exhibits), engaging daily programming and exciting year-round special events.

According to *Filthy Rich How to Turn Your Nonprofit Fantasies into Cold, Hard Cash* by Richard Steckel written in 1989, the Children's Museum of Denver has had many ventures with corporate partners and consumers through which they have raised additional income (pgs. 32-39). The Museum has used road shows and traveling exhibits and targeted shopping malls that families frequented. Malls would book the exhibit and pay a rental fee for the weekend it

came, allowing the museum to net \$25,000 in rental income. By having their branding appear in shopping malls it also helped attract families to visit the Museum (pg. 32).

Another venture included the publication called *Denver City Games*, a book of children's activities about the history of Denver. These books were sold at local bookstores, local realtors and airlines, local banks and day care centers (pg. 33). Through this publication the Museum not only made its name more visible in the community and earned additional revenue but it also helped them initiate cross-sector relationships with corporations and other businesses in the area. When they had a concrete product to sell that corporations wanted the Museum was able to get in the door and begin long-term partnerships.

Additional ventures assisted the Children's Museum of Denver in their cross-sector relationships. The Museum also began a newsletter called *Boing!* that they could share with their members. However, with such a small circulation what corporation or business would want to pay to place an ad? The Museum then began circulating its paper to every elementary student in the six-county metro area (pg. 34). Suddenly, with a circulation of that size the Museum had a competitive product to sell to corporations and local businesses. Ad sales increased, revenue was earned and more businesses learned about the Museum.

According to Steckel, "Over the years the museum's projects became more sophisticated...It found them [earned income opportunities] by asking itself itself two questions: 'Who wants what we can do?' 'What do businesses

want?’(pg. 39). By thinking about what corporations wanted the Museum now looked at philanthropy in a strategic and mutually beneficial way. It went beyond the traditional model of annual donations or grants and became about selling a product so that the corporations received a tangible benefit for their financial investment. The Museum no longer focused only on their needs but also the needs of their partners.

With this entrepreneurial and opportunistic approach the Museum still had to proceed carefully so that it never damaged its image as an educational provider to children. The Museum’s former marketing director explained, “Every organization must find its bottom line... You must weigh your image, your constituents, and the goals of the projects, and trust your gut about whether a corporation is right for you (pg. 43).”

Today the Children’s Museum of Denver still builds new corporate partnerships and sells its institution in way that attracts businesses. On its Organizational website (2010) it has a Corporate Partnerships page and lists the following benefits of partnering with them:

Partnering with the Children’s Museum makes great business sense: The Museum has multiple opportunities to promote our sponsors, marketing to families with young children. The Museum serves over 289,000 caregivers and children each year. Brain Bubbles, the Museum’s newsletter, reaches over 8,000 families 6 times per year. Our Web site receives 200,000+ hits annually.

Interview: Micki McCaw, Children's Museum of Denver

To find out more about the Children's Museum of Denver's views on corporate philanthropy and cross-sector relationships a telephone interview was conducted with Ms. Micki McCaw, Manager of Corporate Partnerships at the Museum. The full interview is included in the appendices. Ms. McCaw explains from the beginning how a cross-sector relationship is developed with the Museum,

...What we need to do when we get an introduction is find out if we're a good fit for that organization; although, you know, some corporations have very specific giving interests, and some of them are, kind of, a wider variety. So finding out what their goals are is also important to us. I think the most important thing is to find a partnership that is mutually beneficial.

Ms. McCaw also explains that while it is important for a nonprofit to find out what the needs and goals of the corporation are, it is equally important to invite the corporation to learn more about the Museum. She consistently invites corporations to tour the museum and attend workshops and events in order to see the education and play experiences children are provided firsthand. Equal acknowledgement of each other's work and contributions to the community is key to building an equal partnership.

Ms. McCaw describes that the Museum has traditional and non-traditional cross-sector relationships. She explains,

You know, some of our sponsorships are more traditional. Our more traditional sponsorships seem to be just, you know, we get a check, and we promote the sponsor for whatever event or program it is that's going on. Some of the best partnerships are the ones where we are really working together...Whole Foods is a great example...they are providing products for our market. When the kids go in to play in the exhibit, the food that they find on the shelves is actually food that came from Whole Foods and has been... kid-proofed and re-packaged...So it's really, kind of, the whole partnership that involves not just them giving to us and us slapping their name on something. It's, you know, what can we do for you and what can you do for us at the same time.

The Museum's new partnership with Whole Foods is an example of a non-traditional cross-sector relationship. While Whole Foods has provided the usual in-kind and monetary donations, the Museum partnered with them on an exhibit that was mutually beneficial: children were educated about organic and healthy foods, while Whole Foods was able to market their products to the Denver community in a very creative way.

While many corporations approach the Museum in order to have on-site promotion for family friendly products Ms. McCaw explains that she always looks to find ways in which the exchange can be more meaningful. She does not want to merely accept a check and place a sign in the lobby but instead wants the presence of the promotion to add continued value for the Museum and

corporation. For example, instead of having only sign placement the Museum tries to have ongoing contests, giveaways or other creative advertising methods available to corporations such as the Whole Foods example. This ensures that the relationship is more meaningful and will last over time, as opposed to just being a short-term agreement.

The Children's Museum of Denver looks at a few different characteristics of corporations as they build long-term relationships. Ms. McCaw explains,

We don't actively seek out people who are going to be controversial for the museum... We also look at what are their funding goals, you know, what are they interested in in this community, and do they have the capacity to give? You know, there's lots of organizations that we'd love to partner with that, unfortunately, just don't have the opportunity to do so because they don't have the type of funds that it would require. And then location, I think, is very important. We often find here at the museum that a local presence is important.

Ms. McCaw also describes that being a nonprofit that serves children and families means that they must carefully scrutinize all of their possible partnerships in order to not damage their family friendly reputation in the city of Denver. She clarifies how their internal decision-making process functions,

... We have a group of folks who make decisions about controversial sponsors, and when I say controversial, I'm thinking particularly of -- we have a lot of mining corporations in the

Denver metro area. Sometimes those can be controversial; obviously there have been protests about mining practices and those types of things, and so ultimately, you know, we look for organizations that are a good fit with our mission to start off with... We have a group of people that includes our President, our Chief Operating Officer, our Vice President of Development, myself, the Manager of Corporate Partnerships, Director of Guest Services, and then our Director of External Affairs, and we... sit down together and talk through: what are the positives; what are the negatives; what would they be bringing to the table; what kind of recognition are we asking for... I think for the most part it's been pretty clear whether or not someone's going to be a good fit for our specific niche.

If this group of staff members cannot come to a decision then the Board of Directors would become involved as to deciding if the partnership was a wise pairing for the Museum.

The Museum also is strategic about their communication vehicles enabling them to offer very attractive promotion and advertising reach to larger corporations making the partnership more beneficial. Ms. McCaw explains,

...One of the things that we're able to provide is our newsletter reaches... we're up to 8,200 people right now, so we can provide them [the corporation] a space, whether it's logo or text recognition in our newsletter. We also use our email blasts; we

have over 5,500 emails in our email blast lists. Oftentimes we will have sponsored advertising, so we can include sponsors in our Denver Post ads...

Having the ability to reach so many members of the community through ads, newsletters and emails enables the corporation to know that their investment will be recognized and promoted. In other words, their money spent on the Children's Museum of Denver will be money very well spent in regards to their corporate reputation.

At the conclusion of the telephone interview, Ms. McCaw also shared some advice from a nonprofit perspective as to how the Museum approaches corporations with such success,

I think it's very important before somebody approach a corporation to do your research. Not just on the company, but if there's an opportunity to take a look -- to research also the key stakeholders, if possible...the mistakes, I think, for us, we have to be careful about promising too much to an organization. We have to be careful about our wording in agreements, and while the museum here, we find ourselves to be very flexible with our sponsorships, it creates a difficult situation when an organization comes back, and they want, you know, ten other things that weren't listed on our original agreement, and they're things that we feel are a much larger value than what we've already agreed upon. And then just, in advance, like I said before, in advance of gaining

a partnership, just making sure that you do your research, because if you don't, a lot of times I feel like you can waste a lot of time on an organization that maybe, you know, perhaps they have no interest in supporting education or children or whatever it may be that you are focused on. If you have not researched in advance, you don't waste time.

Preparation is key in creating long-term partnerships for the Museum, along with being very clear about what the corporation needs and desires from working with the Museum to ensure that both parties are on the same page as to the future of the relationship.

The Children's Museum of Denver and Ms. Micki McCaw together make an excellent example of how a nonprofit with an entrepreneurial mindset can better approach corporations. Due to their creativity and ability to think outside of the box, along with their strategic way in which they choose their partners the Museum is able to create long-term cross-sector relationships where the corporation and nonprofit collaborate with one another.

CONCLUSIONS AND IMPLICATIONS

The two cases in this study clearly illustrate the trend in cross-sector relationships between nonprofits and their for-profit counterparts. This trend is reflected in the current literature as well as the research and interviews conducted on ARAMARK and the Children's Museum of Denver. This study serves as an introduction to the topic and further research is required. However, one can still clearly see from this study that as the competition for support is increasing the organization that approaches relationships in this forward-thinking manner will be the one that can diversify their support and become more sustainable.

While companies vary on who or what parties make internal decisions about philanthropic cross-sector relationships, the "why" behind what nonprofits they choose to partner with is the same. For-profits choose their nonprofit partners based on them meeting the following criteria:

- The nonprofit's services and mission aligns with the corporation's strategic goals and priorities.
- The nonprofit has the overall capacity to be a responsible, efficient and committed long-term partner.
- The nonprofit approaches the corporation in a professional, prepared manner and has a strong case for why donating to their organization is a sound investment and how the corporation over time will receive a return on their investment.

- The nonprofit understands and appreciates that the relationship must be mutually beneficial for both parties and does not expect or demand that the corporation shares its resources for nothing in return, thereby agreeing to be accountable for their role in the partnership.

While decades ago, partnerships with corporations may have been simpler and in some cases one-sided, times have changed. While a corporation still desires to be seen as a kind and philanthropic company this is only part of the cross-sector partnership. Not only do they wish to please their customers through publicized philanthropic efforts but also seek to engage their employees through these partnerships, thereby increasing retention and productivity proven to directly correlate with an employee's favorable and emotionally positive view of their company.

Nonprofits will need to adjust their approach and mindset when it comes to corporate partnerships in order to find success and additional resources across sectors. As stated earlier, this topic should be further researched as it will become more important in future years that nonprofits operate like a responsible business and not only differentiate their funding streams but also prove their ability to partner with other sectors, thereby expanding their reach.

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APPENDIX A: FEDERATION SUMMARY DOCUMENT

- Provided financial support, in-kind contributions and volunteers to support 15 community centers affiliated with Federation member agencies over 2008.
- Since the launch of the partnership, ARAMARK has engaged nearly 1,500 Philadelphia area employees in 5,000 hours of volunteer service to 15 community centers affiliated with Federation member agencies.
- More than 20,000 families in 45 Philadelphia neighborhoods have benefited by partnership activities. A total of 60 individuals connected to Federation centers have been offered ARAMARK employment, job training opportunities or internships.
- Approx 90 people have been connected to jobs as a result of partnership career fairs
- Approx. 400 adults and youth affiliated with Federation Centers have received career preparation training from ARAMARK employees (includes workshops/resume prep services at career fairs, youth resume trainings, job shadow days, etc.)
- Approx. 300 adults and youth affiliated with Federation Centers have been taught strategies for living healthier lifestyles by ARAMARK culinary and nutrition experts (includes cooking/nutrition demos at community health fairs).
- Approx. 2,500 families have benefited from ARAMARK employee basic human services drives (i.e. food, clothing, holiday).
- Since 2008 ARAMARK employees have refurbished Federation of Neighborhood Centers member agencies by: painting 96 indoor and outdoor inspirational murals, building 26 bookshelves, creating 15 garden beds, building 30 benches, and created 2 workforce readiness rooms, 2 clothing donation rooms, and 4 outdoor basketball courts.
- Partnership activities have included:
 - Workforce Readiness:* career fairs (ARAMARK employees staffed event, provided resume preparation assistance, offered career preparation workshops), youth resume preparation workshops, youth job shadow experiences, ARAMARK job recruitment events, creation of workforce readiness curriculum developed by ARAMARK HR professionals for implementation at local centers.
 - Health & Wellness:* health and wellness fairs – ARAMARK culinary experts provided cooking demonstrations, health & wellness counseling and distributed health information.

Basic Human Services: holiday drives (food, clothing, books, toys), hosted holiday parties at community centers, large and small scale volunteer projects.

- 2010 Activities with Federation community centers:
Workforce Readiness: career fair; youth job shadow day; ARAMARK HR professionals will implement workforce curriculum with adults; ARAMARK's Regional Staffing Center and Sports & Entertainment LOB will coordinate job recruitment fairs; ARAMARK Career Training (ACT) program internships for high school students; sponsorship of City Year corps members providing academic support to area students; sponsorship of mentoring program with BBBS focused on college and workforce preparation; launch initiative with National Restaurant Association curriculum that will implement support for initiative that will benefit high school students.

Impact Quotes

"Our partnership with ARAMARK is the most unique partnership we have ever had with a major corporation because not only does ARAMARK invest money into our organization, but works diligently to develop long-term strategies that leverage the expertise of their workforce to build the capacity of our member agencies. Through collaborative brainstorming, innovation and implementation, the Federation has been able to start new initiatives in the areas of work readiness, health and nutrition, and basic human services for our members utilizing ARAMARK's vast expertise and deep commitment."

-- Diane Cornman Levy, Executive Director, Federation of Neighborhood Center

"Our partnership with ARAMARK has been enormously beneficial to our neighborhood and agency. Through job fairs, at least 30 adults have been hired by ARAMARK. Over the past couple of years, ARMARK employees have donated toys, food baskets, back-to-school supplies, children's books and kitchen utensils for our community center kitchen." "All of these efforts have made a difference."

Cheryl Weiss, Executive Director of Diversified Community Services, a member of the Federation of Neighborhood Centers.

APPENDIX B: THE ABCs OF ARAMARK BUILDING COMMUNITY

The ABCs of ARAMARK Building Community (ABC)

General Program Overview: ARAMARK Building Community

The mission of ARAMARK *Building Community* is to enrich the lives of families in need by supporting local community centers to help people of all generations learn, earn and thrive. ARAMARK recognizes the important role community centers play in addressing the comprehensive needs of individuals and families, and seeks to support this work with a range of resources, including grants, volunteers and in-kind contributions.

ARAMARK links its unique expertise to help youth and adults build critical, employable work skills and connect them to career opportunities; support families with nutrition and wellness awareness and education; provide basic needs such as food and clothing; and help our partners run cleaner, safer and more efficient facilities.

ARAMARK participates by partnering with community centers and developing programs that best fit their capacity and market, and fall under the following program focus areas:

Health and Wellness Fairs

Basic necessity drives

Workforce readiness events/career fairs

Facility enhancement projects

At many community centers you will find our nutritionists leading cooking classes to educate families on how to live a healthier lifestyle; facilities managers refurbishing a weed-covered, inner-city ball field; our environmental experts advising on energy savings; our uniform services managers executing a clothing drive; or our human resources teams discussing college opportunities with at-risk students.

ABC Volunteer Tour:

As part of ARAMARK's continued commitment to increasing the impact and effectiveness of community centers, Through Star Teams, ARAMARK employee volunteers dedicate their talent and energy in hands-on service projects to renovate local centers. By holding volunteer days, ARAMARK enhances the physical environment of each center through landscaping, painting, and refurbishing playgrounds and much more.

The ARAMARK *Building Community* tour launched in April of 2008, stopped in 12 cities, involved more than 3,000 ARAMARK employee volunteers and supported nearly 500,000 families and individuals. Throughout 2009, ARAMARK will announce additional relationships with community centers in 30 cities.

Why Community Centers: Community Centers' largest areas of need are ARAMARK's greatest strengths - expertise within nutrition and wellness; workforce readiness; and basic services and facilities management. Our research shows that 95% of Americans believe that Community Centers are as-or-more important than ever to help those in need and that more than 90% agree that the services that community centers provide, including access to food, clothing, after-school programs and affordable childcare are among the most important needed in their communities.

Community centers serve as a local backbone or safety net for many families in need. Each community center reflects the unique culture of the neighborhood where they are located and has programs to meet the unique health, wellness and educational needs of that neighborhood and its residents.

ARAMARK and City Year: ARAMARK has partnered with City Year, one of the world's leading organizations in engaging citizens in service in their communities to work with us in creating impactful volunteer service days. ARAMARK and City Year will engage thousands of ARAMARK employees across the country in large-scale, high-impact service events that will increase the impact of community centers. City Year is one of the nation's leading nonprofit organizations dedicated to making a difference in the lives of children and transforming schools and neighborhoods through hands-on community service.

About ARAMARK Corporation: ARAMARK is a leader in professional services, providing award-winning food services, facilities management, and uniform and career apparel to health care institutions, universities and school districts, stadiums and arenas, and businesses around the world. In FORTUNE magazine's 2008 list of "America's Most Admired Companies," ARAMARK was ranked number one in its industry, consistently ranking since 1998 as one of the top three most admired companies in its industry as evaluated by peers and analysts. ARAMARK also ranked first in its industry in the 2007 FORTUNE 500 survey. ARAMARK seeks to responsibly address issues that matter to its clients, customers, employees and communities by focusing on employee advocacy, environmental stewardship, health and wellness, and community involvement. Headquartered in Philadelphia, ARAMARK has approximately 260,000 employees serving clients in 22 countries. Learn more at the company's Web site, www.aramark.com.

APPENDIX C: INTERVIEW QUESTIONS

1. Can you please explain in detail how your partnership with NAME OF NONPROFIT began?
2. What was it about this nonprofit that made you partner with them? Was it their location, image, mission or some other characteristic?
3. How does your company make its decisions about cross-sector partnerships? Who has the final say in what nonprofits the company will engage with short and long-term?
4. In general, what influences your decisions as to which nonprofit you choose to work with?
5. What benefits does your company want to enjoy from its relationship with NAME OF NONPROFIT?
6. When you consider all your nonprofit support and partnerships, does your company prefer mostly traditional relationships – such as event sponsorships or annual gifts – or do you prefer to create individualized plans and goals for partnership?
7. What advice would you give to a nonprofit preparing to approach a corporation? What common mistakes do nonprofits make when attempting to partner with a corporation?

Interview Questions, as adjusted for the Children's Museum of Denver

1. Can you please explain in detail how the Museum's relationships with corporations begin; along with the how the museum cultivates these over time?
2. Out of all your current corporate partners, which relationship do you think best serves as a model for what other entrepreneurial nonprofits should strive for?
3. What was it about your current corporate partners that made you partner with them originally? Was it their location, image or some other characteristic?
4. How does the Museum make its decisions about cross-sector partnerships? Who has the final say in what corporations the company will engage with short and long-term?
5. In general, what influences your decisions as to which corporations you choose to work with?
6. What benefits does the museum want to enjoy from its corporate relationships?
7. When you consider all your corporate support and partnerships, does your company prefer mostly traditional relationships – such as event sponsorships or annual gifts – or do you prefer to create individualized plans and goals for each partnership?
8. What advice would you give to a nonprofit preparing to approach a corporation? What common mistakes do nonprofits make when attempting to partner with a corporation?

APPENDIX D: TRANSCRIBED INTERVIEW WITH ARAMARK

INTERVIEWER: Hi AJ. Thanks for taking the time out to speak with me. Well, I don't want to take up too much of your time, so I'll just get right into a few questions?

SUBJECT: Sure.

INTERVIEWER: OK, perfect. So what I really wanted to take a few minutes to talk with you about today was specifically the ARAMARK Building Community Initiative, especially as it goes in Philadelphia with the Federation of Neighborhood Centers. And so first I'd love to just start off with a couple questions about that. First, do you mind explaining in detail how your partnership with the Federation of Neighborhood Centers first began?

SUBJECT: Sure, maybe I could start; it'd be helpful in terms of background to provide sort of a little bit about the program. And obviously, anything I talk about I can give you written materials as follow-up. But the program and how we got to create the program and then the connection to the Federation. Does that make sense?

INTERVIEWER: Yes. Great.

SUBJECT: I'd say maybe even four years ago, ARAMARK like I think a lot of companies now, under the guise of corporate social responsibility started looking at their philanthropy, their community programs and comminute initiatives trying to measure the impact that the funding that was coming out of the companies were having on the community. And what ARAMARK found was that the company supported about 2000 different nonprofit organizations. The good news is that there was support going out to different nonprofits, the bad news is there was no-- in some cases, strategy or rhyme or reason as to why certain nonprofits were funded and there was no way to measure the impact that the funding was having. And in many cases, employees weren't really engaged in the funding that was going out to the community. In some cases, it was business presidents that may have been writing checks based on client relationships. So the company really took a serious look at what other companies were doing and more importantly what ARAMARK-- our core services are what we do as a business and how we can leverage that expertise support the community and have just more strategy around our community initiatives.

So over the course of maybe again, two years of an internal conversations and talking with other community organizations and businesses the company came up with ARAMARK Building Community. Again, which is our national community relations' initiative. And we looked at again what we do as a business, which is to a large extent food services, so it made sense for us to focus a lot around health and wellness. We're one of the largest employers. In the country we have 250,000 employees worldwide and 10,000 within this region alone. So obviously workforce, it made sense for us to look at workforce readiness as a focus area for our program and basic human services. So making sure that people have access to food, clothing, and healthy environments, which makes sense for us for a number of reasons because we're also in addition to food services and doing facilities, providing facility services to our clients. We're also a uniforms company. So getting our employees engaged in food and clothing drives and things of that nature made sense for us. So then the question came up, where do we focus a lot of that energy in these type of programs and these focus areas? And for us it made the most sense to look at community centers for several reasons.

One, community centers, as you're aware-- particularly, settlement houses are really the backbone of communities currently inhabited for more than 100 years. And they're places where people gather to get resources and they're also places that a lot of our employees, the line share of the employees that work for ARAMARK-- or the hourly workforce-- these are the people that work behind the scenes in kitchens whether it's as a food service worker or chef or utility worker, dishwasher, it could be a stadium or an arena like down at the Wachovia Center or the Citizens Bank Park or a hospital, any number of settings. But our employees live and work in communities in which we have business and many of those individuals utilize and are connected to community centers. So for a number of reasons that made the most sense.

We became aware of the Federation, obviously they've had a very solid reputation within the city and we looked at ideally what we thought would be the best fit for our new program. Again, we kind of looked at the settlement house model. Again, organizations that had been around in the community in anchor institutions for a number of years and provide a lot of the services that were in alignment with the type of services that we wanted to support through our community initiatives. So workforce, health and wellness, basic human services. This is what community centers do day in, day out and are best known for. So it kind of made sense when we were looking at different partners, we looked at YMCA and the Boys & Girls Club, but again, when you look at comprehensive-- who provides really a comprehensive range of services from childcare all the way through senior services? Community centers and settlement houses in particular really kind of rose to the top. So in Philadelphia it made a lot of sense after a few initial conversations that we partner with the Federation of Neighborhood Centers

and develop and find ways to again, leverage our company's expertise and resources and in kind support to benefit those who utilize the services of community centers.

INTERVIEWER: OK, great. Thank you. So looking at the initiative, when it was initially designed, this Building Community Initiative that ARAMARK has, who was it that was really making these decisions? Were the employees really involved in the decision-making process or was it more of a foundation element of ARAMARK or specific employees at ARAMARK that worked with philanthropy?

SUBJECT: I think it was a combination. I can say that a lot of the individuals who initially were really supportive of getting this program off the ground, there were several executive level people who realized for a number of reasons it made sense for us to have his new strategic program. And just in the way of background, ARAMARK's been around for at least 75 years and the company, up until about four years ago, never had a community relations program-- let alone an initiative, just a program period. Never had a government relations program. So in many ways when you look at other companies, ARAMARK was kind of way behind the curve and I think there was some individuals who had been with the company for a number of years at a high level recognized we really need to put a strategy in place and invest in these resources. And I think one of the key drivers of this, besides doing the right thing and being a better corporate citizen and giving back was also from an employee engagement perspective. That employees that are engaged in community service, whether it's physical enhancement projects or just going out and doing a resume workshop if they're a human resource professional. That they feel one-- better about themselves. They're more productive. And two, they feel better about the company they work with. So I think there was that understanding that was part of a large for the basis for launching this initiative. But again, when they were kind of researching, how do we develop the program? What do we focus on? It kind of started with a number of executive level people, but then they also got feedback from employees, current employees at different levels. They went to other corporations that had more established corporate social responsibility programs and kind of talked to them about how they had launched their programs. They went to elected officials; they went to the governor and mayor. So a lot of different community stakeholders were engaged. One, to assess the current image that the company had as related to community involvement and community investment. And then again, reaching out to some of the best practices that companies had already developed to find really a blueprint for creating our initiative. And again, that process I think was a pretty deliberative process. I'd say probably at least two years in the making from get the idea that we need to launch this initiative to doing the research and then actually putting the funding behind the initiative and getting it off the ground in 2008.

INTERVIEWER: OK, great. So in general is there anything outside of the range of services that a community center provides? Are there other characteristics that you look for as far as how this nonprofit operates that would make you choose-- let's say you had to choose between two community centers-- are there certain things that ARAMARK looks for when choosing their partners?

SUBJECT: We do. One is around capacity, quite frankly. And I know every community center, any organization who has the opportunity to partner with a Fortune 100 company will say oh, this is fantastic and we need the resources and they all do and they're all great programs, but it takes a lot to manage a partnership of the magnitude that we're launching, particularly here in Philadelphia and a few other markets. There's a lot of day-to-day logistics and coordination that's involved. Especially when you're working on multiple levels like we are with the Federations. From career fairs to resume trainings to large scale volunteer days, like we did one this week at the Village of Arts and Humanities. So there's a lot of planning and preparation. There's a whole PR aspect to these partnerships to raise visibility in the media and the community around what we're doing. So there's a lot that goes into it and quite frankly, some organizations have the capacity or have a really strong partnership manager or managers or volunteer coordinator that can handle the load to make sure that everything, all the partnership activities are implemented smoothly. And there are some that are deserving organizations, but just really don't have the capacity to manage a large corporation like an ARAMARK. So that's the first thing we really assess, is one, what's the reputation in the community? And that's another piece is, are they a well-established organization? Are they fly by night?

You know, if they just kind of created a new nonprofit 5 or 10 years ago and if the economy goes belly up will they go under? Have they been around a long time? Meaning what's the leadership like? Do they a strong leadership team that's really committed to a partnership of this magnitude or they just want a company to write a check? You know, you have to ask those questions and in some cases, quite honestly some nonprofits say, what we really need is-- we just need funding. We need funding for our programs and that's it.

For this program it's really unique in that sure, we provide grants to support centers because we recognize that that's an important need for any nonprofit. But more employee for us, it's about engaging our employees. It's making sure that they're involved in implementing the partnership. Again, whether it's going out and doing a big day of service. Whether it's doing a resume workshop, whether it's getting our chefs and dietitians to go out and do healthy cooking classes or training. So again, we also look at whether an organization's interested in all that or whether they just want a grant or two a year. And if that's what they're looking for and that's fine and there's plenty of companies that are willing to do that and do a press release and feel good

thing. We want our folks to get really engaged, roll up their sleeves and be involved on a daily, weekly, monthly basis with our partners and to be really hands-on as opposed to a handful of people from a corporate office again, doing a single event every year. That's not what this program's about.

INTERVIEWER: OK. And overall could you describe just in a little bit more detail what benefits ARAMARK has seen since starting this initiative? Just in general and also, with the Federation of Neighborhood Centers what benefits you've received as a corporation?

SUBJECT: Benefits in a corporation, I'd say first and foremost from like a business goal for this program again, I mentioned before employee engagement. And everything that we do, whenever we do a big or small volunteer activity we always measure the impact that it had it on our employee. So do they feel more connected to the community they served? Do they feel more connected to the community center? Do they have a better sense, a stronger sense of pride for working for ARAMARK as a result of their day of service? Would they recommend this type of activity to another employee? And by and large, when we do these surveys 95 to a 100% of employees feel more inspired about their jobs, more connected to the company, and are really more engaged in wanting to do more with a support community centers. What the mission of community centers. So I think that's a huge-- from our perspective-- that's been a huge plus. I think another sort of business benefit that we've seen is with gaining new business or retaining business. That more and more a lot of client locations again, whether it's a sports and entertainment arena or a hospital or a college or university-- they want to know if they're going to give the food service contract to ARAMARK, is ARAMARK really engaged in the community? Is it writing a check or is it getting employees engaged? And more and more we found, not to say that our involvement in the community is the deciding factor for a business contract, I wouldn't go as far as to say that, but it's one of the factors that if we're being compared to another competitor-- it's starting in some cases to give us an edge or put us over the top. And also, it's a way for us to get clients more involved in the community. We've done a better job inviting clients out to our events, to getting them involved. If we're doing an event and doing any kind of contributions, getting maybe a partner like a Sysco, who's a major supplier of food, of our food that we use at our client location to get them to maybe donate some in-kind contributions to support community centers.

So I think it's enhanced the lives of our employees, it's strengthened our ongoing business relationships. And again, and certainly from a public relations standpoint, doesn't hurt when you do a major day of service or you launch a new initiatives and you got some positive press out of it. So I think from a business standpoint those are a few things that stick out.

INTERVIEWER: Great. And then just one last question. In general, is there a certain advice that you would give from a corporate perspective to a nonprofit when they're approaching a corporation? And whether it be for a multi-tiered approach, such as ARAMARK uses or even in those instances where they really are just looking for that check from a corporation, do you see common mistakes that nonprofits make or would you have certain pieces of advice that you would give to them before they do that?

SUBJECT: Like anything else you do, you have to really do your homework. And you know, the best shot that nonprofits have in working with any corporation-- particularly, big corporations, is to really do their homework and find out what that company is about ahead of time, what initiatives they focus on, any relationships that the nonprofit may have with a client location that the company is working with or civic leader they may have relationships with. I can tell you that 8 out of 10 people who call our office for funding or support and sometimes they're looking for substantial donations or a lot of times what they'll say is, well, can you tell me more about your program? On our end it says a lot. It says that they didn't do their homework. They're just kind of cold-calling organizations. They have no sense of whether or not what they're trying to accomplish is even remotely in alignment with what the company is doing. So I think for them to do their research, find out what the company's supporting, how the organization's core services are in alignment with that and then I think, again, from our perspective it shows that at least if you do then the relations organized. They've done the proper preparation. And it gives us a better sense if they kind of come in and talk about what service they provide and how it's aligned with our organization. It gives us a better sense of how we might be able to partner and support them. And also, I think the other thing is with partnerships-- and it goes without saying but a two-way street. That I think a lot of nonprofits tend to think of companies as ATM machines and I know this from having worked in a nonprofit world.

You say, well this company's making all this money in the community, we're providing these services-- if we ask for \$200,000 now they should just provide it without any questions asked. And it just doesn't work like that. It never has and certainly now in the era of kind of accountability, it's not. It's not going to work like that. So I think also to think about how nonprofits can give back and support a company as well. Again, obviously in a partnership like we have with the Federation we're the ones who are going provide the resources and a lot of the benefits, but there's other ways that the federation, for example, can support us. Again, if we're bidding on a contract and the client want an endorsement from a community leader. You know, we know we can go to Diane or someone from the Federation who has benefited from our partnership who can give us a positive endorsement. So there's a lot of ways again, not monetary ways that nonprofits can support their corporate partners, but a lot of times again, by and large that's not the kind of mindset that a lot of nonprofit leaders have. It's like, give me, give me, give me, and it's

almost like a sense of-- in some cases-- a sense of entitlement that because a company makes a lot of money they have to give back while certainly all corporations should and can do more. I think it's just a different strategy for really approaching companies as opposed to approaching like a foundation or another type of funder.

INTERVIEWER: Great. Well, this has been incredibly helpful. Thank you again for taking the time out of your week to speak with me. I really appreciate it.

SUBJECT: Sure. No problem.

INTERVIEWER: This has been great. And definitely, if there are any written materials that you have about the Building Community Initiative or your work with the Federation of Neighborhood Centers that would be really fantastic if you do have a chance to just forward that to me via e-mail.

SUBJECT: OK, so I could send easily like a one-pager and if you want more detail I'll give you that, but one-pager on the community program. Maybe a list of some of our partnership outcomes.

INTERVIEWER: Perfect, OK.

SUBJECT: And I'm trying to think. Yeah, if there's anything else specifically you need or if you see a bullet point and you want some more background, either Diane Corman-Levy or otherwise, I can certainly provide that.

INTERVIEWER: Sure. That'd be great. All right, perfect. Thank you so much. I really appreciate it. Have a great day.

SUBJECT: You too.

INTERVIEWER: All right, bye.

APPENDIX E: TRANSCRIBED INTERVIEW WITH CHILDREN'S MUSEUM
OF DENVER

INTERVIEWER: Hello Micki. Now let's get started with just a few questions. As we had emailed about earlier I'll be asking about the Museum and their cross-sector relationships, specifically with corporations. First, can you explain how the Museum's relationships with corporations begin and are cultivated?

SUBJECT: These relationships begin in various ways, often we have board members who will introduce us to a colleague or a friend, or perhaps someone on our development team goes to an event where we meet somebody within an organization. Sometimes it's a friend of the museum; one of our donors, you know, thinks somebody that they know might be a good fit for the museum; or, kind of, one more thing that I do a lot of when we don't have as many board members and events and friends who are helping us out is cold calling different organizations. And the next step is, kind of, finding out what their fundraising goals are, and what we need to do when we get an introduction is find out if we're a good fit for that organization; although, you know, some corporations have very specific giving interests, and some of them are, kind of, a wider variety. So finding out what their goals are is also important to us.

INTERVIEWER: Hmm.

SUBJECT: And then, kind of, from there what we do is, we try and get in touch with the right person in an organization and invite them in for a tour so that they can see what we do here at the museum. That always has a really great impact with people. People who are interested in children and our education, they come to the museum and they can see children interacting in our exhibits and through our programs, and I think it's really helpful for individuals within an organization to be able to come into the museum and see the kids actually playing, interacting and learning.

INTERVIEWER: Hmm.

SUBJECT: And then in terms of how we cultivate it, you know, it's really following the idea of loose management and how can we keep in touch with these people over time, you know, whether it's checking in to find out if, you know, maybe we haven't been a fit for their funding priorities in the past, and maybe it's just checking in every now and again and finding out have their finding priorities changed. For those that, you know, have come on as

sponsors or partners of the museum, keeping in touch with them and inviting them to our different events, and oftentimes to keep in touch with people, we invite them to be on a different advisory council for projects, those kinds of things; just making sure we are always staying in touch. When we do partner with organizations, part of my responsibility, whether it's at the end of the partnership or in the middle of the partnership, is to, kind of, send them an update on what's been going on with the project that they're supporting.

INTERVIEWER: Okay.

SUBJECT: -- just constantly trying to keep in touch and make sure that they are aware that we're thinking of them.

SUBJECT: Great, great. So out of all your current corporate partners that the Denver Children's Museum has at this time, which corporate relationship do you think best serves as a model for what other nonprofits should strive for, especially as far as the entrepreneurial approaches that the museum has taken.

SUBJECT: Sure. I think the most important thing is to find a partnership that is mutually beneficial.

INTERVIEWER: Hmm.

SUBJECT: You know, some of our sponsorships are more traditional. Our more traditional sponsorships seem to be just, you know, we get a check, and we promote the sponsor for whatever event or program it is that's going on. Some of the best partnerships are the ones where we are really working together. It's not just, we get a check and take it and cash it and put their name on something.

INTERVIEWER: Hmm.

SUBJECT: Whole Foods is a great example. They're a new partner with us. They are sponsoring our market exhibit, and what's great is, you know, not only have they given us, you know, cash for the sponsorship, but we also can rely on them heavily for in-kind donations for events and auctions. They really have, kind of, shown that they will support us in any way that they can. They are providing products for our market. When the kids go in to play in the exhibit, the food that they find on the shelves is actually food that came from Whole Foods and has been, you know, obviously kid-proofed and re-packaged, but all of it has come from Whole Foods or Whole Foods partners. So it's really, kind of, the whole partnership that involves not just them giving to us and us slapping their name on something. It's, you know, what can we do for you and what can you do for us at the same time.

INTERVIEWER: Great, great. And are there any other examples that you can think of that you think would serve as models for something that maybe is a little less non-traditional.

SUBJECT: A lot of sponsorships that we have right now are a little more traditional. You know, we're working on doing something with a sponsor that's basically on-site promotion; they're not really interested in having this, you know, permanent presence within the museum, and we're kind of waiting to see where that goes. But my hope is that, again, not just getting a check for having them be on-site, but that they can actually add value to being in the museum and they provide something for our guests, like an "enter to win" contest or, you know, maybe they provide different swag for people who are coming to visit, and then also get other people involved. Are organizations more invested in the museum and get their employees to volunteer at our events?

INTERVIEWER: Great. And what is it about your current corporate partners that the museum has right now that really got you to want to partner with them originally? Did it have something to do with their location or image or are there other characteristics that the Denver Children's Museum looks for before they approach people?

SUBJECT: I mean, I definitely think that their public image is important to us. Obviously if someone is getting a lot of bad press, you know, not that we wouldn't necessarily partner with them on specifics. We don't actively seek out people who are going to be controversial for the museum.

INTERVIEWER: Hmm.

SUBJECT: We also look at what are their funding goals, you know, what are they interested in this community, and do they have the capacity to give? You know, there's lots of organizations that we'd love to partner with that, unfortunately, just don't have the opportunity to do so because they don't have the type of funds that it would require.

INTERVIEWER: Hmm.

SUBJECT: And then location, I think, is very important. We often find here at the museum that a local presence is important. We don't tend to get sponsorships for organizations that don't have a local presence in the Denver metro community. But, you know, other than just being kind of in the Denver metro community, there's no particular location within that. We find that, you know, we can get sponsors for north or south or west or east of the city, with no problem.

INTERVIEWER: Great, and how does the museum make its decisions about these cross-sector partnerships, and is there someone on the staff or on the board that has that final say on who your company will engage with?

SUBJECT: You know, we have a group of folks who make decisions about controversial sponsors, and when I say controversial, I'm thinking particularly of -- we have a lot of mining corporations in the Denver metro area. Sometimes those can be controversial; obviously there have been protests about mining practices and those types of things, and so ultimately, you know, we look for organizations that are a good fit with our mission to start off with. Occasionally we are approached by businesses, or occasionally we want to go out and ask businesses, who maybe in the past have had, you know, a difficult public image, and so ultimately, we get together. We have a group of people that includes our President, our Chief Operating Officer, our Vice President of Development, myself, the Manager of Corporate Partnerships, Director of Guest Services, and then our Director of External Affairs, and we, kind of, sit down together and talk through: what are the positives; what are the negatives; what would they be bringing to the table; what kind of recognition are we asking for -- are they asking for, excuse me, and so far, we have been able to resolve everything within that group. Ultimately, I think if something was controversial, and our group couldn't make a decision, we would possibly involve our Board of Directors to make that final ultimate decision, but like I said, it never comes to that. I think for the most part it's been pretty clear whether or not someone's going to be a good fit for our specific niche.

INTERVIEWER: Okay. In general, what influences your decisions as to which corporations you work with, outside of what we've already discussed? Are there specific things, if you were looking between corporation a and b, and they both were in the same location, did the same thing? Are there certain other characteristics that you look for?

SUBJECT: I think we have already talked a little bit about public image, but if it's corporation a and b, does one fit with our mission better? Does one have a better public image? And then also we, kind of, take a look at what are they looking for out of the partnership, and can we provide that for them? Some organizations we've found have, you know, very specific outcomes that they're looking for, and sometimes we can't provide the type of reporting on those specific outcomes that they're looking for, and so we have to take a step back and say, you know, we may not be able to provide the exact thing that you're looking for. If that's going to be a problem, then we should take a step back and maybe not move forward with it.

INTERVIEWER: OK, great. And what benefits does the museum really look for and want to enjoy from its corporate relationships, outside of the financial piece?

SUBJECT: Yeah, and obviously cash is one of the most important things -- But also we look for in-kind donations of things that provide budget relief which is really important for us, and that's, kind of, a part of the financial piece as well, but we also look for media opportunities, whether it be print or radio. We work a lot with social networking, so mommy bloggers is huge for us, and any kind of mommy group website. Those are really important, if we can get a mention on any of those, we love that. We also love to have volunteers from corporations come to the museum, whether it be, you know, on a regular basis or, you know, a big group of people come for just one event. It's great to be able to rely on your corporate partners for volunteers, as well. And then, you know we look for invites to events that could provide us networking opportunities.

INTERVIEWER: Hmm.

SUBJECT: We have a local magazine here that we partner with and we get invited to all of their events, and it's great because we get the opportunity to meet some people that we perhaps might not be able to meet otherwise, so.

INTERVIEWER: Great, great. And overall, what advice would you give to a nonprofit that is preparing to approach a corporation, and what common mistakes do you think that nonprofits tend to make when they approach corporations?

SUBJECT: I think it's very important before somebody approach a corporation to do your research.

INTERVIEWER: Hmm.

SUBJECT: Not just on the company, but if there's an opportunity to take a look -- to research also the key stakeholders, if possible.

INTERVIEWER: Hmm.

SUBJECT: I think there's a plethora of information on the internet these days, and obviously it's hard to, kind of, cipher through all of it, but if you, kind of, know what that corporation is giving to other organizations, how much they're giving to organizations. If the key stakeholders in the organization are involved in any other nonprofit, or that kind of thing, it's good to take a look at that and know it in advance. And then I think it's important, too, to not be afraid if you feel comfortable and you feel like it's going to be welcomed, to ask questions of your contact at the corporation. You know, sometimes our contacts are willing to basically tell us, you know, if you ask for this program, this exhibit, this event, we're going to be more than happy to sponsor you at this level. And so I think sometimes we're, kind of, afraid to

ask what it is that they want, and sometimes it's really easy to find out by just asking instead of trying to take a guess.

INTERVIEWER: Hmm.

SUBJECT: And the mistakes, I think, for us, we have to be careful about promising too much to an organization. We have to be careful about our wording in agreements, and while the museum here, we find ourselves to be very flexible with our sponsorships, it creates a difficult situation when an organization comes back, and they want, you know, ten other things that weren't listed on our original agreement, and they're things that we feel are a much larger value than what we've already agreed upon.

INTERVIEWER: Hmm.

SUBJECT: And then just, in advance, like I said before, in advance of gaining a partnership, just making sure that you do your research, because if you don't, a lot of times I feel like you can waste a lot of time on an organization that maybe, you know, perhaps they have no interest in supporting education or children or whatever it may be that you are focused on. If you have not researched in advance, you don't waste time.

INTERVIEWER: Hmm. Would you mind talking a little bit more about, I know, the Denver Children's Museum -- such as the newsletter, for example -- has different revenue streams outside of just admission for the museum. Could you talk a little bit about the thought process behind that, and what your current revenue streams are outside of your traditional corporate sponsorships?

SUBJECT: And are you looking for our raised revenue or our earned revenue.

INTERVIEWER: I think earned revenue, I mean I looked at -- and how that relates to corporations. So for example, I know that you have the newsletter with a larger circulation, and how that may help you as you build relationships with corporations, for example.

SUBJECT: Sure. When we originally set up sponsorships, we, again, the first thing that we're asking them when they have interest in working with us is what are you looking for out of this partnership. Sometimes they want on-site promotion, sometimes they want marketing, and so one of the things that we're able to provide is our newsletter reaches, I think we're up to 8,200 people right now, so we can provide them a space, whether it's logo or text recognition in our newsletter. We also use our email blasts; we have over 5,500 emails in our email blast lists. Oftentimes we will have sponsored advertising, so we can include sponsors in our Denver Post ads, our 5280 ads -- we have a couple of different -- depending upon what the event or program

is -- ways that we can recognize them. And then also we do, obviously, want recognition within the museum, whether it's, you know, for a program we mention them over or we actually put their logo outside of the exhibit and say that the exhibit is sponsored by, you know, whatever organization.

INTERVIEWER: OK, great. All right. So those were all the questions that I had. If there's any documentation that the museum is willing to share that you think would be helpful as far as the way that you approach corporations, or if there's any kind of set goals that you have, that would be really helpful if you have anything like that you can email to me, but those were all the questions that I had for today.

SUBJECT: OK. That's great. Yeah, I can't think of anything right off the top of my head, but I will be happy to sit down and think about what I might be able to email you that might be beneficial to your research.

INTERVIEWER: That would be terrific. Thank you so much again for your time, I really appreciate it.

SUBJECT: Yeah no problem.

INTERVIEWER: All right, have a great day, Micki, thanks again.

SUBJECT: You too, bye-bye.

APPENDIX F: SIGNED LETTERS OF AGREEMENT

Interview Agreement

I consent to a fifteen-minute telephone interview with Cory Miller, student of Drexel University's Arts Administration graduate program. Ms. Miller has explained to me the goals of our session and has agreed to schedule our interview at a time most convenient for me.

Our interview will be recorded and transcribed in order to inform Ms. Miller's thesis and its findings about cross-sector partnerships. The full transcription will also be included in her Appendices.

At the conclusion of our interview, Ms. Miller will email me her transcription at which point I have *two weeks* to respond with additional information if I feel that anything of importance has been left out. Any additional comments will then be included and noted in the Appendices. Upon completion, a final copy of her thesis will be mailed to me.

Signature _____



Date _____

3/2/10

Please sign and date and either email a scanned version of this completed document to coryemiller@yahoo.com or mail to Cory Miller, 1040 North 4th Street, Apartment 2F, Philadelphia, PA, 19123. Thank you for your cooperation.

Interview Agreement

I consent to a fifteen-minute telephone interview with Cory Miller, student of Drexel University's Arts Administration graduate program. Ms. Miller has explained to me the goals of our session and has agreed to schedule our interview at a time most convenient for me.

Our interview will be recorded and transcribed in order to inform Ms. Miller's thesis and its findings about cross-sector partnerships. The full transcription will also be included in her Appendices.

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Signature _____



Date _____

4/12/10

Please sign and date and either email a scanned version of this completed document to coryemiller@yahoo.com or mail to Cory Miller, 1040 North 4th Street, Apartment 2F, Philadelphia, PA, 19123. Thank you for your cooperation.