

The role of relationship marketing on building B2B relations on the non-profit sector

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1. Resumo

A presente tese apresenta a análise de uma teoria que tem como objetivo não só tornar parcerias entre ONGs e empresas mais simples de desenvolver, mas também assegurar o desenvolvimento de parcerias mais efetivas e de longa duração.

O primeiro passo para o desenvolvimento da mesma foi a identificação do problema, seguido da revisão da literatura existente sobre o tema. Depois foram realizadas entrevistas a empresas e a ONGs para perceber a opinião das mesmas sobre a relevância das variáveis em teste. Os resultados foram analisados de forma qualitativa e as conclusões tiradas de acordo com a opinião dos dois tipos de organizações.

Os motivos que levam as organizações a trabalhar em conjunto são diversos, mas para ambas é importante ter objetivos comuns e confiança no parceiro, esperando sempre que este cumpra as expectativas definidas para a parceria. A organização também deve ser representada com ética e os representantes devem demonstrar que se preocupam com o bem-estar do parceiro e da parceria. Assim, tendo uns factos mais relevância que outros, a teoria foi provada eficaz para ambas as partes.

Estas conclusões levaram ao desenvolvimento de sugestões para ambas as partes, relativamente ao modo de agir e gerir a parceria. Deste modo, ambas as partes devem agir com honestidade, transparência e ética, demonstrando flexibilidade e dedicação para com o parceiro e o acordo entre ambos. É também importante haver uma comunicação clara tanto para o parceiro como para os clientes das organizações.

Key words: ONGs, empresas, parcerias, transparência.

2. Abstract

This thesis presents the analysis of a theory that has the goal of not only making the partnerships between companies and NGOs easier to develop, but also to make them more effective and with a longer duration.

The first step was the problem identification, followed by a literature review to support the concepts under the concept. Then, interviews to companies and NGOs were developed to understand the relevance of the variables to the organizations. The results were analyzed in a qualitative way and the conclusions were taken according to both types of organizations opinion.

There are many reasons for these organizations to work together, but it is important for both of them to have common goals and trust in the partner, while hoping the partner expectations fulfilment for the partnership. The organizations also need to be represented with ethic and the representatives must show that they care about the well-being of the partner and partnership. Therefore, with some variables having more relevance than others, the theory was proved effective for both types of organizations.

These conclusions led to the development of some suggestions to both parties, regarding the management of partnership and way of acting. This way, both partners must act with honesty, transparency and ethics, demonstrating flexibility and dedication towards the partner and the partnership agreement. It is also important to have a clear communication not only with the partner but also with the organization's audience.

Key words: organizations, companies, partnerships, transparency.

3.Executive summary

The partnerships between NGOs and companies are a reality for a long time and they are developed for a lot of reasons. On one hand, customers' social concerns increase every day and they prefer to buy products of companies that also demonstrate social concerns. On the other hand, the NGOs don't have profit and so, they need the support of companies and donors to have resources to support their mission.

Usually, these partnerships are developed for the short-term because companies supporting only certain projects of the NGO and not the NGO as a whole. Moreover, the media reduced the level of trust of people and companies on the NGO operations, which reduces even more the willingness to support for a longer period of time the NGOs.

With lack of literature based on partnerships between non-profits and for-profits organizations, some literature had to be extent from the B2B context. The literature review allowed the identification of the variables involved in the development of B2B partnerships. The data of this thesis was collected with the development of interviews to companies and NGOs. These interviews were made to understand the relevance of the variables for the organizations and the conclusions were taken based on the combination of the opinion of both types of organizations. The conclusion was that having a clear communication and common goals are two of the variables with a higher impact. However, trust is the variable with the most crucial role: without trusting that the partner is going to fulfill the expectations and act right, the partnership is not developed. The organization representative must also represent it with ethic and demonstrate that he cares about the partner and partnership. So, the partnership was proved effective, depending on some behaviors and actions.

Therefore, the organizations must act with transparency and honesty, and without having opportunistic behaviors. The partners must also be flexible to negotiate the partnership agreement. The flexibility is important because, as the types of organizations are different, they usually don't have the same goals, behaviors and policies. So, they must negotiate and define which goals, behaviors and policies are going to be in the base of the partnership. The employees must also receive training to represent the organization the right way, because only with education they will know how to behave and how to act. Moreover, the organization must develop activities for the employees to identify themselves with the organization social capital and to feel included in the organization. This way, the employees will not only feel more engaged with their own organization but also will make the prospect partner feel more engaged with it.

These activities have the main goal of translating the framework under test into actions and to provide a guideline to the organizations on how to increase the effectiveness of a partnership between the for-profit and non-profit sector. These actions are going to lead to better outcomes of this partnerships and better outcomes lead to longer connections and a bigger support system between the organizations.

4.Context of the issue

The non-profit organizations are organizations that run their operations without government support and that usually operate according to social purpose. Developed in 1945, they are a concept known around the globe that is included in the social economy sector. However, this concept in Portugal is becoming more relevant every day because its role for the society is becoming more important. The state recognizes the NGOs that the DIÁRIO DA REPÚBLICA — I SÉRIE-A N.º 237 — 14-10-1998, at the Cooperation Protocol and according to NGOD Portuguese Platform. Their operations are recognized to support the development and to provide humanitarian help and education for the development. In addition, in 2017 the Statistics Portugal, based on 2013 data, did a research on the NGOs with registration in Portugal and the conclusions were that Portugal had 27.985 NGOs. Moreover, NGOs represent 45,7% of the total of social economic entities in Portugal and employs 72,1% of the social economy employees' sector.

Even due that the non-profits sector and the NGOs are a recognized sector under the social economy, this organizations depend on the support of donations and companies survive and to fulfill their message. This happens because the organizations don't have resources and can't invest for themselves. Therefore, the non-profits collect the others support and resources and apply them on their mission, in order to have a positive impact on the community.

Corporate social responsibility is the company politics on being socially accountable for their stakeholders, meaning that they are conscious of their impact on the community. This concept is becoming more important for companies each day but the distrust in the non-profits is also increasing and so, companies being risk-averse don't have has a priority the NGOs support. Moreover, most of the NGOs don't have an effective communication and so, companies work more with bigger NGOs, that already have a lot of partners, because they have a better communication, bigger audience and can develop a better market positioning for companies. Nevertheless, this NGOs are most known and easier to contact. This reduces the level of support of the smallest NGOs, that don't have enough resources, knowledge and capacity to optimize their communications and operations.

5.Literature review

5.1. Relationship Marketing

Berry (1983, p. 25) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014) was the first author talking about relationship marketing by defining it as "attracting, maintaining, and enhancing customer relationships". However, this theme was developed further during the following years by authors like Harker (1999) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014, p. 189) that concluded that the definition of Gronroos (1994) was the one with better fit for the topic "Relationship marketing is to identify and establish, maintain and enhance and when necessary also to terminate relationships with customers and other stakeholders, at a profit, so that the objectives of all parties are met, and that this is done by a mutual exchange and fulfilment of promises".

Another studies, like Agariya and Singh (2011), cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro (2014), identified various definitions of relationship marketing. The common point about all the definition is that even due to the fact that they are different according to the context, they all are focused on "retention, improvement of profitability, the long-term orientation, and the presence of a win-win situation for all of a firm's stakeholders" (Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014, p. 189). According to several definitions, relationship marketing cannot be limited to B2C relationships. It should be included when managing B2B relationships because when organizations work together, the purpose is to achieve a common goal and so, to have success it's needed a good relationship management that can be done with the support of relationship marketing.

The Key Mediating Variable model (KMV model) for relationship marketing was defined by Morgan and Hunt (1994), cited by Thomas and Cunningham and Williams (2002). As the name says, it "explicitly recognizes the central role trust plays in successful relationships" (Thomas and Cunningham and Williams, 2002, p. 95): according to the model, trust defines the partner level of commitment with the relationship.

FIGURE 2. The KMV Model of Relationship Marketing

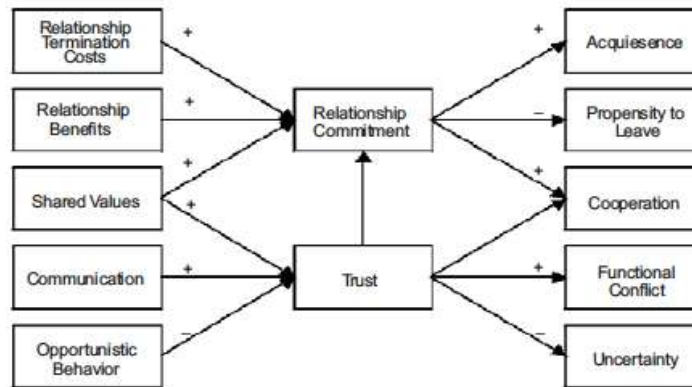


Figure 1. The KMV model by Morgan and Hunt (1994) (Source: Thomas, Cunningham and Williams, 2002)

The importance of trust as a variable was also proved by Singh and Sirdeshmukh in 2000 (cited by Thomas, Cunningham and Williams, 2002): these authors confirmed that it supports the relationship and that it is a key factor to determine the future. This happens because, according to Geykens, Steenkamp, and Kumar (1998) (cited by Thomas and Cunningham and Williams, 2002) it contributes to the satisfaction and for the long-term building of the relationship. Studies on the impact of trust and satisfaction on future intentions were made. In 1999 by Garbarino and Johnson (cited by Thomas and Cunningham and Williams, 2002) found out that for the closest customers, trust was the factor with the highest impact on future intentions of the customer with the organization. On the other hand, it was also proved that when it is not a closed customer satisfaction has a bigger impact.

Trust has a lot of definitions, most of them being connected by the fact that “trust rests upon the perceived reliability and integrity of one’s relational partner” (Thomas and Cunningham and Williams, 2002, p. 96). Having in mind that this paper is focused on the non-profit sector, it is more concrete to use the definitions of Morgan and Hunt (1994, p. 97) and Plank (1999, p. 97) (cited by Thomas and Cunningham and Williams, 2002). The first one’s state that “Individual Trust reflects the relational partner’s perceptions regarding the reliability and integrity of the person representing the organization”. On the other one, Plank states that “Relational partner is the entity with which the marketing organization wishes to establish and maintain an ongoing relationship” (Thomas and Cunningham and Williams, 2002: 97). Having this in mind, the first one is more focus on the role that the organization representative plays in the partnerships and the second one in the organization as a whole. For the context of this

research, we are going to define trust according to the second definition, putting the trust perspective in the organization as a whole.

Moreover, it is known that trust and satisfaction are related in a positive way, one affecting the other (Crosby *et. al.*, 1990) (cited by Thomas and Cunningham and Williams, 2002). As it was already said in this thesis, trust can be damaged by actions or events that lead to dissatisfaction. Moreover, as the interactions between parties are seen as part of a relationship and not like single events, these actions can damage not only the trust among parties but also the future of the partnership. However, the position of the partner towards the organization also plays an important role in these situations: when the partner is considered loyal to the brand, the negative event can create dissatisfaction but will not have a big impact on the relationship itself with the attribution of the blame to a factor that the organization can't control (Thomas and Cunningham and Williams, 2002).

5.1.1. The non-profit sector

The non-profit can also be named the third-sector, voluntary sector, civil society or charitable sector and to be part of the non-profit sector the state needs to grant a status that allows the organization to benefit from special conditions. Moreover, it is needed to perform without a relationship with the government, providing spaces to the public to contribute to causes that they believe in, having the support of public services and by contributing to the public life quality (Waters, 2014).

There are several types of non-profits, they can be “hospitals, universities, day care centers, cultural organizations, community groups, disaster assistance services, religious congregations and foundations” (Waters, 2014). The national center of charitable and statistics defined 8 types, being the ones studied by Pressgrove and Collins (2013) “research on arts, education, environment, health, human service, international issues, civil rights, social action and advocacy, and other public benefit organizations” (Waters, 2014). Even due their differences, according to Billis and Glennester (1998) they all provide support to the ones who need it, being the support personal, financial and other kinds, and they do it with the public support. Moreover, they are also a mechanism to promote economic growth and a democratic society (Putman, 1995) because they provide an opportunity for the public to share their vision and ideas (Auger, 2013).

The John Hopkins Comparative non-profit sector Project analyzed the sector in 42 different countries in western and central Europe, Asia, Latin America and North America. The study goal was to understand the structure, foundations and the sector contribution to the country in

order to find the points that the organization had in common. The conclusions were that is institutional presence and structure, being legally separated from the government, the management uses the donations for the cause and don't keep them, the management have control over the decisions and even due that having membership is not a legal requirement, the non-profit can attract voluntaries that will provide their time or financial support (Salamon *et al.* 1999).

5.1.2. Sustainable development

Sustainable development can be defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987) (cited by Casey, 2018, p. 5), and it is accepted by many. The concept is most of the times associated with environmental factors, but that definition is building limitations. In fact, the same report states that the concept is divided in environment, economy and equity (Portney, 2015) (cited by Casey, 2018). The second one represents not only financial sustainability of organization, but also risk management, HR management, good governance practices and so on (Székely and Brocke, 2017) (cited by Casey, 2018). On the other hand, equity is about “maintenance of stable communities and promotion of the human rights of stakeholders” and “treatment and development of employees and the satisfaction of customers or clients” (Casey, 2018, p. 6).

While doing actions under the sustainable development umbrella, it is important to not forget the reporting stage. This report allows the measure of the effects of the three concepts sustainable development is divided in and it is a way to show results to stakeholders (GRI, 2015) (cited by Casey, 2018). Therefore, non-profits have an impact in CSR. This impact can fit into several categories (Arenas and Lozano and Albareda, 2009) (cited by Casey, 2018):

- Non-profits are known as drivers for CSR.
- Legitimacy worries about the non-profit.
- Can be seen has business trade unions competitors.
- Non-profits have an important role in CSR.

There are also non-profits with the mission of going after other organizations that negatively impact the environment (Sheehy, 2014) (cited by Casey, 2018). So, for these issues there are two perspectives: some say that the environment shouldn't be damaged no matter the situation, and others accept some damage if it is needed to finalize a business and then supports others in reducing the damage (Sheehy, 2014) (cited by Casey, 2018).

When situations of lack of understanding and trust happen in business to non-profit (B2N) partnerships, the implementation of a strategy of Sustainable development can be a challenge. In fact, can even avoid the implementation (Arenas and Lozano and Albareda, 2009) (cited by Casey, 2018). It can lead to wrong perceptions about non-profits and their intentions on corporate organizations: they can be seen as an organization that just wants to have a vote in the company decisions. Sometimes non-profits also try to be the voice of reason when implementing CSR or judging CSR implementation by others (Casey, 2018), or fail by performing according to the way they ask others to perform (Arenas et. al., 2009) (cited by Casey, 2018). Here, non-profits show a fake and hypocritical image because they say to someone to behave in a certain way, but they do the opposite. This is something that can damage the organization image and legitimacy on the public (Holzer, 2008) (cited by Casey, 2018), making them suspicious and logins the trust on the non-profit.

Non-profits are CSR supporters and promoters, not only by implementing it but also by promoting the implementation by others. Therefore, they work with corporate organizations, forming B2N partnerships, with the goal of “promote social and environmental actions, provide technical assistance to corporations, promote commonly agreed upon certification and reporting mechanisms, promote and design CSR standards and management processes, and participate in CSR monitoring and auditing” (Arenas *et al.*, 2009) (cited by Casey, 2018, p. 11).

5.2. Non-profits challenges

According to Jones *et al.* (2017), a lot of youth sport non-profits don't have or have a poor strategic planning to manage better partnerships, which reduces the effectiveness of them as a total and as small processes, like communication (Frisby *et al.*, 2004; Misener and Doherty, 2012; Sharpe, 2006) (cited by Jones et. al., 2017). Another challenge of this segmentation of the sector is the finances and lack of control of resources, having at the same time challenges without having enough human resources to handle more and better partnerships (Casey *et al.*, 2009; MacIntosh and Arellano and Forneris, 2016; Misener and Doherty, 2013) (cited by Jones et. al., 2017). Moreover, studies from Babiak and Thibault (2009) (cited by Jones et. al., 2017), discover that companies prefer to work with more competitive sports organizations that with recreational ones – in other words, the company's mission is more align with the competitive perspective of achievement than with the recreational one.

Therefore, even due to the fact that the youth sports non-profit segmentation had specific challenges, it is possible to extend this literature to the full sector with the lack of strategic planning that allows a better management of partnerships, having sometimes crisis because of

misunderstood communication (lack of effectiveness in certain parts of the process) and the lack of enough financial and human support resources to achieve the organization's mission.

5.3. B2B Partnerships

In order to achieve the organization's mission, it is needed, always, to negotiate with other parties. This becomes even harder when the non-profit needs to build a connection with external stakeholders and have a limited budget to invest in market positioning activities. However, this relationship is a key factor for the success of the non-profit because without the public support, business partners or customers and donors, they can't achieve the mission. Therefore, the organizations need to embrace the market trends that have some risks associated with them.

B2B partnerships can have several stakeholders, such as suppliers, partners, end-users and customers (Gomes, et. al., 2016) (cited by Quader and Sohel, 2018). According to Morgan et. al. (2007) (cited by Quader and Sohel, 2018, p. 5) B2B service network is “two or more entities connected formally or informally, which directly provide a range of resources and activities that create value and help customers solve short or long-term problems”.

B2B service or partnerships is represented in various different ways. It can be a product, service or logistics but these ones can easily be copied by others. Moreover, it can also be advice and adaptation, representing the intangible and being harder to copy. They are all important because, playing an important role in differentiating B2B services from the competition. According to Walter *et. al.* (2013) (cited by Quader and Sohel, 2018, p. 58) the intangible characteristics are important “for managers to draw upon a host of products or end services from within the firm to deliver upon the brand promise”.

When doing partnerships with other organizations, one side is outsourcing a certain activity with the goal to achieve a certain target, and these activities can be found in B2B service networks. However, the management of these tasks can be a challenge because they are not under the control of the organization (Lamons, 2005) (cited by Quader and Sohel, 2018). The lack of control by the organization can have implications for the brand of the partner because if a party fails the deal, both parties are involved, and both parties' brands can suffer with the failure.

Having this in mind, the development of partnerships between businesses and NGOs has been under scope since a few years ago. However, the number of papers about these partnerships was not enough to develop a framework that could clarify their road to success. So, authors like Anderson and Narus (1990) and Anderson and Weitz (1992) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014) analyzed information about business-to-business

partnerships to take some conclusions and these theories were the base for the development of Commitment-Trust Theory by Morgan and Hunt (1994) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014). This last theory was a start for the development of relationship quality theory by De Wulf *et. al.* (2001) and Woo and Ennew (2004) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014). This framework created a relationship between the dimensions trust, commitment and satisfaction and it was tested by Palmatier *et. al.* (2006) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014), in order to test the performance of each of the variables and also the framework itself. The conclusion was that the three variables have a greater relationship between them and so, one could not perform as expected without the other.

5.3.1. Partnerships with NPOs

Business to non-profit partnerships have several definitions. Can be defined as “formed to explicitly address social issues and causes that actively engage the partners on an ongoing basis” (Selsky and Parker, 2005) (cited by Shoumate and Hiseh and O’Connor, 2018, p. 1341) and by the SSM, a model that has in mind the institutional positioning communication of B2N partnerships, as “interorganizational communication relationships that are symbolized to stakeholders in order to influence the mobilization and creation of capital” (Shumate & O’Connor, 2010b) (cited by Shoumate and Hiseh and O’Connor, 2018, p. 1343). They can have several proposals: according to Selsky and Parker (2005) (cited by Shoumate and Hised and O’Connor, 2018, p. 1340), these types of partnerships “may be transactional, short termed, and self-interested or more integrative and common-interest oriented”. However, when making a business decision, external stakeholders are rational (Beverland *et al.*, 2007) (cited by Shoumate and Hiseh and O’Connor, 2018) and take time to analyze the proposals, to make the best decision not only for them but also for the other parties involved in the business. This makes business partners more rational that end-users.

Therefore, the SSM states the importance of role communicating B2N partnerships: it increases the questions about legitimacy and credibility (Suchman, 1995; Hovland and Weiss, 1951) (cited by Shoumate and Hiseh and O’Connor, 2018). With these partnerships both parties develop their functional identity, something that does not come from their individual core functions (Shumate and Hsieh and O’Connor, 2013).

However, during the years, studies found out that businesses and non-profits have different reasons to be involved in B2N partnerships (AL-Tabbaa *et al.*, 2014; Pedersen and Pedersen,

2013; Simpson *et al.*, 2011) (cited by Shoumate & Hiseh and O'Connor, 2018). In fact, the corporate partners motivations included reputation improvement, stakeholder's satisfaction and employee's recruitment and retention (Falck and Hebllich, 2007; Basil and Runte & Easwaramoorthy and Barr, 2009; Vogel, 2005) (cited by Shoumate & Hiseh and O'Connor, 2018). On the other hand, non-profits reasons consist in financial support by the partners (Hoffman, 1999) (cited by Shoumate & Hiseh and O'Connor, 2018) and, if the organization is big enough, can include brand and capacity improvement (AL-Tabbaa *et. al.*, 2014) (cited by Shoumate & Hiseh and O'Connor, 2018). These partnerships allow corporate partners to be more align with NGOs social issues (Austin, 2000).

Therefore, non-profits have functional differences comparing to corporate organizations. Firstly, corporate organization are for-profit organizations, distributing profits by stakeholders, and non-profits don't have a final owner but have a management board that does not receive any profits (Frumkin, 2002) (cited by Shoumate & Hiseh and O'Connor, 2018). Therefore, comparing to corporate organizations non-profits have more focus on the mission, support more on voluntary donations and have more challenges on tracking their results (Lewis, 2005; AL-Tabbaa *et al.*, 2014; Rivera-Santos & Rufin, 2010) (cited by Shoumate & Hiseh and O'Connor, 2018). Moreover, most of non-profits missions are focus on a social issues with the goal of impacting the society (Teegen, Doh & Vachani, 2004) (cited by Shoumate, Hiseh & O'Connor, 2018), which is something different compared to for-profit organizations. According to SSM, because of these differences, the entities involved in B2N can have greater benefits, like learning and taking advantage from the communication and from the way of working of other organizations (Shumate, Hsieh, & O'Connor, 2013).

The partner choice is based on the other party motivation and attractiveness, in non-profits case (King, 2007) (cited by Shoumate, Hiseh & O'Connor, 2018). The first criteria is focused on the importance the partner gives to a certain social issue and the second one on the ability of being responsible partners. Therefore, the non-profits have more limitations on partners selection than the corporate partners. Companies are making a more segmented decision of non-profits to work with in order to make the right strategic and aligned business decision (Standard, 2012) (cited by Shoumate, Hiseh & O'Connor, 2018). With the partnership, the brands will work for the same purpose and goal, impacting the social issue with more efficacy (Heller & Reitsema, 2010) (cited by Shoumate, Hiseh & O'Connor, 2018).

Shumate, Hsieh and O'Connor, in 2013, studied the ways of non-profits and businesses working together to achieve a greater output that would not be possible without the partnership. One of the models they based their study on was from Austin and Seitanidi (2012a, 2012b) (cited by

Shoumate, Hsieh & O'Connor, 2018), defined as the collaborative value creation model: it was about the value of each one of the partnership stages to have a “maximum economic, social, and environmental impact” (Shumate and Hsieh and O'Connor, 2013, p. 1341). It does not show a path to build partnerships but connect the power of a right choice with resource management and orientation, was a way to create value. In fact, it supports non-profits in the corporate partner selection by providing some guidance.

Another study, from Basil and Herr (2003) (cited by Shoumate, Hsieh & O'Connor, 2018), demonstrated that if corporate partners and organizations work well together the outcome will be a greater corporate image, customer purchase willingness and corporate partner credibility (Alcaiz, Cáceres & Pérez, 2010; David, Kline & Yang, 2005; David *et al.*, 2005; Pracejus and Olsen, 2004; Lafferty, 2007) (cited by Shoumate, Hsieh & O'Connor, 2018). However, and opposite to the last study mentioned, this one does not provide any guidance for non-profits partners selection but show findings on the reasons why businesses work on brand alignment with some organizations (Shumate, Hsieh & O'Connor, 2013).

Extending the SSM literature, it is needed to mention the three types of capital that can be mobilized or restricted. The first one is economic, being described as financial resources that is the foundation of any other resource. The second one is social, being it the network the entity is inserted in, including the partnerships and relationships with other organizations, corporate or not. Finally, there is the cultural capital, being it the positive association that the public does with the organization, the public organization knowledge and the reasons why the public sees the organization as an example (Shumate, Hsieh & O'Connor, 2013).

Having this in mind, and still about SSM, the B2N partnerships are considered a door to create, develop and increase the variety of capital of the parties involved: it facilitates the development of capital that would not happen without the relationship (Shumate, Hsieh & O'Connor, 2013). This ability adds a lot of benefits for the parties, as already mentioned in this thesis. Moreover, the SSM also mention some propositions for the role of communication between B2N partners, several ways of capital building, criteria on partners selection and B2N partnerships risks. The propositions are stated in Shumate and Hsieh and O'Connor (2013), adapted from Shumate and O'Connor (2010b) (cited by Shoumate, Hsieh & O'Connor, 2018), and they are:

1	The existence, character, and valuation of B2N partnerships are communicatively co-constructed by B2N partners and stakeholders.
2	B2N partners and stakeholders' communication and co-construction of the existence, character, and valuation of the partnership mobilizes and/or restricts various forms of capital for NGOs and businesses.
3	B2N partner choice is influenced by the partner's perceived ability to mobilize stakeholders and their associated capital, as evidenced by the partner's already accumulated capital and their current position in the symbiotic network.
3a	Organizations are more likely to seek B2N partners in an economic or social issue industry if competitors within their industry have sought similar B2N with partners in that industry and have achieved gains.
3a1	Industry level isomorphic pressure constricts partnership choice among organizations in industries that share stakeholders. [NEW]
3b	Organizations are less likely to seek partners that have an existing relationship with another organization in their industry.
3c	Organizations are more likely to seek partners who have had a prior cross-sector that led to capital accumulation for another partner outside of their industry.
4	As the number of B2N partners increases, the communication of such alliances results in a diminishing return from stakeholders; conversely, the communication of a limited number of alliances increases perceptions of value.
4A	Non-profits that seek to demonstrate their competency to gain economic and social capital will report a greater number of B2N partnerships than businesses that seek to demonstrate their caring to gain cultural and social capital. [NEW]
4B	Non-profits that seek to demonstrate their competency to gain economic and social capital will report a greater number of B2N partnerships per economic industry than businesses that seek to demonstrate their caring to gain cultural and social capital. [NEW].
5	B2N partners risk a loss of legitimacy from their own stakeholders and criticism from the partner's stakeholders.
6	B2N partners will be more buffered from and less vulnerable to disturbances in their environments than organizations not in enduring

Table 1. SSM propositions for the role of communication between B2N partners. Adapted from Shumate and O'Connor (2010b) (cited by Shoumate and Hiseh and O'Connor, 2018)

In this table, for the purpose of this thesis, it is important to highlight the point number 1, 3, 3a, 3b,3c, 4A and 5. The number 1 is about how B2N partners create and manage the partnership character. This means that the parties work together, as one, to achieve a greater good and that they have space to communicate to make decisions for the partnership. The points 3, 3a, 3b and 3c are about the factors that influence the partner choice: the capacity to move stakeholders and resources plays an important role in it, as well as the number of other partners the organization already have, being organizations from the same sector or different sectors, but with a B2N with prior resource accumulation. As an external factor, if a competitor already had history in B2N partnerships with an organization of a certain sector and it was a partnership with positive outputs, the interested of one organization in building B2N partnerships with the same sector as the partner increases.

Point 4 is also relevant because it is a mention to the market competition: if there are a lot of organizations communicating, the perception of value will be better and corporate partners will have a better answer. The response rate is reduced with the increasing of competition. Moreover, point 4A is about how non-profits that look for showing their ability on gaining economic and social capital will build more partnerships compared to the ones that look for showing their wanting to gain cultural and social capital. Therefore, the difference here is the wanting to gain economic capital and build an economic impact while building a social impacting.

Point 5 is about the risk of legitimacy and criticism: when building partnerships there is always the risk of losing their legitimacy and being criticized by stakeholders if something does not go as expected. So, these propositions add a better understanding for the B2N partnerships and what to pay attention to when building and managing them. These propositions also show an alignment between the parties involved in a B2N partnership.

Moreover, having in mind Morgan and Hunt (1994) developed a framework that later was adapted by Barroso-Mendez and Galera-Casquet and Valero-Amaro (2014) that states that “success of business-NGO partnership processes could depend, directly or indirectly, on seven key variables” (Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014, p. 191):

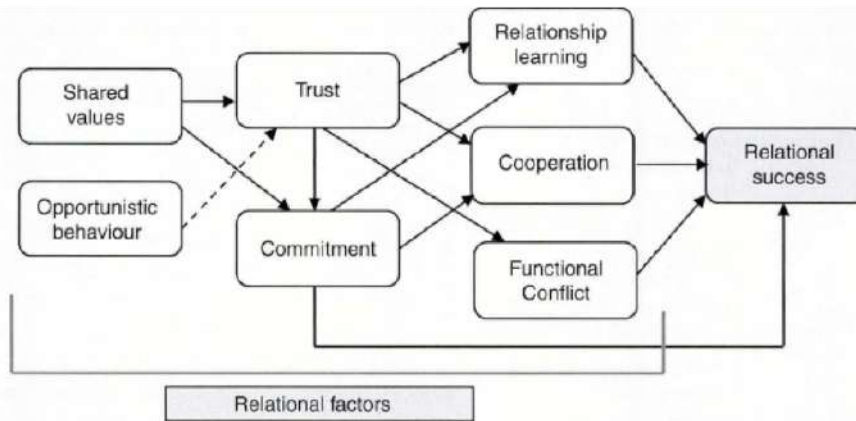


Figure 2. Relationship for NPOs and businesses (source: Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014)

According to several authors like Rondinelli and London (2003), Berger *et al.* (2004), Seitanidi (2010), Jamali *et al.* (2011), Graf & Rothlauf (2012) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014), **commitment** happens when partners fully connect with the goals defined in the partnership process and “is a key factor for success in achieving mutual benefits and added value” (Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014, p. 192).

On the other hand, **trust** is part of every stage of the partnership process (Berger *et al.*, 2004) and it is the characteristic that facilitates teamwork between organizations and that sustains the partnership over time (Bryson *et al.*, 2006) (Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014). Bryce (2007) says that, as the expectations are built according to the organization's values and mission, trust can be lost if the NPO do not perform according to them. An example is B2C relationships with NPO, when the audience supports the organization with tax benefits and it is expected that, from the organization side, to perform according to the NPO mission. If the NPO fails on performing the mission, the public trust will be lost, and it will be a challenge to restore it. The same applies to B2B partnerships, because if a partnership is built according to a certain standard and to the NPO mission, the lack of performance from both parties can destroy the trust between them.

The variable **relationship learning** was studied by Austin (2000), Rondinelli and London (2003) and Senge *et al.* (2006) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014) and according to these authors, in an environment of respect, trust and openness and with the willingness to create more value, the partnership process is a learning experience for both parties involved (Austin, 2000; Senge *et al.*, 2006) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014). This variable was not part of the original framework, created by Morgan and Hunt (1994) but it was added to be tested as a result of commitment-trust

relation because it includes the “exchange of information, common interpretation of shared information and integration of knowledge” (Barroso-Mendez & Galera-Casquet & Valero-Amaro, 2014, p. 192).

Cooperation represents a key success factor for B2B partnerships with NPOs. This means that this is the variable that allows an efficient combination of resources, according to the partnership goals (Wilson et. al., 2010; In Barroso-Mendez et. al., 2014) (cited by Barroso-Mendez and Galera-Casquet and Valero-Amaro, 2014). This also means that both parties have focus on the success of the partnership and not on their own interests, or in other words, they don't have an **opportunistic behavior** (Das and Teng, 2000; Rondinelli and London, 2003; Graf and Rothlauf, 2012) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014).

Shared values also play an important role in this type of partnerships. Authors state that the other party values are important for both parties, in order to avoid and to have a better management of future conflicts and of the partnership (Bryson et. al., 2006; Austin & Seitanidi, 2012b; Gray and Stites, 2013) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014). However, some **functional conflicts** (Seitanidi, 2010; Gray & Stites, 2013) (cited by Barroso-Mendez, Galera-Casquet & Valero-Amaro, 2014) might happen because of the misalignment of values and the advantages that can be taken from the situation.

In order to ensure that functional conflicts don't happen and to study the framework under analysis with success, Barroso-Mendez and Galera-Casquet and Valero-Amaro (2014) added new variables to the framework, like relationship learning, and eliminated others. Regarding the second ones, because of the study context the variables relationship termination costs, acquiescence, propensity to leave and uncertainty in decision making were not tested for these authors. Also, in order to include the new variable, relationship learning, it was necessary to exclude the benefits of the relationship and communication, because both of them were already represented on other variables.

After the analysis, it was concluded that the most important factor to have successful B2N relationship is **commitment** and as the main conclusion, **shared values** are an important marketing strategy on this type of relationships, so it's needed develop more reference points between partners. To improve trust between both parties involved in a relationship, it is also important to work towards abstention of **opportunistic behavior**.

So, the research showed the success of the framework on building relationships between businesses and NPOs and that relationship marketing can be used to improve these relationships - but to do it both parties need to be aligned towards relationship marketing point of view and

build strategies to support it. However, it was suggested for further research to include other variables, like the relationship quality framework.

Furthermore, B2N partnerships are under CSR umbrella, being a way for companies to implement social impact strategies and a value addition to both parties (Lafferty & Goldsmith, 2005). In these partnerships, the corporate organization is a source of revenue for the non-profit and for their beneficiaries (Park, Hitchon, & Yun, 2004). On the other hand, the for-profits gains a public vision of a company that is concerned with social issues and that wants impact communities, receiving a trustworthy image (Rim, Yang, & Lee, 2016). However, they need to pay attention to the line between philanthropy and CSR: if the goal is the first concept to be the model used, it needs to be based on strategy of mutual benefits for non-profits can have a greater engagement.

It has been proved that if both parties have the same information with strategy alignment, the B2N will have a greater satisfaction level compared to partnerships that one party makes a decision without the other (Rumsey & White, 2009). So, if the partnership is managed with alignment and with both parties having the benefits, the corporate organization will promote the image of a social cause supporter while promoting the social cause itself (Park, Hitchon, & Yun, 2004).

5.3.2 Expectations-trust relationship

When developing B2B and B2C relationships with NPOs, expectations are developed between both parties. The public expects for the non-profit to perform according to their mission and the public will support the non-profit with donations or, for the purpose of this thesis, with the development of partnerships. It is important for the organization to have the trust of the public because with it they will promote the mission and support a bigger audience. So, if needed, the management needs to take action, with the support of relationship marketing, to restore the trust and the relationship with the public and the NPO partners.

It is relevant to talk about the trust in the mission: it happens when an organization has the same interests as the public. This one was studied by Hardin in 2003 and the author called it encapsulated trust because “A trusts B because B encapsulates A’s needs” (Bryce, 2007, p. 115). In other words, the public trust the organization because the organization is going to work towards fulfilling their needs.

Arrow also studies trust, affirming that trust is built on having the same orientation, in other words, shared values. When finding an organization that share the same values, the partner feels

fulfilled because his preferences are being fulfilled. However, this means that the partner believes that the organization is behaving according to their values, or that is performing in a certain way. Trust plays an important role here because the partner cannot check if the organization is performing as it should. Therefore, the partner needs to trust the organization and on its performance.

Here we can find two different types of trust:

- Operative trust that says that the non-profit needs to behave and act in a certain way;
- Custodial trust that says that, all the values the public invested to support the non-profit needs to be invested in the organization's mission.

For the purpose of this paper, and as it is about the B2B contractual customer, operative trust is the one to consider. Having this in mind, Bryce (2007) developed a connection between the types of partnerships, the trust associated with them, the reasons why trust can be broken and how to recover it.

Contracting (Bryce, 2007) between parties requires the performance from one party as compensation. This reinforces the role of expectations and promises because it is established by contract a certain level of performance. However, research shows that for the non-profit sector usually the contracts are less specified - which also requires more trust. Here, we find a connection between trust and performance: if the organization meets the target, trust level will be higher.

It is impossible to predict all the outcomes of the partnership, so it is important to have all the details clear by contract. Contracts also work as a way to give powers to other; an example is giving the non-profit the power to perform public action with the partners name associated to it.

There are several reasons why trust can be impaired in B2N contracts:

- Not performing as expected;
- Not performing according to the mission;
- Not making the right decisions;
- Not representing the organization social capital covered by the contract.

Therefore, when a party fails to perform as it should and stated by the contract, trust can be impaired, and the situation can affect all the partnership. To change the situation, the company or non-profit must show the capacity to perform better than the public expects, by improving their marketing message for the public and partners. For the general public, the message needs to express the organization commitment with the mission and that their social capital is aligned

with the public needs. For the partners, it is needed to add the capacity to perform according to the contract and to make the right decision to achieve the contract goals.

Another way to manage B2N partnerships, and one of the most common, are **Charitable Contributions**. In this case, the organization doesn't make a promise towards a specific performance because the donors trust in the NPO to apply the contributions towards their mission and according to their values. This requires a higher level of trust that cannot be impaired in order to ensure that the person contributes for the NPO in the long-term.

In this case, the public supports the non-profit they believe in the mission and social capital and therefore, want to contribute to it. This type of support requires trust because the organization doesn't need to show proves of their performance and how they applied the contribution given by the public. Therefore, the public trusts that the organization will perform in a certain way, always according to the mission and social capital. It was been proven that the biggest reason for supporting an organization, in the case of donors, is how they feel about the organization values. In other words, if they believe in the values, they will donate more (Bryce, 2007). The support comes from the expectation of the organization to perform according to their social capital, without any expectations about the actions or events under the social capital. This type of support is defined an unrestricted gift and it is highly permissive. If the non-profit does not perform as it should and the public is informed of it, they will stop supporting the organization because the non-profit is not fulfilling the promise they did to their audience. It can lead to a PR crisis that will damage, in a large scale, the name and positioning of the organization, reducing at the same time the public commitment with the organization for the long-term.

If the organization is working towards a specific event, temporary or not, like the water and food collect to support the victims of the fire of Pedrogão Grande, the donors expect for the contributions to be deliver to them in specific. In this case, and being under the charitable contributions umbrella, the contribution is called restricted gift (Bryce, 2007). If the organization does not deliver the contributions or use the funds to another purpose, even under the organization mission, the trust can be impaired. In fact, according to Bryce (2007, p. 120) "the more specific purpose, the more trust depends upon the donor's confidence that the organization can and will meet the donor's request —i.e., trust that the organization will perform specifically as promised". As the purpose of the donation is specific, it is important for that to be clear for the donors. These happens because an unclear message can be the cause of a broken trust: if the message transmits that the gifts are for the victims and not for organization and the organization does not perform according to that, the public will stop supporting the organization.

To recover the public and partners trust in these situations, the message should transmit the reason why the mission is relevant for the parties, which actions will be done in the future to achieve the mission and the capacity to do it, why the public support is needed and why the public should believe in the management and promise (Bryce, 2007). Therefore, it is important to have a clear focus on the message and its alignment with the problematic involved, and never forgetting the business strategy role in the message.

Transactional relationships are also a common way to manage partnerships, such as recruitment of members or volunteers to the NPO (Bryce, 2007). When someone joins as volunteer to an NPO, the person will manage activities for the organization mission achievement.

In this case, social capital is relevant because someone wants to participate in the organization's activities and be part of its network. Here, trust can be impaired if a member does not represent the non-profit as expect or shows no respect for it. As this person is representing the organization, any failure from him (while representing the organization) will be reflected in the perspective that people have of the non-profit. Therefore, when a situation like this happens it is important to rebuild the public or partner trust. The way to build trust again is to separate the organization from the member who acted wrong and re-affirming the social capital and that they will always strive for it.

The common point between all the partnerships is the development of expectations. On contracting the expectation is a specific performance; on charitable contributions the expectation is the contribution towards the organization's mission: and on transactional relationships the expectations are for the volunteer to work on certain activities that will contribute to the organization's mission. And all these expectations are related to the mission that the organization stands for.

According to Bryce (2007, p. 113), in the non-profit sector there are factors that can have an impact on the NPO message “the organization’s exposure and depth of involvement in the transaction; the content, channel, and method of message transmittal; the nature of the market in which the organization operates; the organization’s goodwill and the cost-benefit of restoration; the nature and depth of the damage, the continued public risk; and the properties of the product or service suffering trust impairment”.

When talking about B2B partnerships, the most common partnerships types between NPO and businesses are contracting and charitable contributions, being the second ones sometimes associated also to a contract and to a certain level of performance that requires a report to the company partner. This happens because when making decisions about an investment or

development of partnerships, companies think like regular people during the decision-making process. As regular buyers, they have a lot of information to analyze about partnerships proposals, which includes both the benefits and the relation between the investment required and the benefits. It is important to balance these points right because a bad decision can destroy not only the reputation of the person that is responsible for the partnership management but also the company's reputation.

5.4. Network Effectiveness

Even due the audience identification with the organization social capital, with the economic crisis the number of donations, sponsorships and supports have been reduced (Lee & Nowell, 2015) (cited by Jones, *et al.*, 2017). In order to face better the market challenges, building partnerships with other organizations is one good strategy to use (Selsky & Parker, 2005) (cited by Jones, *et al.*, 2017), because it adds advantages and supports the adaptation to all parties involved. This strategy is even more effective if the partnerships involve different sectors, like companies, government and non-profits. Moreover, these partnerships are considered critical for the non-profit success and management (Head & Alford, 2015) because they also support organization on fulfilling the audience expectations. So, they become a key performance indicator (KPI) of a good governance and performance achievement (Jones, *et al.*, 2017).

According to Tulder, Seitanidi, Crane, and Brammer (2016), stated at Jones, *et al.* (2017), these partnerships combine the capacities and resources of the parties involved in order to, together, deliver new and better solution for today's challenges. According to Selsky and Parker (2005, p. 851) “demands for corporate social responsibility encourage businesses to partner, non-profits are motivated by demands for improved efficiency and accountability, and governments are encouraged to provide more benefits and services while being both less intrusive and more transparent”. This trend was studied by Lee and Nowell (2015) (cited by Jones, *et al.*, 2017), and the main conclusion was that the organization performance is not only about the non-profit individual performance, but also about the management of relationships with other stakeholders. In fact, it is expected for non-profit to promote their relationship with stakeholders and not just the outcomes and impact of their actions (Head & Alford, 2015) (cited by Jones, *et al.*, 2017) because the capacity to network and managing relationships are considered key factors for non-profit management (Chaskin, 2001; Guo & Acar, 2005 (cited by Jones, *et al.*, 2017).

These last characteristics mentioned, according to Misener and Doherty (2009) (cited by Jones, *et al.*, 2017), are the capacity to “draw on relationships with clients, members, funding agencies, partners, government, media, corporations, and [the] public” (Jones, *et al.*, 2017, p. 3)

Therefore, these partnerships can support the decision-making process for the organization strategy and its implementation, and all of it comes from the communication and exchange of knowledge between parties (Casey, Payne, & Eime, 2009) (cited by Jones, *et al.*, 2017). The communication and partnerships can and should also happen between other non-profits (Misener & Doherty, 2012) (cited by Jones, *et al.*, 2017) because by working together can have more impact on the community and can learn from each other.

However, studies on non-profit, dedicated to sports, showed that cross-sector partnerships are not applied as they should (Babiak & Thibault, 2009; Misener & Doherty, 2013) (cited by Jones, *et al.*, 2017) which limits their capacity to support others and to grow as an organization. On the other hand, the market is asking for new solutions and there is support to make them happen, not only for a better economic and social future but also a better positioning of the organizations in the market and mission achievement by the non-profits. This new situation makes the boundaries between organizations disappear, which makes even more important to track these partnerships development (Rhodes, 2007) (cited by Jones, *et al.*, 2017). So, it's needed to clarify the networks between sectors because these networks are the key for the non-profit resources.

The latest research made about the partnerships for the non-profit sector was on the “features of partnerships which influence partnership formation and maintenance”, including “strong leadership and stable finances, and dyadic characteristics such as mutual trust and reciprocity” (Jones, *et al.*, 2017, p. 2).

Under the studies about cross-sector partnerships, theories have been developed and Jones *et al.* (2017) mention two of them. The first one is Resource Dependent Theory (RDT) by Pfeffer & Salancik (1978). This theory says that non-profits use partnerships as a tool to gain resources and to use them in a stable environment (Guo & Acar, 2005). In other words, partnerships are made to reduce the external dependencies of resources. The second theory is Transaction Cost Economics (TCE) by Williamson (1991): it states that the partnerships are used to reduce the costs associated with the development of products or services, being the cost transactional ones. As the definition says, the first one can easily be applied to non-profits and the second needs more adaptation because they can easily be applied to for-profit firms (Hennart, 1988).

To study the network effectiveness, it has been presented by Provan and Milward (1995) (cited by Jones, *et al.*, 2017) the first model of network effectiveness. The study was based on four large

US cities to “analyze how a mental health network influenced the health outcomes of clients throughout the entire delivery system” (Jones, *et al.*, 2017, p. 5). The outcomes were two key dimensions of network effectiveness. The first one is structural and under it is “Integration mechanisms, the level of external control, and the inner stability”, also key features (Jones, *et al.*, 2017, p. 5). The second is contextual, being the level of resource munificence under this umbrella. After several tests to this model, it is now been proven that it can measure network effectiveness (Provan & Milward, 2001; Provan & Sebastian, 1998; Raab *et al.*, 2015; Turrini *et al.*, 2010).

To define the levels, we need to talk about Turrini *et al.* (2010) (cited by Jones, *et al.*, 2017). The author, based on Provan, Milward and Sebastian analysis, defined a categorization with two levels of network effectiveness, functional and structural – both of them related with a middle one defined as contextual. The following image represents it, the functionals ones are related to the process of partnership building, that are considered essential and has focus on trust, strong leadership and communication and service delivery system (Turrini *et al.*, 2010). On the other hand, the structural characteristics include formalization, inner stability and size. One of the most important points on the second ones is the fact that they not only influence functional and contextual characteristics, but they also influence between structural characteristics. An example given by Jones, *et al.* (2017) stated that “the size and heterogeneity of a network can influence the formalized integration mechanisms between actors, while the level of formalization can similarly influence the size and heterogeneity of a network” (2017, p. 6). In the middle there are the contextual characteristics, that includes the system stability, resource munificence and community cohesion. These ones represent the mediation between the structural and functional characteristics, and all the three have direct and in indirect impact on the network effectiveness.

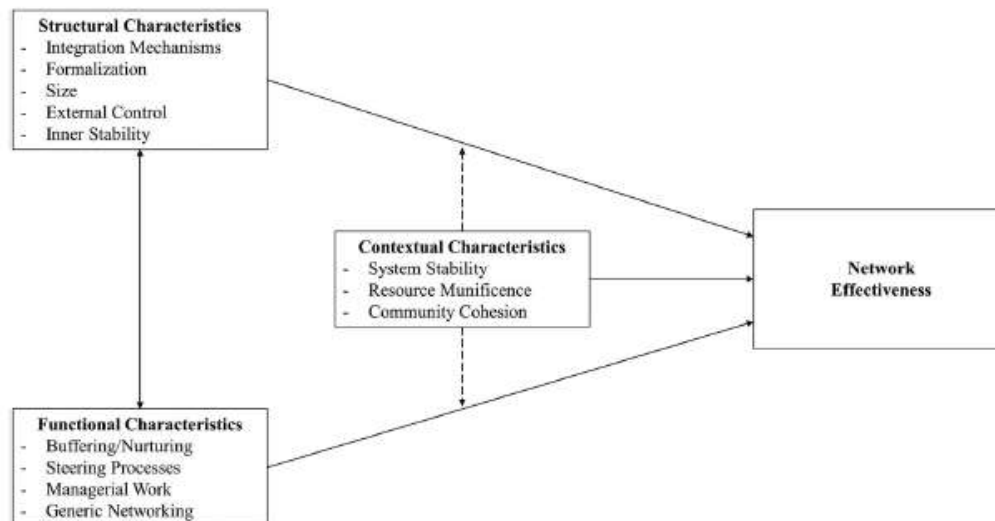


Figure 3. Integrate framework to network effectiveness. (Source: Turrini et al., 2010)

The main conclusions of this study were that a big amount of partnerships is based on financial support from corporate partners to NPOs. Even due to the existence of many partnerships, there is a lack of effectiveness in the youth sports non-profits network, because of the lack of management by the organizations.

5.5. Brand strategy

Branding is also an important aspect to have in consideration when talking about NPOs and their B2B relationships. We need to think about the brand strategy for the various stakeholders of NPOs. Research on donors and beneficiaries, shows that the donor supports the organization with goods or financial support and the support later goes to the beneficiaries (Voeth & Herbst, 2008). And attracting both parties with the brand strategy is a challenge for this type of businesses, mostly because of the late development of the sector. Now, it is more developed because of the market increasing competition to retain donors (Bendapudl *et al.*, 1996) (cited by Voeth & Herbst, 2008).

Even with the increase of NPOs efforts on branding, with the increasing number of NPOs in the market it's hard for donors to remember the values, message or goals that each NPO represent (Voeth & Herbst, 2008). This leads to a weak bond between donors and NPOs, or in other words, a low degree of brand loyalty. And without a good level of brand loyalty, it is harder and more expensive to acquire new donors than to maintain current ones (Voeth & Herbst, 2008). The main reasons for the non-development of an NPO brand is the mindset of

the managers (Hankinson, 2001) (cited by Voeth & Herbst, 2008) and the lack of tangibility of the products. However, these two points are not barriers for a brand strategy (Ind, 1997) (cited by Voeth & Herbst, 2008) and they might support the NPO targeting their audience with more efficacy. Furthermore, to build brand loyalty, the customer has to experience the product or service and have a good experience with it. Therefore, it is important to mention the customer knowledge definition because it leads to brand loyalty. Customer knowledge can be defined as a construct of “the number of product-related experiences that have been accumulated by the consumer” and expertise, “the ability to perform product-related tasks successfully” (Thomas, Cunningham & Williams, 2002; p. 99).

Therefore, B2B branding have been a target of studies to understand its relationship with the economy and market share performance (Rehman, Wong, Sultan & Merrilees, 2017). Therefore, it is important to build a brand and to have a strategy to do it – it’s need to have a brand orientation vision because it can be a key tool to achieve a good brand positioning and a better corporate performance (Urde, 1999; Urde *et al.*, 2013; Anees-ur-Rehman *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017). In fact, one of the firms KPI, when investing in B2B, it is the financial performance. As it is expected that every investment has a return, when investing in B2B is it expect that the invest will increase the financial performance of the company (Leek & Christodoulides, 2011) cited by Rehman, Wong, Sultan & Merrilees, 2017). This was tested and proved by Wong and Merrilees (2007b, 2008) and Baumgarth (2010), showing the importance and role of brand orientation in the economy, financial performance and market.

Rehman, Wong, Sultan and Merrilees (2017) study is focus on SMEs with a brand-orientation strategy. It is known that brand awareness and credibility are needed for the financial performance to be achieved and that is because the knowledge that the two characteristics give to marketers about the brand and the audience perception of it. This gives the communication of the brand a lot of power over the other characteristics associated with the brands, because it is the communication that facilitates the financial achievement. However, as a note, the awareness and credibility have different paths to be built and require different actions.

As B2B is the center of the question, most of times there is one-to-one negotiation of contracts. This a key point of contact to increase the efficacy of the marketing message, because the salesperson can explain it directly to the partner, without any communication barrier (Lynch and De Chernatony, 2007; Elsäßer and Wirtz, 2017) (cited by Rehman, Wong, Sultan & Merrilees, 2017). However, it is needed for everybody in the organization to know very well the organization mission and how to translate it into a marketing message, because as

organization representatives they can build credibility (Baumgarth and Schmidt, 2010) (cited by Rehman, Wong, Sultan & Merrilees, 2017). The relevance of this communication has been proven by Lynch and De Chernatony (2004) and Lipiäinen and Karjaluoto (2015) (cited by Rehman, Wong, Sultan & Merrilees, 2017), the authors showed that it is equally relevant to the brand as the one-to-one negotiations that B2B firms work with.

This type of marketing, defined as external marketing, can create leads and support the cold-calling process in the B2B partnerships development. The role becomes even more important when the biggest challenges of SMEs is building brand awareness and they need to be supported by others.

Therefore, the study of Rehman, Wong, Sultan and Merrilees (2017), based on the model in the next image, shows how brand orientation affects the financial performance.

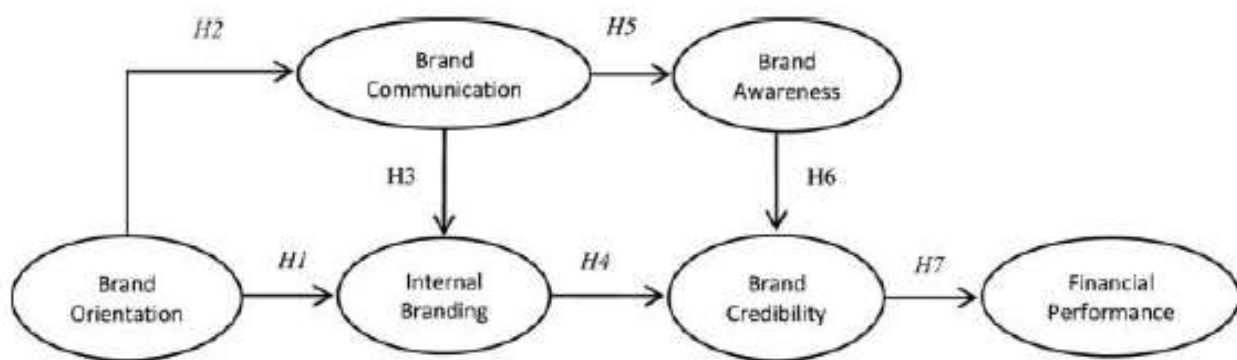


Figure 4. Concept model for brand orientation effects the financial performance (Source: Rehman, Wong, Sultan and Merrilees, 2017)

With six constructs and seven hypotheses, according to Rehman, Wong, Sultan and Merrilees “The model predicts that brand orientation improves the effectiveness of brand communication and internal branding when building brand awareness and brand credibility” (2017, p. 304). Furthermore, the awareness leads to credibility: if people know the brand they will be better positioned. Having credibility might reduce the risk and information costs, fulfilling this way one of the missions of B2B: increase the financial performance (Seyedghorban *et al.*, 2016; Herbst & Merz, 2011; Backhaus *et al.*, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017).

5.5.1. Brand orientation

Brand orientation can be defined as “an approach in which the processes of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands” (Urde, 1999; p. 117-118). The main goal of brand orientation is to build a strong brand by communicating the brand identity to internal and external stakeholders (Gromark and Melin, 2011; Urde *et al.*, 2013) (cited by Rehman, Wong, Sultan & Merrilees, 2017).

According to Urde (1994) “decreasing product divergence, increasing media costs and the integration of markets” (Rehman, Wong, Sultan & Merrilees, 2017; p. 304) are the drivers that push firms to invest in the brand orientation perspective. In order to have this perspective, organizations need to give priority to provide value to their brands and make it a focus of top management (Rehman *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017). In fact, the brand orientation should include the organization social capital (Wong and Merrilees, 2008; Hirvonen and Laukkanen, 2014; Rehman *et al.*, 2016) giving the brand and the marketing message a clear direction (Urde *et al.*, 2013) (cited by Rehman, Wong, Sultan & Merrilees, 2017).

5.5.2. Internal branding

It is also important to work the brand on the inside, because employees are the organization representatives and they need to understand the brand to support the organization achieving the goals and to represent and behave always according to the organization values (Merrilees & Frazer, 2013; Aurand *et al.*, 2005; Santos-Vijande *et al.*, 2013) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Therefore, the organization needs to make an effort to coordinate and ensure every member education, from the top management to the front-office. In fact, according to Lynch and De Chernatony (2004) and Baumgarth and Schmidt (2010) (cited by Rehman, Wong, Sultan & Merrilees, 2017), every member should receive education about the brand itself, about the commitment towards it, its involvement and how to be involved in it. Every member needs to know what represents success for the organization and know that they are responsible to deliver the organization mission (Wong & Merrilees, 2007a, 2007b) (cited by Rehman, Wong, Sultan & Merrilees, 2017). However, this program should have into consideration the employee’s behaviors and be comprehensive about them because it will facilitate their educational process (Rehman, Wong, Sultan & Merrilees, 2017). This process of education and coordination is defined as internal branding: “internal management processes

by which employees understand the brand concept, commit to the brand and thus live the brand” (Merrilees & Frazer, 2013, p.159) (cited by Rehman, Wong, Sultan & Merrilees, 2017). As an example, the organization can organize workshops to clarify the values and the commitment they need to have with their daily tasks.

Furthermore, Bergstrom et al (2002) (cited by Rehman, Wong, Sultan & Merrilees, 2017) considered that exists three main elements of this concept. The first one is the communication to all the organization members. This is connected with the second one, that mentioned the role of making employees and volunteers aware of the brand values. Finally, it is crucial to ensure that every member of the organization is aware of his responsibility for delivering the brand promises. By ensuring, with an efficient communication system, that the elements of the organization have a good knowledge of the brand, the organization trusts them on delivering the organizing mission in every transaction and communication they make.

A positive internal branding requires a good customer service and brand experience with the organization (Zhang *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Delivering the brand promises, good word of mouth (WOM) and referrals leads to an increase in the organization credibility (Rehman, Wong, Sultan & Merrilees, 2017).

Besides the external positive points of internal branding, it can also be used as a powerful tool to align the values within the organization (Anisimova & Mavondo, 2010; Urde, 1999) (cited by Rehman, Wong, Sultan & Merrilees, 2017). It has been proven that the higher the level of brand orientation, the higher the efficacy of the internal branding (Baumgarth & Schmidt, 2010). In fact, Punjaisri and Wilson (2007, p. 60) (cited by Rehman, Wong, Sultan & Merrilees, 2017) states that “the objective of internal branding is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders”. Therefore, it is crucial to define internal system to facilitate the values communication and after its implementation it can make employees and volunteers connect them the mission and goals – delivering the right social capital to the partners and public (Matanda & Ndubisi, 2013) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Moreover, a good implementation system will lead to a good external representation of the organization, which will increase the brand credibility.

5.5.3. Brand communication

Brand communication involves several types of advertising, having as first big characteristic the communication of the brand values to external stakeholders, in this case donors, partners and market intermediaries, with the main goal of building awareness for the brand. The second

major characteristic is the brand communication inside the organization, with written, verbal and non-verbal messages, to achieve a better understanding inside the organization. So, the alignment and consistency across between the internal and external communication of the brand is crucial for a good customer brand experience (Baek *et al.*, 2010; Ballantyne and Aitken, 2007) and for a good and faster customer knowledge about the brand (Sultan & Wong, 2014) (cited by Rehman, Wong, Sultan & Merrilees, 2017). In fact, studies from Lynch and De Chernatony (2004) and Schultz and Schultz (2000), suggest that internal branding is needed if the organization wants to have a good management of external stakeholders because the partners need to find the message relevant for them in order to build a long-term stronger bond with the organization (Leek & Christodoulides, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017). This message should also generate positive feelings about the brand on the audience, developing a positive image of it (Grace and O’Cass, 2005) (cited by Rehman, Wong, Sultan & Merrilees, 2017). To communicate this message, they can take advantage of several activities, from the usage of specific uniforms to a simple word-of-mouth message. This reinforces the importance of education, because to have an effective WOM it is needed a good education and internal system for internal branding for all the organization members. Additionally, the authors (Madhavaram *et al.*, 2005; Bruhn *et al.*, 2014; Zhang *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017) suggest the building of integrated communication channels between firms and customers, firm and employees and between customers, in order to facilitate the communication and to have a more personal approach.

5.5.4. Brand awareness

Brand awareness definition is “the ability of the decision-makers in organizational buying centers to recognize or recall a brand” (Homburg *et al.*, 2010, p. 202) and it is considered to have two big concepts under its umbrella, brand recognition and brand recall (Keller, 1993) (cited by Rehman, Wong, Sultan & Merrilees, 2017), being one the ability of recognize the brand and the other the ability of remembering it. Therefore, brand awareness can also be defined as “the ability of the consumer to recognize, memorize and recall the brand in various situations” and “brand node strength in memory and how easily the brand name comes to mind” (Rehman, Wong, Sultan & Merrilees, 2017, p. 307) . Other authors, like Erdem (2006) (cited by Rehman, Wong, Sultan & Merrilees, 2017), studied the concept and stated that having a high brand awareness reduces the “personal risk and information cost of industrial buyers and positively affect the market performance of a B2B supplier” (Rehman, Wong, Sultan & Merrilees, 2017, p. 305). Furthermore, it is possible to use brand awareness to have more

control over the consumer or partner decision-making process. However, its need to have a strong communication of the brand values while never losing focus of fulfilling the organization mission (Yoon and Kijewski, 1996; Lee and Kim, 2008) (cited by Rehman, Wong, Sultan & Merrilees, 2017).

5.5.5. Brand credibility

Adding to this, B2B brand can also be used to build brand credibility among stakeholders (Seyedghorban *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017) because it represents the “willingness of the supplier to deliver its promises, which increases the confidence and lowers the perceived risk of the industrial buyer” (Rehman, Wong, Sultan & Merrilees, 2017, p. 305). This concept not only has a relationship with the reduction of risk and information cost (Backhaus *et al.*, 2011; Herbst & Merz, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017) but also can lead to a higher impact on the customer supporting behavior (Rehman, Wong, Sultan & Merrilees, 2017). To build the brand credibility, firstly the organization needs to manage three other concepts: clarity about the organization offer, always delivering the brand promise and a good management of the needed resources (Baek *et al.*, 2010) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Clarity about the organization offer represents the organization proposal and how it is translated to the public message. Nevertheless, the focus on delivering the promise, the organization mission, representing always the non-profit values is a key factor to demonstrate the organization performance and value for the market and society. Finally, to achieve the mission it is needed resources and to have a good management to them. These resources can be material, financial and even the partners. So, the brand credibility is considered high when the customers, donors or partners, believe that the organization can deliver the organization promises (Bougoure *et al.*, 2016). Additionally, it is also proven that a consistent marketing mix leads to a higher credibility (Theurer *et al.*, 2016) (cited by Rehman, Wong, Sultan & Merrilees, 2017).

Comparing the brand credibility to the brand awareness, it is safe to say that the second depends more on the WOM and on the promotional activities and the second one on how effective the communication is on developing awareness on the audience (Rehman, Wong, Sultan & Merrilees, 2017). Furthermore, the brand trust and attractiveness are a mirror of all the marketing investments made in the brand (Wang and Yang, 2010).

5.5.6. Financial performance

The financial performance demonstrates the financial situation and stability of the organization (Rehman, Wong, Sultan & Merrilees, 2017). In the case of for-profit organizations, there is a focus on the financial performance to achieve greater financial results and economic position. However, as stated in the The John Hopkins Comparative non-profit sector Project, one of the characteristics that NPOs have in common is the fact of applying the financial support on the organization's mission and not to keep it for themselves, either the organization or the management.

Financial performance is impacted by the brand credibility, because a higher credibility can improve the financial support and the market knowledge of the organization, reducing at the same time the marketing costs associated with brand promotion (Backhaus *et al.*, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Therefore, all the factors all correlated and lead to a better organization performance: the internal and external communication to create awareness that can lead to a positive credibility among the public and partners supports the organization performance. In the non-profits case, the organization performance means the fulfilling of the mission and providing support to the ones who need it.

The research of Rehman, Wong, Sultan and Merrilees (2017) demonstrates positive evidence to the concepts of brand awareness, brand credibility, internal and external branding. In other words, these concepts have impact on organization financial performance. Furthermore, the study shows two special findings: the importance of the awareness and credibility for the financial performance and the role of internal and external marketing to achieve it, two paths that will facilitate the financial performance (Lynch and De Chernatony, 2004; Lipiäinen and Karjaluoto, 2015; Punjaisri and Wilson, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017). Moreover, the study also represents an impact of awareness in credibility and the credibility on financial performance. Rehman, Wong, Sultan and Merrilees (2017, p. 310) give an example, by Zablah *et al.* (2010), on industrial customers “industrial customers perceive risk when making purchase decisions. Their risk increases when buying particularly from SMEs because of the uncertainty regarding the ability and willingness of SMEs to fulfill their commitments”. Therefore, it was confirmed by the study that credibility and awareness make the organizations more trustworthy, increasing as a consequence the financial performance (Brown *et al.*, 2011; Homburg *et al.*, 2010; Backhaus *et al.*, 2011; Yoon and Kijewski, 1996; Herbst and Merz, 2011) (cited by Rehman, Wong, Sultan & Merrilees, 2017). However, it is also stated that the internal branding is more connected to the brand credibility, and the external with the brand awareness by the brand communication.

A new finding is the role of brand communication, as a mediator of brand orientation and internal branding. So, the internal marketing can also improve the communication inside the organization. This means preparing the organization members, training them and explain to them how to communicate the organization's value proposition. This is especially important for B2B because salespersons, has company representatives, plays an important role in building the positioning on the possible partners with one-to-one interactions. Therefore, they are key persons to achieve a more credible and trustworthy brand (Williams, 1998) (cited by Rehman, Wong, Sultan & Merrilees, 2017), so they need not only to know the organization but to believe in it.

Brand communication can also be a bridge between internal branding and branding credibility – test results show the positive effect on brand credibility. However, to have the positive effect it is need the mediation of brand awareness and internal branding (Rehman, Wong, Sultan and Merrilees, 2017). Moreover, the brand communication should differentiate the brand from others in the market, positioning themselves as unique. Not only will be seen as special and more trustworthy by the customer, but also will facilitate a better management of resources.

Applying the results to the present paper, we can consider that the mentioned concepts lead to a higher level of public support. The credibility and awareness make the organization more trustworthy with the support of internal and external marketing. The internal marketing builds communication channels, like WOM, that not only increases the number and values of partners and public support, but also support the volunteers and corporate partners recruitment for the organization. On the other hand, external marketing activities, like campaigns, increase the organization positioning on the market. This external positioning is something that corporate partners are interested in because by partnering with the NPOs they can benefit from it, positioning themselves as a company that believes in the same values and mission as the public. Regarding internal branding, as for firms, is important to train everybody involved in the non-profit and to have a good communication system inside it, to be clear about the organization social capital and to positioned it on the possible partners. Finally, the message of the communication, internal or external, should positioned the organization as unique, with unique values and a unique mission. This will increase the partners confidence of the mission and its achievement, while building a better positioning on the partners – increasing the number of resources and quality of support from them. Therefore, applying the brand orientation vision is a good bet, both for SMEs and for non-profits, allowing organization to grow faster and to gain more market advantage.

5.6. Brand vision

When building the vision of a brand, there are several stages, according to Kakabadse et al (2005) (cited by Quader and Soheli, 2018), that should be followed. The first one is creating the vision and it is important to involve the employees in this building because it will increase their engagement with it if they believe in it. In other words, they will accept it easier and work according to it. However, it is important to translate the vision into actions. Therefore, the second stage is to communicate the vision in a clear way, in order for all the internal and external stakeholders understand it. The third step is about the internal stakeholders: it is crucial for all employees and volunteers to receive the right support system to apply the vision on the daily basis performance.

After the building and implementation of the brand vision, it should reflect the core values of the non-profit and the reason why the organization is different than the others. The core values are, according to Chernatony, (2010), the “timeless definitions of the brand’s beliefs” (Quader & Soheli, 2018, p. 56). These values should be unique and intangible characteristic of the organization because they can be a mechanism to have a better positioning on stakeholders.

Therefore, it is important to build a leadership brand, that is “based on marketplace expectations of the behavior of a company’s representatives” (Quader & Soheli, 2018, p. 57). To do it, it’s needed to have attention to some points, according to Ulrich and Smallwood (2007) (cited by Quader & Soheli, 2018). Starting by having a vision for the future and always working towards a better positioning of the organization with the customers. Creating these high expectations on customers also means that the employees and volunteers need to understand them and live up to it – being an important step to evaluate if they are doing it. In order to be sure that this is the situation, organizations should invest in the internal stakeholders’ growth by supporting their skills development to deliver the service the external stakeholders expect. And finally, the organization needs to track the leadership brand development on the long term to measure its success. The last step is relevant because part of the success comes from the alignment between the brand and the business strategy and so, to make it the organization top management needs to be on top of it (Aaker & Joachimsthaler, 2012) (cited by Quader & Soheli, 2018). As this requires a commitment from the top management side, these actions will be an example for the others involved in the organization and they will behave the same, leading the organization to even more success.

The customer expectations are important because today, more than having a good experience with the product, customers value having a good and emotional experience with the brand (Quader & Soheli, 2018). Being this a way to gain market competitive advantage, it also

represents a challenge for B2B marketers. The brand experience has power over the customer satisfaction and as a consequence, over their loyalty towards the brand (Walter *et al.*, 2013) (cited by Quader & Sohel, 2018).

Therefore, all the organization dots must be connected. One tool to connect all the dots is the systematic and strategic approach: finding harmony among all the organization critical factors. These factors can include the brand experience, brand values and brand positioning (Maury & Mishra 2012) (cited by Quader & Sohel, 2018). Thus, a systematic critical approach is required to achieve synergy among brand building strategies to track the evaluation of business buyers' needs and purchase requirements over time, and to ensure that brand experience reflects their expectations (Walter *et al.*, 2013).

5.6.1 Shared values

As it is present in the figure 1, by Morgan and Hunt (1994, p. 25) proposed shared values as a step to get to trust, being the ones, they test the ethical values. They defined this variable as “the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong”. Perceived Moral Intensity (PMI) theory is a theory tested by Jones' (1991) proposed that “individuals differ in the degree of moral intensity that they see in various situations” (Thomas, Cunningham, & Williams, 2002, p. 98). In other words, if an organization is not performing according ethical values, someone with a higher level of moral intensity would disapprove the attitude and someone with lower ones would approve it. In the first case, the degree of shared values would be lower and on the second one would be higher. However, it is possible for the low PMI side to impact, negatively, the high one with their dissatisfaction with the situation. John Hopkins University's Center for Civil Society Studies report stated that non-profit organizations have 7 core values: “to be productive contributors to the economy, empowering, effective, enriching, reliable, responsive, and caring” (Salamon, Geller and Newhouse, 2012) (cited by Richard D. Waters, 2014). However, organizations say that the public does not understand these values and this lack of understanding can damage the organization. When a situation like this happens, public relations can have a very important role because it can reconnect external stakeholders with the non-profit and align them again with the values and mission the organization stands for (Salamon, 1999).

Therefore, for the purpose of this paper, the author will assume the definition of shared values as Morgan and Hunt (1994) and it will be tested if agreeing with the organization values is relevant to a partner when building a B2N partnership.

5.7. Engagement

Kumar and Pansari (2016) developed a study focus on analyzing engagement towards organizations, both internal from employees and external customers. Here, engagement represented the “cocreation, interaction, solution development, and so on, all of which depend on the attitude that drives the behavior of customers and employees toward a firm” (Kumar & Pansari, 2016, p. 498). And having this in mind and in order to increase the organization's performance, the authors define it as the attitude between customers, between customers-employees and employees within the organization: the more positive attitude, the higher level of engagement from all parties.

For external engagement, customer engagement (CE), several authors studied definitions for this topic. In 2010, Van Doorn *et al.* included as dimensions “valence, form and modality, scope, nature of impact, and customers’ purpose” (Kumar and Pansari, 2016, p. 499). On the other hand, Kumar *et al.* (2010) (cited by Kumar & Pansari, 2016) states that if organizations don’t give the right value to customer engagement, they will not give the right value to their customers. So, the last author included customer transactions on testing customer engagement, when authors like Van Doorn *et al.* (2010) and Verhoef, Reinartz, and Krafft (2010) state that “CE involves behavior that goes beyond transactions” (Kumar & Pansari, 2016, p. 500).

So, to have a higher engagement level it is important to develop more that the engagement towards the product or service. Therefore, they can also develop customer referrals, ask for feedback from the products or services and use social media management to promote the contact between customers and the organization (Kumar, 2013) (cited by Kumar & Pansari, 2016). However, this kind of interaction is dependent on the experience that the person with the product or service: if it’s good, these interactions are going to happen more and in the end the person will be an ambassador for the organization (Kumar & Pansari, 2016).

On the other hand, the organization has internal stakeholders, such as employees. In order for them to connect with the organization and to perform for the organization, this stakeholder needs to ensure that the person understands the organization goals and their role in achieving these goals (Zyman and Brott, 2002) (cited by Kumar & Pansari, 2016). Only with this commitment, it is possible for an employer to manage and engage their customers with

efficiency, otherwise their main focus will not be the customer needs (Kumar and Pansari, 2016).

Therefore, it is important for the organization to work on the engagement of both parties. However, there is a gap in the literature because employees are the ones that are in touch with the customers and they have an important role in building customer commitment towards the organization.

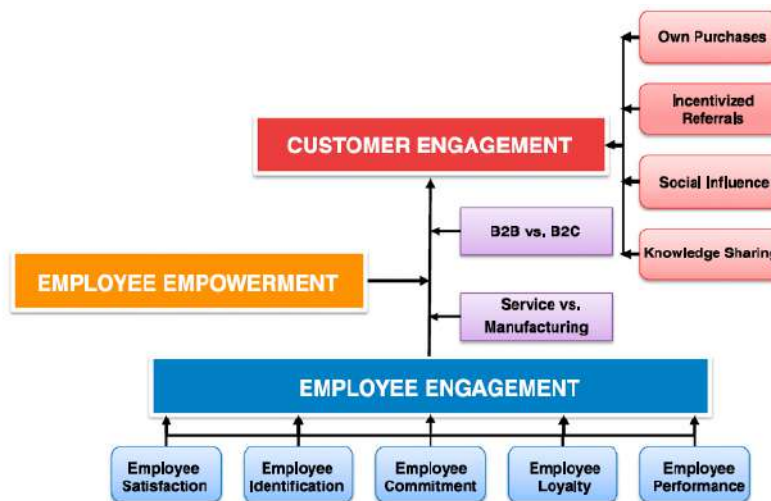


Figure 5. Engagement Framework
 (Source: Kumar and Pansari, 2014) (cited by Kumar & Pansari, 2016)

The framework above is the engagement framework tested by Kumar and Pansari (2016) on their study. The framework is based on the concept of customer engagement by Kumar *et al.* (2010), which includes customer purchases, referrals, influence and knowledge. According to Gupta, Lehmann, and Stuart (2004), the customer contributes directly to the organization's value when the purchase of a product or service happen - **Customer purchase**.

The previous framework includes internal engagement, called **Employee Engagement**. The definition of this variable by Kumar and Pansari (2014, p. 9) is “a multidimensional construct which comprises of all the different facets of the attitudes and behaviors of employees towards the organization” (cited by Kumar & Pansari, 2016). Therefore, this variable stands on the connectivity that employees have with customers and their behavior towards the organization. To better understand this variable, it’s needed to clarify the role of employee satisfaction, identification, commitment, loyalty and performance. **Employee satisfaction**, according to Brown and Peterson (1993) is “an emotional reaction to the overall job circumstances and different job factors, such as the qualities of the supervisor and coworkers, as well as pay level”

(Kumar & Pansari, 2016, p. 501). The environment also plays an important role, through the measure of the feelings of employees towards their tasks, work colleagues and the employer (Heskett *et al.*, 1994) (cited by Kumar & Pansari, 2016). The role of satisfaction should be an attention point for employers because it has a relationship with their quality of work and their identification with the company - so to have better retention and a better performance this should be the focus of all the employers.

Employee identification as defined by Rousseau (1998, p. 217) as “a psychological state wherein an individual perceives himself or herself to be part of a larger whole” (cited by Kumar & Pansari, 2016). If the person identifies himself with the organization, on the positive and the negative things, will be more committed (Punjaisri *et al.*, 2009). Moreover, **Employee commitment** has been defined by Punjaisri *et al.* (2009, p. 213) as “the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goal” (cited by Kumar & Pansari, 2016). This variable was tested by Lockwood (2007) (cited by Kumar & Pansari, 2016) and statistics showed that the highest level of commitment leads to a higher performance and a higher partners retention rate.

Employee loyalty is the variable that makes employees give the extra mile for the company, doing sometimes more than their own role and delivering a better customer service (Schrag, 2009) (cited by Kumar & Pansari, 2016). More positive attitude of the employee towards his work, greater loyalty and customer satisfaction (Allen & Grisaffe, 2001) (cited by Kumar & Pansari, 2016). Finally, the last variable included in employee engagement is **Employee performance**. As customer retention requires less investment than acquiring new customers, employees work towards customer’s satisfaction because they are the ones that by providing good service, providing the employer more competitive advantage (Reinartz *et al.*, 2005; Harris and De Chernatony, 2001) (cited by Kumar & Pansari, 2016).

Therefore, a positive interaction between employees and customers can impact the image of the firm and can increase the number of repeated purchases (Sirianni *et al.*, 2013) (cited by Kumar & Pansari, 2016). Moreover, it affects other variables that customers can offer to the organization, like the number of referrals, influence and knowledge - the greater the interaction between parties, the greater the recommendations about the organization.

Employee engagement was also studied by Thomas, Cunningham and Williams (2002), the interaction of the public with the organization representative is an important point of attention because previous studies proved that trust and buyers’ intentions of interacting again with the representative have a positive relationship (Kennedy *et al.*, 2001; Crosby *et al.*, 1990) (cited by Thomas, Cunningham & Williams, 2002).

This topic becomes more important because, Morgan and Hunt (1994), trust and commitment increase the cooperation between partners (cited by Thomas, Cunningham & Williams, 2002). Moreover, Kennedy *et al.* (2001) state that there is a positive relationship between the trust of the salesperson and repurchase intentions (cited by Thomas, Cunningham & Williams, 2002). So, if a partner trusts the non-profit representative, the chances of a future interactions between the parties are higher; and if the level of trust is low, this chance is lower, and it would require another representative to improve the situation (Thomas, Cunningham & Williams, 2002). This lack of trust can even create a public relations (PR) crisis or make the donor or partner approach a different organization. Thus, individual trust is considered a key factor in B2N relationships and it is important, especially for the ones in touch with the customers, to know how to build, manage and maintain it. With a higher level of cooperation, the number of donations, participation in events organized by the non-profit will also increase, while continuing with the willingness to collaborate.

In order to fully understand the role of individual trust, Thomas, Cunningham and Williams (2002) proposed hypotheses to reflect its impact of future intentions. One of the hypotheses says that the partner is aware of the organization representative behaviors and they have an impact on the partner satisfaction. Therefore, is a non-profit responsibility to ensure that the employees and volunteers have the right training to manage customers. Another hypothesis says that is also an organization responsibility to manage their values in order to build the right perception on stakeholders. Moreover, the satisfaction of the customer can lead to a better or worst trust and to a higher or lower level of future intentions of the customer with the organization. This happens because the customers, donors and volunteers perceive each interaction with the organization as part of a relationship and not as individual and separated actions. It means that if one action does not perform as expected, all relationships can be in dangerous because the other part might not want to collaborate again in the future. In addition, if something negative happens with a relationship, it can impact other relationships, the organization reputation and the stakeholders trust on it.

Organization members are also important and shouldn't be ignored, because most times they are the ones in touch with stakeholders (Morgan and Hunt, 1994) (cited by Thomas, Cunningham and Williams, 2002). It is important to have harmony inside the organization and to be sure that every member knows their value and feels good about their contribution to it. With this situation, employees and volunteers will feel more connected with the organization, their satisfaction will be higher and the probability of continuing contributing to the non-profit will be higher. If the situation is the opposite, employees and volunteers will have more

willingness to leave the organization. Therefore, and because these party's role is relevant for the sector, it's important to care about the internal stakeholders.

5.8. Non-profit CSR Reporting

When building B2N partnerships, a key factor is the communication between parties and here it is included the non-profits reporting. It is a positive tool for activities tracking and measurement, and also good to show the organization performance and impact, with transparency to stakeholders and the general public. Also, it is an important tracking tool for the organization's activities, it can also uncover some challenges or some improvements that are needed (Jones & Mucha, 2013) (cited by Casey, 2018).

Casey (2018) results, based on United States data, demonstrate that, as non-profits don't have a higher pressure on them to report the activities, most of the time they don't do it. An example refers that there is pressure for Google suppliers to "measure, track, report upon and improve sustainability efforts" (Casey, 2018, p. 23). However, Google reporting is more focus on issues, like "dealing with the supply chain and sourcing of products, the environment, diversity, and the economic impact of the company" (Casey, 2018, p. 24). Additionally, it was asked why they build partnerships with non-profits and Kate Brandt answer was "focus on the social side and on the role of technology in bringing people together to solve problems... Organizations that are uniquely situated to solve problems"(Casey, 2018, p. 24). Moreover, and more focus on reporting issues, it was asked about the reporting pressure the company does to non-profits partners, and on Kate Brandt on Thomas Casey (2018, p. 24) paper, "I have not thought about it before this conversation. We choose our non-profit partners solely on what they bring to the partnership". Is it known that google work with the non-profit sector because they like to contribute with CSR strategies and because, as data collection and analysis is a focus of Google, the company can actually be pioneer in the market.

The pressure on non-profits to report is increasing and not just about the direct effect of their actions but also about the effect of all of the organization. However, reporting is not a priority for most of the organization, either from sustainability or CSR efforts. So, most of the times the information is incomplete and does not provide the final analysis.

There is a possibility of non-profits missing materials or information to perform the impact analysis. Therefore, the focus is the impact of the programs and not the organization impact, which can create a wrong assessment and make the non-profit lose a good opportunity for them. Therefore, the long-term perspective of the organization can be affected by poorly reporting.

6. Conceptual reference

The framework to be tested on this thesis was adapted from Maria Jesus Barroso-Mendez, Galera-Casquet and Valero-Amaro (2014), being followed the authors suggestion of add the relationship quality variables. The framework is based on a positive relationship between the variables that will support the building a long-term partnership between organization and in the non-profit sector and an organization in the for-profit sector.

The first set of variables are shared values and organization mission, being this two inside of the brand orientation strategy. **Brand orientation strategy** is defined as “an approach in which the processes of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands” (Urde, 1999, p. 117-118). As part of the brand identity we can find the brand values and **organization mission**: on the framework the organization mission is what the non-profit stands for and the **shared values** are the “the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate, and right or wrong” (Morgan and Hunt, 1994, p. 25). If the possible for-profit partners believe in the same values as the non-profit and want to contribute for the cause of the organization, the willingness to collaborate with the non-profit will be higher and the negotiation process will be easier. Furthermore, both of these variables are important because, when building a brand orientation strategy, it must reflect the core values of the non-profit and the reason why the organization is different than the others.

The second stage is the **engagement** variables, represented by customer and employee engagement. **Internal engagement**, also known as employee engagement, is defined as “a multidimensional construct which comprises of all the different facets of the attitudes and behaviors of employees towards the organization” by Kumar and Pansari (2014, p. 9). On the other hand, **customer engagement**, or external engagement, is known by including “valence, form and modality, scope, nature of impact, and customers’ purpose” (V. Kumar & Anita Pansari, 2016, p. 499). On this framework we are going to test not only the positive effect of shared values and organization mission in the customer engagement, but also the positive impact of internal engagement on the variable. The impact of internal engagement is included because of the importance if the role of the organization representative on building credibility to the brand (Kennedy *et al.* 2001; Crosby *et al.* 1990): with the implementation of an internal branding strategy the volunteers or employees will know the brand well and will provide a

positive brand experience (Lynch and De Chernatony, 2004; Baumgarth and Schmidt, 2010). Therefore, internal engagement will positively impact the customer engagement.

The last stage is the **relationship quality variables**, being them the trust between partners, commitment towards the partnership and satisfaction with the partnership. The **trust between partners** can be operative trust - the non-profit needs to behave and act in a certain way – or custodial trust – the values invested by the public or partners to support the non-profit have to be invested in the organization's mission. Moreover, in B2N partnerships, trust can be celebrated by contracting – associated with operative trust - and charitable contributions – associated to custodial trust (Herrington J. Bryce, 2007). On the framework to be tested, the author is not considering a specific type of trust and it both concepts will be analyzed and considered as valid for trust between partners.

The next variable is **commitment towards the partnership**. This stage is achieved if none of the parties broke the other party trust. According to Herrington J. Bryce (2007), being a contracting or charitable contribution partnership, there are several ways for trust to be impaired and if it happens, the partner might look for another organization to support because they non-profit didn't perform as it should or failed in performing according to the mission and shared values (James L. Thomas, Brent J. Cunningham, Joann Krauss Williams, 2002). Thus, keeping up with the level of trust, the level of brand loyalty will increase and with it the commitment towards the future of the partnership (James L. Thomas, Brent J. Cunningham and Joann Krauss Williams, 2002).

As both parties still believe in each other's performance and are committed to making the relationship work, the **satisfaction with the partnership** is achieved. This is the relationship quality theory, already proved (Crosby *et al.* 1990), and for the B2N partnerships it means that both parties have expectations to work again in the future with the goal of achieving the same success. Therefore, the satisfaction will lead to the final stage of the framework that is a long-term partnership.

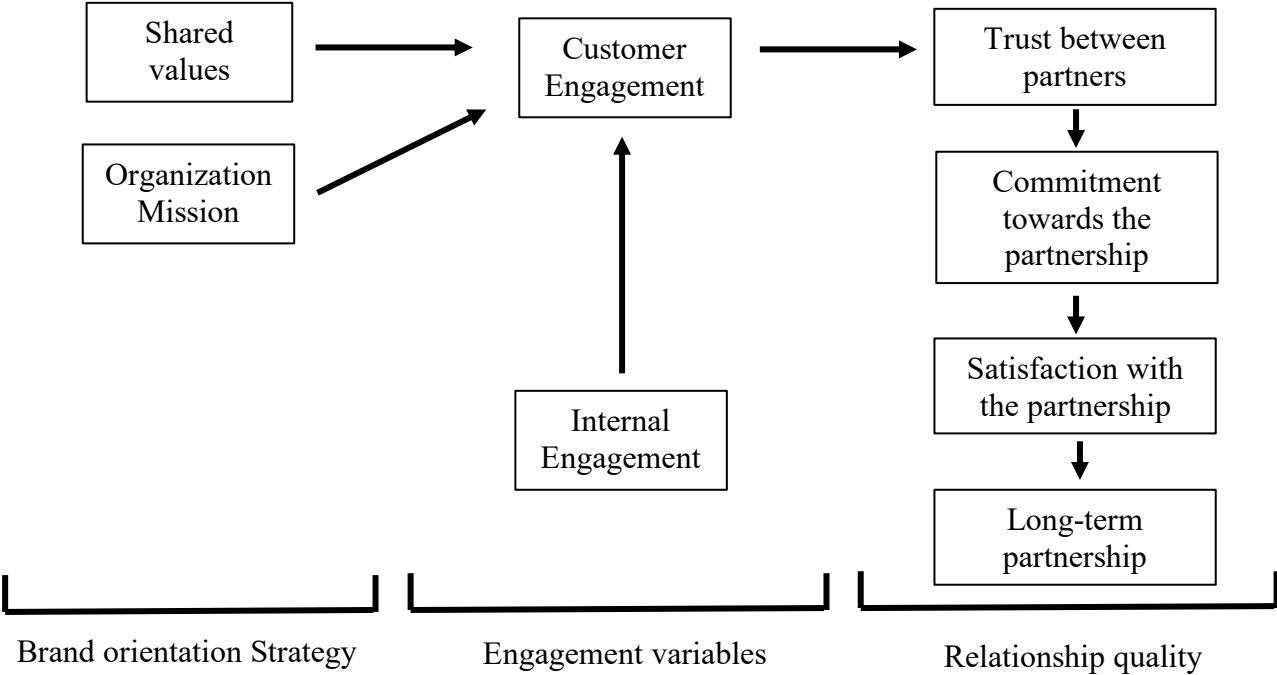


Figure 6. Framework to be tested. Adapted from Barroso-Mendez, Galera-Casquet and Valero-Amaro (2014)

7. Methodology

The definition of Morgan and Hunt (1994) will be used to test the role of **shared values to customer engagement** in the framework, by testing the importance of the goals, behaviors and policies that partners have in common. The **brand mission to customer engagement** will be tested under the light of Kakabadse *et al.* (2005) (the representation of the organization beliefs), Selsky and Parker (2005) (must address social issues and causes) and must be an issue the corporate partner thinks it relevant and wants to impact (King, 2007). The **Internal engagement to customer engagement** will be tested according to (Kumar and Pansari, 2014) with the concepts of employee satisfaction, identification, commitment, loyalty and performance.

For the third stage, **customer engagement to trust between partners** will be defined as Bryce (2007), meaning that the corporate partner and the NPO believes that the other party will perform according to the expectations and/or will perform according to the organization's social capital, and will make the right decisions for the partnership and for the both parties of the partnership, without having opportunistic behaviors.

Trust between partners to Commitment towards the partnership will be tested as Barroso-Mendez and Galera-Casquet and Valero-Amaro (2014), as the partnership is considered needed to achieve mutual benefits and added values. Therefore, they have the willingness to add their efforts into the partnership to support the goal achievement.

The **commitment towards the partnership to satisfaction with the partnership** will be tested as Bryce (2007): the non-profit and company partner achieving the other party expectations (by performing according to the social capital and to the contract) and the effects of negative experiences with the NPO and company (Thomas, Cunningham and Williams, 2002).

Finally, **satisfaction with the partnership to long-term partnership** will be tested as (Walter *et al.*, 2013), that the satisfaction will lead to brand loyalty and according to Thomas, Cunningham, Williams (2002), that a higher level of satisfaction increases the possibility of future intentions.

The variables above were tested, based on interviews with NGOs and companies and according to a qualitative analysis of the interviews content. The main goal of using this method is to have as an output clearer implementation strategies for companies and NGOs to implement in the future to make the partnerships under analysis more effective.

7.1 Data collection

The data was collected having as base the Portuguese market of corporate organizations – these companies can be local, national or multinational. The sample for companies was researched on BCSD – Conselho Empresarial para o Desenvolvimento Sustentável – and from a research on the organizations that have a stronger approach on CSR and sustainable development. The research of non-profits organizations, being them NGOs and IPSSs, was collected from the Directório de ONGs in Portugal.

The ones who were interviewed had currently the role inside of the organizations of developing B2N partnership, had it in the past or had at least experience in managing partnerships. The interviews were conducted in person, by phone, skype and two of them, one from a company and another from an NGO, by email. They had an average of 30 minutes each and were recorded and transcribed later. It was asked for the ones being interviewed to give an evaluation according to a like-type scale and to justify their answer. The justifications from both organizations were analyzed and conclusions taken according the combination of the organizations answers.

A total 81 NGOs and IPSSs were contact and the outcome was 18 interviews. For companies, 92 were contact, providing a total of 27 interviews. All the interviews were realized during the month of July. The interview guideline is on the appendices of this thesis.

8. Results

Shared values and customer engagement

The relevance of having the same goals

Firstly, a common opinion for companies and NGOs is that the goals of NGOs and companies need to be different because they belong to different sectors. With other words, companies are for-profit organizations and NGOs are non-profit organizations. However, having aligned goals is consider important and a basic rule for the partnership. They can have some common goals, similar goals, goals just defined for the partnership or project, goals that complete each other and even mutual interests in the partnerships, like improving the organizations market positioning or supporting a community. It is even possible for the main goals of the organizations to be different, but the company have a part of its goals aligned with the NGO mission or for the NGO to add their goals to the company ones, with the goal of social impact and to support the company financial performance. The alignment can be a bridge for an interesting proposal and future partnership between the organizations, because the organizations are looking for the same solutions and answers. Having these points in common makes the communication and the connection building easier. Moreover, the common points make it easier for a proposal, made by an NGO, to be accepted by the company. This happens because the company can easier justify the partnership, the investment and the impact on the company. If the goals are opposite to each other, will be harder of the proposal to be accepted and the connection will be complicated to develop, because the parties don't have goals in common.

However, the partners or possible partners, on their core, don't have the same goals and NGO goals might not measurable enough to get the company's attention. Companies need to justify their investment and partnerships might require some investment of the company resources. Therefore, when evaluating a partnership success, companies need for the goals to have measures of success. If the company does not have the measures to make this analysis, the goals, even with the alignment, can be less attractive to companies because companies don't know how to measure it. On the other hand, NGOs consider the CSR policies from the company very general, which becomes a challenge when developing a partnership with goals alignment. Moreover, having the same goals impact depends on the company's core. There are companies that have, has part of their core, the development of the communities they belong to and therefore, they have more propensity to be involved in projects that have an impact on communities. They allow the several types of stakeholders they have to be involved on the

company strategy, which gives the community and partners a feeling of belonging to the company. Partners also feel that they have an impact on the company's decisions and a role on the company goals achievement.

Even if the goals are different, the partners can still collaborate, support each other and develop project together with an easier communication system, a more transparent relationship and with a faster connection development. However, even with the advantages of the alignment, the goals being the same is important, but it is not considering a key factor for companies and for the NGOs when developing a partnership between them. They consider having the same values more important than having the same goals.

The relevance of having the same behaviors

For the behaviors, the type of company also as an impact: if the company has as a part of their core supporting the community development, having the same behaviors helps building a connection. However, as NGOs and companies are from different sectors it is expected, both from NGOs and companies, for them to have different behaviors. One of the reasons for this to happen is because different types of organizations have different cultures and it is more challenging to develop a partnership between organizations with different cultures than between organizations with the same culture. Having the same culture includes speaking the same language and being managed by the same practices. However, partnerships between organizations from the same sector add less value to the organizations compared to partnerships between organizations from different sectors. They might take a longer adaptation period, but it is possible to build successful partnerships between sectors.

Another reason for different types of organizations to have different behaviors are the organizations stakeholders. Companies answer to their shareholders, employees and partners. The NGO answer to the community and their partners. The opposite also happens: an NGO can have the same behaviors as the company but has as part of their strategy a partnership with a company competitor. In this case, even with having other behaviors in common, the connection is not going to increase. However, both of the organizations answer to society because both of the organizations have an impact on it and on its members and having this is common can increase the connection between the organizations and the willingness to work together.

Finally, this type of partnerships can come from the company CSR agenda and not because of their interested in the NGO core mission. With other words, the company wants to develop the partnership more because of government benefits and not because they want to make an impact, justifying this way their CSR investments and gaining a more social market positioning. So, the

reasons why the company is looking for partner are the benefits and contribution to mission, being the benefits sometimes more important. Because of this, companies sometimes don't manage the partner as equal: they consider that the NGO has less relevant than any other types of partners. This consideration leads to different behaviors with NGOs, comparing to other company partners.

Having this in mind, the common opinion is that the entities can have very different behaviors and still have a connection because they complete each other, making the partnership more effective. It is also important to know the partner behaviors before building the partnership: having this knowledge can support the building of the connection. Even with different behaviors, this knowledge adds more understanding and more willingness for the adaptation to the partnership. However, the behaviors can't be opposite to each other, like an oil company developing a partnership with an environmental NGO, because the organizations have different behaviors towards the environment. So, having the same or similar behaviors is important, because it makes some processes and communication easier with the organizations looking for the same answers and solutions, but is not considered a critical factor or a deal breaker when developing a partnership, even if the organizations opinion is extreme.

The relevance of having the same policies

For policies, the main opinion is that the policies from NGOs and from companies are different, because the organizations are from different sectors. And if they are the same, they are applied on a different way. Even to build a partnership, is hard to align them or to find a common point. So, to develop a partnership it is not needed to have, initially, the same policies because a project can still be implemented, the partnership goals can still be achieved and the differences can lead to the sharing of procedures, work methods and good practices. However, it was also said that the more alignment in the policies, the better, because it will be easier to communicate, to negotiate the partnership and the partners will understand the other party side easier. If the goal is to develop a volunteering program between the organization, having the same HR management policies is important and makes the negotiation process easier.

The main reason for the procedures doesn't have the be same is because of the partnership contract: most of the partnerships are based on a contract that defines not only each party role on the partnership but also the partnership policies that both need to follow. Another reason for this is the company being for-profit and the NGO don't, which mean that different goals need different market regulations. Here, the type of company also has an impact, a corporate company has more flexibility to adapt their regulation. Moreover, the company regulations are

focus on the profit. But the NGOs also have restrictions. NGOs that can't develop partnerships with alcohol and tobacco companies because they have very strict rules about the type of organizations they can work with. Even if the companies have CSR covered on their policies, the market regulations might not allow the partnership development. On the other hand, knowing the other party policies and not agreeing with them can be a deal breaker for the partnership. If the organization wants to make a decision based on their own interests and not on the project best interests, the partnership agreement is not sign and the partnership is not built.

Moreover, there are several types of NGOs. There is a specific type of NGOs that can affect the company policies, like BCSD Portugal and World Business Council for Sustainable Development. This organizations are considered NGOs but work with companies to develop projects to make an impact. So, by having a consultant role for the companies, they can have an impact in the company policies and in this case, the importance of the policies role increases. If the organization's policies are aligned, the relationship is easier to build because the organizations policies intersect them self. However, not having the same policies is not a critical factor, as long as there is a relationship agreement that states how both parties should behave.

Organization mission and customer engagement

The relevance of having a clear message and communication

A CSR strategy is an extension of the company's impact on the society and its communication is a very important factor. Even if the entity is implementing the best strategy, without an effective communication system the message is going to reach the audience and is not going to have the expected impact. A clear communication is an extension of the transparency associated with any relationship, so the clearer the communication more transparency between the organizations and easier the partnership negotiation process. Moreover, more transparency, more the trust between the organizations and trust being such a key factor when developing any type of relationship, the role of a transparent communication gains importance.

The communication is not only important for the partnership itself, is also important for the partnership outcomes. If the NGO doesn't have a clear message and a clear communication system, the message isn't going to reach the NGO audience. Being one of the most expected outcomes a more social and sustainable market positioning for the company, the communication becomes even more important: if the company strategy is to build a partnership to reach a bigger or another audience, not having this outcome doesn't fulfil the company's expectations and they will not be satisfied with the final results, because the communication is

not showing the company alignment with the NGO mission and values. So, without a clear message and communication it will be harder for the NGO and for their partners to connect with externals, being the external consumers or possible partners.

However, having a clear message and communication does not mean that everybody is going to identify themselves with message content. A part of the audience and possible partnerships might only consider the message important if they agree with it. If they don't agree with the message, even if the communication is very clear, the connection is not going to be more intense. On the other hand, the company might not be open enough to listen the NGO message and proposal. If the partner or possible partner doesn't receive the message, they will not feel more connected with the NGO purpose and the communication can be effective but not reaching the partner because of an external factor.

NGOs sometimes are afraid of contacting companies, because they don't know how to get in touch with the decision-maker or how to make an effective proposal. The proposal development is a challenge for the NGO because, to be accepted, it needs to make the company interested on it. One of the strategies that the NGOs have is to, before the proposal presentation, develop a research on the company CSR mission and focus on developing and presenting proposal to the companies with the most similar social responsibility vision. A clear communication, from the company, plays an important role here: the clearer the communication and information available, easier will be to find companies with a similar vision. However, the lack of communication can mean that the company does not a clear CSR strategy, and the lack of strategy makes harder the partnership development. So, and without being a limitation for the partners selection, it is not only important to have a clear communication, but also to have a clear and well-defined CSR strategy. Moreover, the opposite can also have an impact: even with a well-defined CSR strategy, if the strategy is too definite and does not have space for negotiation, will be hard not only to build a proposal but also to align the goals.

The individual or organization identification with the message are external factors that play an important role. This means that the identification with the message increases the chance of connection of the stakeholders. If the partner decision is between two NGOs that the company has no identification with the message, but it is clear that both have an effective communication system, the selected partner will be the one with the most effective communication. However, if both of them have an effective communication system but the company can identify themselves with one of the NGOs, the selected partner is going to be the NGO they have an identification with. With other words, the efficacy of the communication is not enough reason to select a partner but is enough reason to exclude a possible partner.

Having an effective message and communication system is considered a critical factor. However other factors like the partners strategy, openness and identification with the message have an impact on how effective the communication is. The message can be clear and communication accessible and well-defined, but if external factors fail the communication will be less effective and will be harder, to partners, to understand to each other.

The relevance of having social concerns

The CSR connection between partners is a current trend. A company that has social concerns becomes more attractive not only for the partner but also for the consumers, developing a more sustainable and social friendly market position. However, companies don't have as a focus the development of CSR partnership and sometimes they don't apply a lot of effort on the search for the right partner, with an aligned social concern. Even in this situation, just working with an NGO that has another social issue in mind increases the NGO value for the company and the company value for the consumers. Moreover, having partnerships with NGOs, even with different interests, make the company reflect on their impact and social role for the community. The reasons why companies want to develop a partnership with NGOs are bigger than making impact or developing market positioning. Companies have more government support if they support NGOs, which makes the company pay less to the government. In the case, the NGO needs to have a social mission to be a partner of the company and the NGO needs to prove their support to the government. However, the market positioning relevance was one of the most mentioned topics of the interviews. Any company developing operations in society has an impact on it. But this impact can be less or more sustainable and social friendly and less or more communicate. If the goal of the company is to develop the market positioning, the partnership and the impact must be communicated in order to fulfill one of the partnership goals. So, just communicating the activities and impact is enough to develop it and as a consequence, to build a partnership with an NGO.

The other perspective is that the connection between partners is more relevant if they share the concern for the social issue and that the lack of alignment can reduce the connection. However, it is not considering a key factor for both organizations to be active, on their daily life, for the same mission. For companies, it is more important to have aligned goals for the partnership, a partnership communication plan and for the NGO to have, has a core, the society impact because the goals achievement are the outcome of the partnership and the communication plan is going to develop the company's reputation. The NGO has a core the society impact is the base for the last two factors because the goals are developed for the partnership and partnership

impact will add value to the company. Sometimes companies look for partnerships just to develop a certain project with certain goals and certain communication plan, being just relevant having a social impact and not an organizational aligned social impact.

For NGOs, having social concerns also increases the connection. But it is dependent on goals, behaviors and policies alignment and on an effective communication of the company message. If they are working for different goals, acting differently, manage by opposite rules and don't know each other message, the company having social concerns is not going to save the partnership. However, a company with a social concern is recognized for having a social innovation and an open mind to the NGOs sector. This means that, for the NGO, not having the same social concern is just a limitation and not a deal breaker. It just means that the connection between the organizations is not going to be as strong as if they have the same social concerns. Moreover, the company having a different social concern can be an open door for the NGO to explore another mission.

The relevance of having the social concerns considered relevant for partner and prospect partner

The difference of this question, compared to the last one, is that in this one it is asked to consider the relevance of the partner addressing the same social issue as the partner and not the relevance addressing just a social issue that can be different to the partner one. Having this in mind, the opinion is that the connection can be developed while having or not an initial common social interest to impact. To achieve the organization goals or to get the partnership benefits, like market positioning development, the social interest does not need to be the same. However, if the social interest is the same, the connection is going to be stronger because partners speak the same language, share the social concern, share or complete each other goals and will recognize easier each other mission. Moreover, the partner is going to have the willingness to associate more budget and resources to the relationship. So, being it a win-win relationship, the company can have benefits while impacting the community and the NGO can help the ones who need.

In very extreme cases, not having aligned social concerns can make it harder for the organizations to realize the possible common points between the organizations. If NGO is focus in developing projects that the company culture does not identify itself with, the partnership can still be developed but with different goals than the NGO original ones. However, if the NGO mission or the company problem is too specific, finding a connection will be harder. This does not mean that the partners can't work together because the company can build a connection with an NGO with a different mission to increase the social impact. Nowadays having European

founding and co-working spaces makes it easier for organizations to get to know each other and to develop a relationship.

So, without being an obligation, the partnership can be developed without having an aligned mission. Moreover, the goals can still be achieved, and benefits collected. However, the initial alignment makes it easier to communicate, to find common points and to define a project that supports the society and the entities.

Internal engagement and customer engagement

The relevance of employee satisfaction

Firstly, even if we are talking about partnership between organizations, it is important to mention that organizations are made of people and so, the relationship ends up being between two groups of people. In fact, sometimes if the person managing the partnership changes, the trust can be lost, and the partnership destroyed. If the employee is satisfied has more willingness to share more solutions and ideas and will represent better the company values and behaviors. A happy employee will have more dedication to his job and so, will dedicate more time to analyze the partnerships proposals. Moreover, the satisfied employee will always protect the entity and communicate the entity message in a more positive way. So, satisfaction and its communication will always have a positive impact on the other party.

The other opinion is that it shouldn't have an impact because the employee, as a member of the company, is representing the company and not his feelings or beliefs. The employee satisfaction is about the employee relationship with the company and is a factor that is internal to the company and so, it should be solved and managed inside the company and not communicated to externals. Moreover, as the employee usually has more tasks than managing the partnership, his satisfaction includes more factors than the ones related with the partnership management. On the other hand, it is possible for the employee to not be satisfied and still act professionally, representing the company and without communicating his feelings. However, there is a tendency for the communication of the satisfaction to happen and for that to have an impact on the NGO engagement with the company because they feel empathy with the employee enthusiasm.

For companies, having an NGO representative satisfied with the NGO increases the company connection and makes easier the partnership development process. This happens because the more satisfied the NGO representative is, the more interaction the entities have and productive the NGO representative and the partnership are going to be. Moreover, if the NGO representative is more satisfied will have more knowledge of the NGO and the company, which

will help on the empathy development. Satisfaction leads to more connections and more research. This becomes more important because NGOs are smaller entities with necessity of resources, so the NGO representative needs to be more dynamic and proactive. However, to represent well an entity, without involving the representative beliefs, it needs training and practice and sometimes the NGOs don't have the resources or the representative availability to deliver that knowledge.

It is also important the NGO representative to be satisfied and connected with the company, because the more the satisfaction and the alignment, more attractive the NGO is for the company. The partnerships with the NGOs are not the core of the company, they are just part of their CSR strategy. Therefore, the company needs to feel motivated by the NGO representative and the NGO itself to feel more interest in the partnership. As most of the time these decisions are made by the top management, lack of motivation from them will not only affect the partnership but also the entire company. However, in this case, the NGO representative representation does not have a big impact on the decision, unless the proposal is presented directly to the top management which most of the times doesn't happen.

On a daily basis, the satisfaction is something that possible partners feel and that affects their relationship with the other party. However, it should not happen because one person does not represent the entire company and the representatives change from time to time. Moreover, just one task does not represent the representative entire day in the entity and on companies most of the times the decision-maker is the top management. No matter the type of organization, the representation should be always professional and according to the organization's beliefs and behaviors.

The relevance of employee identification with the organization

As partnerships are developed by people, the representative relation with organization plays an important role. Every entity has their own beliefs, values and mission and these values are promoted inside the organization in order for all the members to know how to represent the company and how to communicate the organization's mission. Even better is the representative to not only know the organization culture but also to believe in it and to live it. Having in mind partnerships between NGOs and companies, the connection between the partners will be better if the person is motivated by a personal motive. With other words, if the representative believes in the entity beliefs, he will be guided for them when developing partnerships. Therefore, the internal communication of the entity values and mission is important for the employees and volunteers to build their own connection with them and to learn more about them.

If the person identifies himself with the NGO will be easier for him to communicate and to interact with others. Communication is an important factor: if the representative identifies himself with the entity but does not know how to communicate the entity values and mission, the identification will not have an impact. The representative needs to communicate the NGO core and the NGO dynamic, to be clear for the company that it is different from the company dynamic. Moreover, the identification will lead to more productivity of the NGO representative, because the person is going to look for more knowledge, information and networking skills development. The work outcome from a representative that identifies himself with the entity will be better comparing to the work outcome of someone of who doesn't. The limitation on the representative identification and communication is based on how extreme and not flexible the entity message is: If the entity has very extreme beliefs and wants to work with a different organization, the entity representative alignment can be a challenge because he will represent exactly what the entity is, and it might not be attractive to the other party.

The combination of satisfaction and identification with the organization leads to an even stronger connection, because the representative believes in the entity and feels his value for the organization. However, if the employee beliefs are different and he doesn't agree with them, the lack of alignment must not communicate especially if it is a company and if the proposal was done based on the company values alignment with the NGO ones. This happens because the professional factor is more associated to companies and not to the NGOs. Moreover, the lack of alignment between the employee and the company must be managed inside the company and not be communicated to externals. On companies, as it was already said, the decision-maker on partnerships development is most of the times part of the top management. Therefore, more than the company representative identification, it is also important the top management identification. In both cases, the identification will make the person dedicate more time to analyze and develop the partnership.

More than the representative identification, it is important for the identification to happen between organizations mission and values because without some common points the communication can be a challenge. Without being a key factor for the connection building, the representative identification with his entity mission, being NGO or company, has an impact on the connection building. Moreover, the connection is depending on how effective the representative communication is, on the decision-maker identification and on the identification between organizations.

The relevance of employee loyalty with the organization

Loyalty is based on the representative protecting the entity and representing it with ethic. Loyalty also increases the willingness of the representative staying in the NGO in times of crises. This is important because the non-profit is very sensitivity because of the many public accusations of today. Therefore, loyalty makes the connection stronger and the partnership will be more stable. Moreover, the representative change is enough reason to finish the partnership, because the connection can be lost because of it. Therefore, the engagement of the company will be stronger if the NGO representative is loyal to the NGO compared to the opposite situation. However, if the loyalty is not communicated it will not have an impact.

It is important for the NGO representative to protect the NGO goals. There is always a negotiation process, however as companies sometimes don't consider NGO as equal partners and so, the NGO goals might be lost during the process of goals negotiation. Loyalty is part of working with ethic and working with ethic is part of acting professionally. Therefore, in theory, the NGO representative loyalty should not impact the quality of the service. However, if the NGO representative shows loyalty and transparency, in an unconscious way, it will affect the company's decision of developing the partnership. In fact, the common opinion is that an NGO representation that doesn't demonstrate loyalty is a turndown of the partnership.

On the other hand, and similar to companies, NGOs can't see themselves developing a partnership with someone that doesn't represent the company in an honest way. However, for NGOs having loyalty is associated to acting in a professional way, which means that the company representative can be promoting something that he doesn't believe. The individual can respect the company vision and decisions, like the decision of building a connection with the NGO, but not agreeing with it and therefore, not having any personal connection or involvement with the NGO. The company representative identifying himself with the company will increase the connection, on a personal level, between the entities and the level of loyalty with the company.

The meaning of loyalty also has an impact on the NGOs. If it is a justice loyal that has respect for all the parties, it has a positive impact on the NGO connection. However, if the company representative is loyal to something that is opposite the NGO vision it can reduce the connection. So, it depends on the content of the loyalty. Moreover, a more loyal representative can be less flexible and if the company vision is extreme it will have a negative impact on the connection development. In this case, the more aligned the content of the loyalty message, the better.

In the long-term, the loyalty of the company representative will increase the connection of the NGO. However, to have an impact it must be communicated, in order to add credibility to the

NGO, because the representative will demonstrate that he believes in the mission and that will give confidence to the company. On the other hand, the NGO expects for the company representative to act professional and ethic, which means being loyal no matter what. In both cases, the two different types of entities agree that the level of loyalty should not affect the connection, but it does in an unconscious way.

The relevance of employee commitment with the organization

Commitment is related with the person dedication towards their job, tasks and employer, be it a company or an NGO. A more committed NGO representative is considered more honest and transparent and companies cannot see themselves working an NGO that isn't honest. Therefore, being transparency one of the most important factors when developing partnership, the commitment gains a more important role. However, one more time, the level of commitment must be communicated in order for the other party to feel it. Moreover, the NGO representative having more commitment will show that he cares about the NGO and that is working towards the operations success. This will increase the NGO credibility and will make the company trust more in the NGO, increasing the engagement not only with the person but also with the NGO as a whole and giving more willingness to develop a more effective partnership.

More the commitment, the more the person believes in the NGO and more person will behave as he should while representing the organization. However, for companies just having commitment it's not enough to significantly increase the connection. In order to have a big impact on the company's engagement, the NGO representation needs to show not only commitment but also the other factors, like loyalty, identification and satisfaction. Even with the opinion that these factors must be managed inside the NGO or that they should not have an impact because the representative must always act professionally, the factors just by themselves, unconsciously, are going to increase the engagement. If the NGO representative represents the factors, the increase in the engagement will be even bigger. Yet, as the NGO representative is just the face of partnership and he can have a team behind him to support the projects development. Therefore, it is important for all the team, and even all the NGO members, to represent these factors to increase even more the company engagement.

The NGO expects for the person to be professional, which means representing the company the right way even not being committed it. However, for the NGOs the more the commitment with the company more open the company representative is for the partnership development. This happens because unconsciously the commitment affects the level for connection of the NGO with the company because it shows that the person cares not only about the company but also

with his tasks, which includes the management of the partnership and its goals achievement. If the person behaves with lack of commitment towards the partner, like being always late for meetings, the NGO will not feel the person effort which will make they feel that the company representative is not committed enough with the partnership to make it work. Moreover, this lack of commitment perception will be extended to the all company. On the other hand, if the company representative is committed to the company in a negative way, like acting wrong with a partner on purpose to favor the company, the high level of commitment can have a negative effect on the engagement. Therefore, the impact can either improve the connection or decrease the connection of the NGO with the company, giving or not more confidence to the NGO. As in the companies the CSR decisions are made by the top management, the impact is stronger if the person has more influence in the company decisions, developing a stronger connection. Therefore, commitment has an impact on both organizations' engagement with each other, even if the common opinion is that is shouldn't have, and that the representative should act with ethics. The impact can be positive or negative, depending on the representative actions, and can be amplified or not, depending on the presence of other relevant factors like satisfaction, identification and loyalty towards the entity.

The relevance of employee performance for the organization

A higher performance is focus on the representative commercial efficacy and includes the representative always achieving his goals and developing more successful and long-term partnerships. The results are a consequence of the representative efforts and in the case of the companies that don't have core activity the development of partnerships with NGOs, the CSR investments are dependent on company performance. The results are also important because they are a source of information when analyzing the future of the partnership. These results have several formats, being some of them more measurable than the others. However, all of them are taken into consideration when analyzing the value of a partnership.

When developing a partnership with another entity, the organizations don't have access to the representative full performance for the other party. They have access to the representative performance on the partnership. However, having those results makes the representative more confident when approaching another entity. Therefore, if the companies have contact with a confident NGO representative will have more trust in him and easily will connect easier with him. Moreover, that confidence will be extent to the NGO as a whole and increases the chances of connection between the organizations. Nevertheless, the opposite can also happen: the representative can be having a very good performance but don't deserve the organizations trust.

The trust will be tested during the partnership period based on the NGO daily job and style of work.

For the company, it is important for the partnership to be successful and to have the expected results with it. The company likes to know if the NGO representative is competent and likes to feel that he is satisfied with the NGO and is identification, loyalty and commitment with it. If the results are not the expected ones, the analysis of the partnership will not be positive, and the connection is lost. Moreover, if he has positive results for the NGO but not for the partnership itself, having a higher performance will not increase the engagement of the company. On the other hand, if the NGO representative has a better performance, the NGO will also have it and this fact will improve the NGO reputation in the market, making more companies wanting to have a connection with them.

For the NGO, a better performance from the company representative will increase the NGO willingness to work more with the company. Someone with a better performance can be considered someone with the right profile to develop a partnership with, because the NGO believes that he is going to make a good job. On the other hand, if the company representative always meets his goals but treats the NGO as just one more partner, not caring about the NGO, the connection of the NGO will be weaker. Nevertheless, his performance is going to contribute for the company growth, which will make the partnership grow. The better his performance for the company, more resources he will have access to and more power inside the company he will have to propose new partnerships. However, like for companies, the NGO doesn't have access to the company representative performance as a whole, they only have access to the company representative performance on their partnership. And if the representative has a good performance for other partnerships but not for their partnership, the engagement of the NGO with the company is not going to increase.

Customer engagement and trust between partners

The role of trust on believing on the expectation's fulfillment

When developing a partnership, expectations are also developed. Most of the times, the expectations can be aligned by signing a contract between both parties and they can be focus on organizations fulfilling their partnership roles, compliance with the rules, behaving in a certain way and achieving certain goals. This question was focused on the rules and roles compliance and on goals achievement.

The common opinion is that if the expectation is for the roles, rules and goals to not be fulfilled, that means that the organizations do not trust each other. To sign the partnership agreement and

to start working together, the agreement must be signed in order for both partners to agree on the partnership criteria. So, if there is that expectation the contract is not going to be signed and the partnership is not going to happen. However, it is also known that every partnership has some associated risks and included on risks are the roles, rules and goals not being achieved. This is something that companies feel every day and it is not a deal breaker to develop a partnership because, before building a connection with another entity, they make a research on the entity behaviors, achievements and previous partnerships, reinforcing here the importance of trusting the partner. Having this in mind, the company can agree with the partnership and might forgive the lack of achievement of some goals but if it is a significant failure on the partnership fulfillment and it is the NGO fault, the partnership might be in danger.

The roles, rules and goals are defined in the beginning of the partnership, having in mind the current state of the organizations. When a company develops a partnership with an NGO, the company can be entering a new market for them which means that will be more challenging to define the expected goals because the company is not going to have market experience or knowledge to make it. Therefore, some goals might not be achieved because for lack of realism. Moreover, changes inside the organizations, like their strategy or top management, can affect the goals achievement. These changes can mean that the partnership is no longer relevant for one of the partners which can not only mean that some goals might not be achieved but also that the partnership is going to be finished. Nevertheless, the goals achievement also depends on the time of the partnership and the reason why it was built for.

The NGO condition is also important. Has the smallest NGOs have less partners and has a consequence less access to resources, they have a tendency to pay more attention to their partners because they have more availability and more necessity of support. The lack of resources can also be a challenge for the NGO to meet the partnership goals under their responsibility. If the NGO only works with volunteers and not full-time employers, the lack of fixed HR can make the NGO not meet the goals. Nevertheless, the bigger the company the more demanding the goals are. However, companies don't consider NGOs as equal partners, they have a higher tolerance with their mistakes, especially if the NGO is managed by volunteers.

The NGOs share the company's opinion: if there is an agreement, the expectation is for it to be fulfilled and for the expectations to be met. It is needed trust and commitment, from both sides, to make it happen. They also share the opinion of the impact of external factors in the partnership, like the company strategy changing and the partnership stop making sense. Nevertheless, the NGOs are also risk-averse and want to protect the NGO and its resources. The main difference from the company's perspective is that the NGOs have the opinion that

companies have a different perspective of social responsibility and therefore, sometimes they don't really understand the NGO mission and goals. This difference can develop different expectations for the companies and for the NGOs, even with a contract that both of them agree on.

The role of trust on believing on the partner acting according to their social capital

Like the previous question, this one was focused on the expectation's fulfillment. However, the expectations here are focus on partner, as an entity, acting according to his values and mission. The previous question answers proved that the goals fulfillment, even if not in total, are important for the company and not fulfilling them can be a deal breaker for the company or a reason for the partnership to not be developed. The same happens with the NGO mission and values. If the NGO is promoting a certain mission and acts according to another one, will not be acting as the partner and the audience expects. This becomes more important when one of the company's goals for the partnership is the market positioning development: if the NGO partner selection criteria was the mission and values is because the company is looking for a market positioning based on it and so, if the NGO doesn't act like it the strategy will not be effective and the goal is not going to be achieved. Moreover, the NGO not acting according to the mission and values they promote will be a lie not just to the partners but also to the society, because the NGO goal is to support the community.

For the partnership to be developed, the company needs to believe that the NGO will act according to the values and mission. But is sometimes does not happen for several factors. On one hand there can be some internal factors, like the NGO having more the role of project implementation than the company and that will lead to a lack of project tracking and involvement from the company side. This will make the partnership fail because the company might be failing on message communication. On the other hand, there can be external factors, like a change in the company strategy that does not make sense for the company to be aligned with the NGO mission. Nevertheless, if the partnership is based on a mission and values that weren't the original ones, from the NGO, the NGO acting like the original mission and values is not going to be the company expectation. So, in this case there is always a risk of failure involved and that it's not a deal breaker and must be taken care in order to develop the partnership.

The NGOs also agree with the companies in some points. They believe that to develop the partnership they need to trust that the company is going to act according to their values and mission or to the partnership social capital alignment. They also believe in the impact of

external factors and on how they can affect the social capital of the company actions and the future of the partnership. However, NGOs believe that if an external factor is affecting the partnership, the partners must be flexible and adapt in order to continue the partnership. Moreover, they believe that by working with a company with more negative values and mission, opposite social capital to the NGO ones, that they can have a positive impact on the company and change their values and as a consequence, their actions towards that values. Finally, the last addition is that has only the CSR sector of the company built a connection with the NGO, the NGO can track the CSR sector implementation of the social capital but not the entire company implementation.

The role of trust on believing that the partner is not going to have opportunistic behaviors

As it was already said, in the beginning of the partnership contract to regulate the partnership is signed to define the roles, rules and goals of the partnership. This contract also protects the organizations from opportunistic situations, not providing a lot of space to act the wrong way. Therefore, the companies have intuitional trust on the NGO, expecting the right behaviors from the NGO.

To develop a partnership with an NGO, the company research about the NGO past experience and that is a factor to develop or not a partnership. For the contract to be sign, the company needs to believe that the NGO will not have opportunistic behavior. This happens because having a connection with an NGO with opportunistic behaviors will not only damage the NGO reputation but also the NGO partners reputation. However, partnerships always have a risk and companies being risk-averse, they believe that opportunistic situations can happen for several reasons. One of the reasons is that NGOs have their own values and mission that they want to protect and that have a larger scale than the partnership values. So, sometimes NGOs needs to act bigger, according to their values, which can lead to an opportunist behavior. Another reason is the NGO changing their opinion about something related with the partnership and ends up acting according to a behavior that is considered opportunistic to the company. Moreover, opportunistic behaviors are dependent on the duration of the partnership, project maturity, the people managing the partnership and on the organization's environment. Nevertheless, if an opportunistic situation happens and the fault is from the NGO, the company will no longer invest in the partnership.

The NGOs don't expect violations of the contract. The contract, more that protecting the NGO, also protects the NGO beneficiaries. The NGO feels that the company has an interest behind the partnership because the company might be looking for market positioning or government

discounts. But they don't expect any violations of human rights. The organizations different perspectives can lead to actions that are not expected in the beginning. Another reason for opportunistic behaviors is the company lack of NGO sector knowledge: the company act in the wrong way because does not know how to act. Moreover, if something changes inside the company that makes the company act with opportunistic behaviors or if the project ends and the company takes all the credit for it, is the NGO responsibility to call the company attention for their actions. Nevertheless, not acting correctly is enough reason to stop a partnership and to never work with the company again.

Trust between partners and commitment towards the partnership

The role of trust on extra resources application

Trust is considered a basic factor for the development of any partnership. Without trust on the partner, the partners are not going to believe in the strategy, in the goal achievement and so, the organization is going to be involved with the other entity. This question was focused on the trust role when investing resources, like financial ones, in a partnership.

For companies, trust increases the willingness to invest in the partnership. But all the investments require return and so, the question is if there is more investment, the return is going to increase or not. When defining the resources needed for a partnership or project, this variable is usually optimized in the beginning in order to achieve the goals. So, more resources might not represent more return for the company. If, in the long-term the project needs more resources, the company with trust in the partner will apply them easier. However, will only make it if there is that necessity or if the organizations, when negotiating the future of the partnership, want to increase the project size and has a consequence, the resources needed.

For NGOs, trust in the partner also play an important role: without trust there is no partnership. Having more trust and goals achievement increases their willingness to apply more resources into the partnership. However, the reason why NGO don't invest more, even having more willingness to, is the lack of resources that NGOs have. NGOs are supported by donors and companies and only with this support is possible for NGOs to run their operations. The NGO works for the society and so a consequence, society is the major beneficiary of the NGO. If the NGO invests the majority of their resources on a partnership, they can damage the rest of their operations and not supporting the communities as they wanted to. Therefore, even having the willingness to apply more resources, the NGOs have limitations and most of the times it is not possible to overcome the initial resources defined for the partnership.

The role of commitment on extra personal efforts

This question is about the role of trust in the decision of applying more personal efforts, like time and dislocation, into the partnership. Here, the importance of trust is reinforced as a key factor for the partnership development, being needed to believe that the partner is going to fulfill their part of the contract. By developing a partnership, the organizations are already saying to their employees to dedicate time to the partnership. So, the question here is, by having the trust, if the representative wants to dedicate more personal efforts than the ones originally defined to the partnership.

For companies, having trust means more application of the company representative personal efforts. If the representative trusts in the partner, believes that the partner is going to achieve the goals and as the goals mean positive results, the representative will invest more efforts to have even greater results. However, the company representative has more tasks than just managing the partner and, in the end, the person is working for the company and representing it. It is important for all the partners to feel important, no matter the relationships with other partners. Therefore, the representative must do all his tasks even if he personally prefers to apply more time to the partnership. In other words, if the development of the partnership is more relevant for the company representative but it is not a priority for the company, the representative must have more focus on the company strategy and less focus on that specific partnership.

On the other hand, we can't forget the companies are made by people and partnerships are developed by people. If the company representative and the NGO representative have a good relationship, the greater the connection is going to be and as a consequence, the better the partnership is going to be. A good relationship between the partners representatives means that they will feel more empathy for each other and for each other organizations, having these way more willingness to apply more personal efforts. Moreover, the company representative can develop an emotional connection to the NGO and have the willingness to dedicate his extra work hours to the partnership.

The NGOs share the company's opinion: more trust, more the willingness to apply personal efforts. However, as it has been already said, the NGOs have a necessity of resources and because of that the representatives, depending on the necessities, might need to apply more personal efforts into partnership with more results and not in the partnerships they feel more connected to. Moreover, this necessity can lead to not having enough human capital to manage with the right importance every partner.

Regarding NGOs human capital, there is a difference compared to the company's human capital: companies manage full time employees that receive money in exchange for their work, and NGOs can be in the same situation or can manage volunteers, without salary, that have the role of doing the same tasks. In the second case, volunteers work for the NGOs because they believe in the mission and they apply a lot of their personal efforts into the NGO and the partnerships they manage. So, doing the NGO tasks makes the representative happy but, in the end, he doesn't have the right work conditions because might be working eight hours a day without a financial reward. In other words, people are always expecting the goodwill of the volunteers just because they work for an NGO. Having this in mind, it is safe to say that if a volunteer has the goodwill to manage a partnership, he has an emotional connection with the NGO and therefore, has the willingness to apply more of his personal efforts into the tasks.

The role of commitment on the application of extra organizational efforts

One more time, it is important to remember the role of trust: without believing that the partner is going to achieve the partnership goals there will be no partnership. This question is focus on how trust impacts the application of more organizational organizations, like moving more human resources to an event related to the partnership.

Aligned with the previous answer, for companies having trust is a criteria to develop a partnership, and if during the partnership the level of trust increases, they have more willingness to apply more efforts of the company as a whole. The reasons for the increasing trust can be partnership results: the greater the results, more trust and more applied efforts of the company. In this case, the company representative is going to have more focus on the partnership that have more return to the company, while never forgetting the other partners. In a partnership with an NGO the return for the company can be the market positioning development or the impact community. Therefore, if the partnership increases the company audience reach, the willingness to apply more resources will be higher. The relationship between the company and NGO representative also has an impact on the effort's application. The greater the trust between the representatives, the greater will be their connection and stronger the willingness to apply more efforts.

On the other hand, companies also feel that more efforts are applied if there is a necessity for that. The partnership agreement regulates all the efforts that need to be applied for the results to be achieved and there, only a change in the organizations situation or partnership can increase the quantity of effort applied. Therefore, for companies the level trust increases the willingness

to apply more efforts but as the partnerships are regulated by an optimized contract, it is needed more that trust to increase the applied efforts.

The NGOs share the same opinion has the companies: having trust makes it easier the partnership development because it unlocks benefits and makes companies give the extra-mile to invest more efforts into the partnership. Moreover, if the partnership has the expected results, the connection will be stronger and the willingness to apply more effort too. However, the NGOs have limited efforts to apply and have to analyze the impact of the application of the efforts. Therefore, in most cases the efforts are only applied if the partnership requires it.

Commitment towards the partnership and satisfaction with the partnership

The role of expectations fulfilment on feeling compensated with the partnership

One of the most important parts of the partnerships is the goal achievement. During the analysis of the previous answers, it is safe to say that partners expect the goals achievement and the partnership agreement fulfilment. These results can happen in the medium or long-term and some of the goals might not be achieved because of external factors to the partnership, but the partners expect for the contract and goals to be achieved. Therefore, this question is focused on understanding the role of expectations fulfillment on the partners partnership compensation. In other words, to understand that if the partner fulfills the expectations, the partner feels that all the investment and efforts were worth the application.

The company when developing a partnership hopes to have positive results, otherwise they wouldn't be involved with the NGO. The goals that a company wants to achieve when developing a partnership with an NGO can include making an impact on the community and benefits for the company, like market positioning development. In both cases, companies share the opinion that having the expectation fulfilled makes them feel compensated with the investment in the partnership. It means that the expectations are satisfied, that the KPIs of the partnership are correct and that the results will have a positive impact in the society and on the company, like improving the company image. This also increase the chance of continuing the partnership next year. Moreover, in order for the company to feel compensated they need to know the project really well and know how all their resources and efforts are being applied. This happens because some companies don't fully trust in the NGOs and feel that the NGOs look for partnerships to fulfill their necessity of resources without reporting how the resources and efforts are applied. So, in order to feel full compensated by the expectation's achievement, it is important to know the resources path and some companies like to involve an employee in the actions developed by the NGO to better understand the resources application.

For NGOs, partnerships are based on research, trust and commitment from both parties. NGOs feel compensated if the company fulfills their expectations. Fulfilling the expectations for NGOs not only means the partnership goals achievement but also the company acting as it was defined. In other words, the compensation comes from the contract fulfillment. Moreover, the NGO must feel satisfied with the company's performance and the company must be satisfied with the NGO performance.

The role of the partner acting according to their values and mission on feeling compensated with the partnership

Social capital is the organization's values and mission. Previous answers showed that it is expected for the organizations to act according to them with some exceptions, like if on the partnership agreement says that, for the partnership, the organizations can't act according to their initial values and mission. It is also mentioned the impact of a strategy change or external factors on the organization's behaviors, making them not acting according to their social capital. So, this question is asked to understand that the organizations acting according to their values and mission, if the partner feels that all the trust, efforts and resources applied in the partnership were worth it.

One more time, the company goals when entering in a partnership with an NGO can be social and strategic. In one hand, companies expect a return in their investment and this return can be more strategic or more impactful. Included in this return can be the goals achievement and there is the opinion that, even with the NGO acting always according to their social capital, it is more important the goals achievement and without it the company is not going to feel compensated. On the other hand, companies expect for the NGO to act according to their values and mission, especially if one of the partner selection criteria was the NGO social capital. If I have a connection with an NGO because we share the social capital and the NGO doesn't act according to it, I am not going to feel compensated with the partnership. Another example is the development of a partnership with an NGO because it is environmentally friendly and then the NGO don't recycle. In this case, if the NGO does not act as it is supposed to, it will damage not only the image of the NGO but also the partners image. However, companies recognize the impact of external factors on acting, or not, according to NGO values and mission and expect for NGOs to have above everything their values and mission and if needed, acting according to them even if it is against the contract.

NGOs feels that the company acting according to their values and mission is important but is not the most relevant factor for NGO to feel compensated. It is important to feel that both parties

are working for the same goal and to feel the same efforts, commitment and trust from the partner. Moreover, the NGO expects for the partnership agreement to be fulfilled in order for both parties to collect the partnership benefits. The common opinion between the NGOs is that the values and mission of the partnership are most of the time not the same as the company mission and values and on that case, the company acts according to its social capital will not be respecting the partnership. The compensation, based on the social capital, is also dependent on the alignment between the company and NGO: more the alignment, more the NGO feel compensated. Nevertheless, the relevance of the goal's achievement was also mentioned: the company can act according to its values and mission but the goals not being achieved doesn't make the NGO feel compensated about the investment in the partnership.

The impact of one negative experience on the future of the partnership

In order to understand the role of commitment, it is needed to analyze how negative experiences impacts the organization commitment with the partnership and its future. This is important because trust is easy to build and it easier to break. Moreover, it is even harder to recover the partner trust.

A common opinion between companies is that it is not a straight answer. It depends on the dimension and intensity of the negative experience. A negative experience with smaller dimension is undervalued, analyzed and forgiven, representing a warning for the NGO. Examples of a smaller negative experiences are a communication mistake or an email that was sent later than expected, or the goal not being achieved because it is too ambitious. If it is a situation with a bigger dimension and more serious consequences, like damaging the company image or corruption, just one situation is enough to break the partnership and for it to not continue in the future. However, even a smaller negative experience can have big consequences and so, it is important to have in mind not only the type of negative experience but also the consequences. The duration of the partnership also has an impact: there is more willingness to forgive a long-term partner than a recent partner. With another words, if a long-term partner provides us a negative experience with serious consequences we would easier continuing with the partnership, comparing to a mistake of a recent partner. Nevertheless, every case must be analyzed, clarified and proved in order for the partnership to be finished and the NGO must reflect on the experience because has the responsibility of representing an important message to the society.

For the NGOs, a negative experience makes the partnership weaker. But the NGOs agree with the companies, saying that the partners need to talk about the situation and solve it a partner.

The dimension of the negative experience also plays an important role for the NGOs: the bigger the negative experience, the easier will be to finish the partnership and to not repeat it. The same happens to the negative experience consequences. Here, a negative experience with a big impact is consider an experience that damages the NGO reputation, like corruption from the company side or the company sharing images of a project that are not allowed to. If it is a negative experience with a smaller dimension, like the company providing less financial support that expected, the parties talk about the situation and solve it, continuing with the partnership. However, for the NGOs an email about the financial support received later than expected have a bigger impact on NGOs than on companies because of the NGO necessity of resources. Moreover, the timing of the mistake also as an impact: if it is in the beginning of the partnership, the chances for the NGO to finish it are higher. On the other hand, if it is a long-term partnership, the negative experience will be easier to forgive, and the partnership will continue.

The impact of more than one negative experience on the future of the partnership

Aligned with the last question, this question was made to understand the role dimension of the negative experience. For both companies and NGOs, a big dimension negative experience would make them finish the partnership with just one negative experience. However, if the negative experience is smaller with less serious consequences and happens just one time, it will not have a big impact on the partnership. But if it is repeated many times after that will have an impact and will be a reason to finish the partnership. If it is one late email companies will forgive the situation, but if it becomes a pattern the company will lose the trust in the partner and will find a new one. This happens because organizations, in a partnership, are still providing a service to the partner and they must fulfill the minimums of the partnership.

How many negative experiences are needed to lose the trust and commitment with and for the partnership?

One more time, companies and NGOs share the same opinion. On one hand, the opinion is that it is not possible to quantify the amount of negative experience needed to lead to the end of the partnership because it depends on many factors. These factors include the dimension of the negative experience: it has big dimension one negative experience is enough to finish the partnership, and a smaller dimension negative experience needs to be repeated to be a reason to finish the partnership. It also depends on the consequences: if it affects the organization's

reputation it is just needed a one-time experience. The duration of the partnership and a change in the management also have an impact on the future of the partnership.

On the other hand, and having in mind middle-dimension negative experiences and a long-term partnership, the average number of limit negative experience some companies answer was three, meaning that the first negative experience they would accept, the second one forgive and the third would be the last one and the partnership would be over. With the same criteria, the NGOs the average was also three. The justification was also the first negative experience they would accept, the second one forgive and the third would be the last one and the partnership would be over. However, these values are dependent on the dimension of the negative experience, the reason for it to happen and on the NGO case, the necessity of support: if the partner is the biggest contributor to the NGO mission, the willingness to forgive will be bigger because the NGO needs a partner to support their beneficiaries.

Satisfaction with the partnership and long-term partnership

The role of satisfaction with the partnership on brand loyalty

One of the factors involved in partnership and that has an impact on the partnership growth, investment and tolerance is the duration of the partnership. This factor is also involved on the theory under this study, in order to understand the role of satisfaction when developing long-term partnerships between companies and NGOs. Therefore, it was asked if being satisfied with the partnership makes the organization brand loyal to the partner, in the sense that the partner gains priority over other partners and the organization becomes a brand promoter of the partner. The example for respondents to better understand the concept of brand loyal as based on the B2C consumer: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

For companies, having satisfaction increases the connection between the partners, which means that also increases the connection with the organization products and services. With other words, if the company is satisfied with the partnership with the NGO the company and its employees will not only promote the NGO mission but also will be more involved with the NGO activities, giving the NGO more priority over the others, increasing the chances of the partnership becoming a regular. This happens because the partners have a good relationship and get to know each other better, developing loyalty towards each other. Moreover, the satisfaction comes with goals achievement and that includes the more sustainable market positioning. So, the more involvement, the better the company market positioning and audience. However, this doesn't mean that the company will not support another NGOs or that the

partnership will exist forever, it just means that the company will feel that this partnership is more important during a certain period of time. Companies like to support more NGOs, in order to create more impact and to not create the image that the company is embezzling money through the NGO.

For NGOs, loyalty comes from the partners priorities, from the partnership results and from the partners knowledge about each other. The results are also important: partnerships with good results leads to satisfaction and satisfaction leads to brand advocacy towards the company. The partners that are more brand promoters are always part of the NGO projects. However, being loyal to a company does not mean that the NGO is going to promote the company's products, it means that the NGO will promote the company as a partner and give them priority over the other partners. Moreover, the NGO employees and volunteers will feel more willingness to buy more company products. Nevertheless, the NGO will still develop partnerships with other companies because the company needs all the support possible and just one company support isn't enough.

The role of satisfaction with the partnership on future intentions with the partner

The previous analysis already concluded that the partnership success is based on the goals and contract achievement. It also concluded that a negative experience, depending on the dimension and consequences, can negatively impact the future of a partnership and even be a reason for the partnership to not continue in the future. Therefore, it is important to clarify the opposite. In other words, what is the impact of a satisfied experience in the continuation of a partnership. In a partnership, both partners expect to win something, being it social impact or a more strategic gain. In order for the company to feel satisfied, the company needs to have a positive return of the partnership and that positive return gives a motive to the company to continue with the partnership, because the business decision was proved to be a good one with a positive impact in the company. In addition, business decisions can have origin in a long-term strategy and because of that, only have the expected results in the long-term, being this a reason to have more future intentions with the NGO. Moreover, the satisfaction can not only make the company continue with the partnership but also make the company increase the support to the NGO or allowing the NGO to be a consultant partner in the company decisions. Increasing the dimension of the partnership can also be a reason for the company to build a department just to manage the projects of that partnership and even for the company to recommend the NGO as a partner to another entity. However, the continuation of the partnership, from the company side, is dependent on the company capacity to do it. This capacity includes the availability of

resources, budget and the continuation of the company strategy: if the company wants to impact another mission, the company is going to look for another partner, even being satisfied with the current one. Nevertheless, if the company doesn't have the resources or financial capacity to support the NGO, the company can still support the NGO by promoting the NGO message.

NGOs share the company's opinion: if it was a satisfying partnership, with goals achievement and contract fulfilment, the tendency is to continue with the partnership and even to make it grow. This happens because the partners will get to know each other better and the trust between them is going to increase, so the company is going to have a bigger connection with the NGO goals and mission. Moreover, in the beginning of the partnership companies have a tendency to invest less in the partnership, because they are still analyzing the quality of the investment. After the results being achieved, satisfaction is also achieved and there is a bigger chance for the partnership to grow and for the company to increase the initial investment.

The role of satisfaction with the partnership on looking for new partners

It is known that having satisfaction increases the chances of the partners working together for a longer period of time and with more investment from both partners. It is also known that having satisfaction increases the brand loyalty of the partners towards the other element of the partnership. However, in order to fully understand the role of satisfaction, it is needed to understand the impact of satisfaction on the willingness to develop more partnerships.

The common opinion between companies is that having satisfaction with the current partnership doesn't mean that the company can't develop partnerships with other partners. However, companies also agree that the satisfaction reduces the chances of developing the partnership compared to a partnership that wasn't satisfied with the company. This happens because, regarding partnerships, most of the times there is no exclusivity and so, the collaboration with more than one NGO depends on the company strategy and medium to long-term vision. Companies develop partnerships with NGOs to spread the company's message and to make this process more effective a good strategy is to divide the CSR budget between several partners. Nevertheless, if the company is satisfied with a previous partnership, the company is going to invest more budget on that partnership, comparing to other ones with less history or level of satisfaction.

The connection of the company with other NGO partners also depends on the goals the company wants to cover: if the current partner doesn't cover a certain goal, the company needs to find a partner that does. The development of more partnerships is also dependent on the proposal, the NGO scope and audience, the company's willingness to help more NGO and the

feedback of the partnership. In addition, if the company had positive experiences with NGOs in the past, is going to want to work with more NGOs and working with more NGOs is good for companies because it reduces suspicion of corruption. Moreover, if the proposal comes from an NGO with a mission different from the current company partners, companies will have more willingness to accept it, comparing a proposal from an NGO with the same or similar mission that the company current partners. Nevertheless, every proposal must be analyzed and if there is space for that, replace the current partnership or added it to the partnership's portfolio. NGOs also feel that it is needed to have more one company partner. It is even more relevant of NGOs because NGOs have a bigger necessity of resources and need more support from externals. If the NGO receive a proposal with the same scope and goal has the partnership they currently have from another company, while being satisfied with the current partner, the NGO is going to speak with the current partner in order for them to improve their proposal and that way, continuing with the partnership. If the partner does not want to improve the partnership and being the scope be the same, there are bigger chances for the NGOs to replace the partner or for the NGO to accept the proposal and to work with both parties, having the same transparency with both companies. However, it is harder for the NGOs to accept a proposal if it comes from a direct competitor of one of their partners because the partners will not be satisfied with that NGO business decision and can take back their support. So, the acceptance of another offer or looking for another partner is dependent on the NGO management strategic direction, ability to renew the current partnership, the partnership goals, type of company, the level of complementarity of the partners and more important, on the NGO necessity of resources.

Which factors can make the non-profit look for or accept a partnership proposal, when it is satisfied with the partnership?

The previous answer proved that both companies and NGOs, with some limitations, accept and look for more partners while being satisfied with the current partnership. It is also important to understand the reasons that lead to this acceptance. Firstly, for companies it depends on the level of complementarity of the partners and goals: if the partners complete each other in the mission and goals, there is more chance of acceptance. It also depends on the company strategy: if the company wants to expand or change the impact on the society, the company is going to look for more partners or accept a proposal. Another factor is the NGO audience, so if the NGO allows the company message to get to more people and to make more impact on the community. So, it also depends on the goals of the partnership and the project scope: if the NGO has a

different and more ambitious purpose, the company will have more interest in working together. The proposal being better and more innovative than the majority of the proposals in the market is also a reason to accept it, because it will bring a new one strategic point of view. Nevertheless, companies always working with one and the same NGO is suspicious because of corruption and a previous successful partnership makes the company wanting to work with more NGOs and expanding their impact.

NGOs have a big necessity of resources and so, this is the first and the most important motive to look for more partners or to accept a proposal from another company. The goal of the proposal is also important: If the NGO is satisfied with the proposal they have for a certain goal, they are not going to look for a new one because they are satisfied with the current service. The values alignment with the possible new partners also increases the chances of acceptance, as well has the decreasing quality and commitment that the current partner is starting to show. The proposal benefits are also important, because the NGO needs the resources to support their beneficiaries. The proposal coming a partner from a different sector from the current partner, the partners being complementary to each other and a partner that can add something positive to a project are all reasons to accept a proposal. Moreover, knowing and enjoying the company procedures, a clear communication of the company social capital and goals, a clear reporting system and a change on the NGO internal policies can also make the NGO accept a new proposal while being satisfied with the current partners. The company image and reputation in the market, the necessity of the NGO to grow and to reduce costs also play an important role. Finally, the more satisfaction, the bigger the willingness to accept or look for a new partner because a positive experience attracts more positive experiences. Nevertheless, the company representative having an open mind, knowing how to manage partnerships with NGOs and the non-profit regulations have also a positive impact when accepting a proposal for a company.

9. Forms of implementation

All the organizations start as a stranger to each other. They can know the other organization name, products and follow their marketing activities but the organizations don't know important characteristics of the organizations needed to develop a partnership, like the organization goals and internal procedures. Knowing these characteristics becomes more important if the NGOs and company are looking to develop a partnership together: these organizations are from different sectors and therefore, they have less knowledge of each other and how the other sector is managed. So, the lack of knowledge from the other market is the first challenge when developing a partnership with a different sector. It is important to research not only about the sector but also about the other organization and their operations in the market. With this research, the entity is going to know the prospect partner goals. Having this knowledge is important because the goals of the non-profit and for-profits goals are different and if on the first approach an entity presents a proposal with very different goals than the prospect partner, the connection will be harder to developed and the interest of the other party might be lost. Therefore, even with different goals, the first proposal must have the organization goals adapted and aligned with the prospect partner goals in order generate interest in the partnership.

The organization behaviors also play an important role, not only in the first contact but also during the partnership. It is important to have an initial research for them because it is not expected for the behaviors to be the same, but they can't be opposite to each other. So, a research based on how the employees are managed, on how the gender equality and human rights subjects are managed inside the organizations is important in order to understand if that organization is something that the prospect partner wants to have a connection with. Moreover, more aligned these behaviors, the greater the customer engagement.

The policies are also considered different because of the differences between the sectors and therefore, it is not expected for them to be the same initially. However, they can't be opposite to each other or allow one organization to damage the other because of their own greater good. Therefore, this is a topic that not only must be researched before making any proposal or accepting a proposal but also must be tracked, for any alterations, during the partnership period. If needed, the proposal created must have in mind the other organization policies but having knowledge about them can be enough because it also has a positive impact on the customer engagement.

The communication from the prospect partner and effective partner was considered one of the most important factors on the development of customer engagement. A clear message means more transparency and honest from the organizations. The communication is also important for possible partners and the audience to know the organization's activities and to connect better with the organizations. So, having a more sustainable market positioning is one of the most relevant goals for the NGOs, the NGO needs to have a clear communication for B2C and B2B clients if they want to have a partnership with a prospect partner. For the B2C customers, one of the easiest ways to do it is by social media because it's free and can reach a larger audience than other activities, like offline activities. For B2B, a clear communication before developing a partnership by using not only the online presence but also the media, CRM systems and e-mail can help the company to know better the NGO operations and therefore, increase the customer engagement from the company side.

Regarding the NGO mission alignment having a positive impact on the customer engagement, the main conclusion is that it is not needed. However, the organization must have points in common, including the goals and a relevance sector of impact. These factors are something that not only the proposal needs to include but that must be communicated in a transparent way for the B2B and B2C customers. The research plays an important role on proposal because finding the prospect partner mission before presenting the proposal and adapting the organization mission on the proposal can increase the B2N customer engagement with it.

The employees also play an important role on the customer engagement. A satisfied representative that communicates that satisfaction increases the customer engagement because it affects the prospect partner perception of the organization. The same happens to the representation identification with the organization values, loyalty and commitment. It is important for organization to take care of their employees and make sure they are happy inside the organizations. This can be done with open feedback spaces, team activities and by involving the employee in the development of the organization strategy. The employees must also believe in the organization mission and therefore, the company must not only deliver them the knowledge and teach them how to communicate it, but also involve them in the mission and values development because if they are part of the creative process they are going to feel more connected with the organization values and mission. With these two variables optimized the person is going to feel more loyal and committed to the organization, but the organization must be sure that the representative loyalty and commitment is based on the company good practices. So, it is important to teach the employee very well the organization policies and procedures in order for the person to represent the company with ethics. Finally, the representative

performance with and for the partnership is also relevant and so, they must have regular tracking meetings, results analysis and partnership feedback spaces inside the organization and between partners to better understand how the partner is feeling with the partnership performance and how it can be improved, increasing as a consequence customer engagement with the partner and partnership.

After the customer being engaged with the partner, the partnership starts with the signing of a partnership agreement between partners. To sign this contract the partners must believe that it is going to be fulfilled, which includes the goals and the organization social capital. However, it is important to have in mind the existence of external factors that organizations can't control and that affect the partnership contract fulfillment. Having this in mind, when starting a partnership, it is important to have negotiation of the contract content because not fulfilling a contract can have serious consequences for the organizations. The goals must be ambitious but achievable and the social capital on contract must be according to both organizations' opinions. Moreover, during the partnership, the communication between partners must be transparent in order for both parties to be more tolerant regarding the external factors that can affect the contract fulfillment.

Another key factor for the partnership development is for the organizations to believe that the partner is not going to have an opportunistic behavior. In fact, that is a reason why the contract is signed: to protect the entities from this kind of behavior, because even believing that they are not going to happen, there is always that possibility. So, it is important, before the partnership, for the organization to research about the prospect partner lasting partnerships and for, during the partnership, to have a close tracking of the partner activities. This close tracking can be done with partnership feedback meetings, regular phone calls, with a clear reporting system and by having at least one member of each organization in all the partnership activities.

Regarding the application of extra resources, personal efforts or organizational efforts into the partnership, the answer from both organizations was common to all questions: having more trust increases the willingness to apply more resources, personal efforts or organizational efforts, but this increasing only happens if the partnership requires it. The commitment here is represented for these factors' extra application and in fact, they increase the commitment in theory, but it doesn't have a practical application. However, as a form of implementation, it is important to pay attention and to have a regular communication between partners in order to understand when it is needed to apply extra efforts. Moreover, it can be helpful to use the regular feedback meetings and reporting system to analyze if the partnership has space to grow and if it is needed a reallocation of resources to increase the partnership.

Having in mind the impact of commitment on the partnership satisfaction, both organizations feel that if the partner fulfills their expectations and acts according to their values and mission, they will feel that all the trust and commitment added to the partnership was worth it. To be sure about the fulfillment and actions, it is important to have some activities into consideration. Firstly, in the beginning of the partnership KPIs must be defined and they must be clear to both organizations. This KPIs must also be used in a regular reporting system that allows organizations to analyze the partnership results with detail, including the resources allocation. Moreover, these analyzes must be communicated and shared for both partners to be on the same page and for every doubt to be clarified. Having in mind these steps, not only the partners will feel compensated but also, they are going to know how the partner feels and have a better perspective of the future of the partnership.

Regarding the future of the partnership, the questionnaire analyzes also proved that in some cases one negative experience is enough to lose the commitment and trust for and with the partnership and sometimes it is needed more than one negative experience. In both cases, it is important to know how to manage a crisis situation and how to solve it between the partners. Communication and transparency are key factors to overcome the crisis and it is important for both partners to aligned next steps, if the decision is to continue the partnership. Nevertheless, it is important to have a close tracking to the negative experience in order to be sure that it does not happen again. If the one negative experience is enough to finish the partnership, it is relevant to communicate the intention to the partner and analyze the partnership agreement to be sure that it is possible to do it. The partner image must be separated from the partner with the support of external communications and a new communication strategy if needed. In an extreme case, the negative experience will have to be reviewed by legal experts to have compensation for the negative impacts.

Finally, satisfaction with the partnership increases the organization's brand loyalty and future intentions of continuing with the partnership. For the continuation to happen, an analysis of the resources must happen, along with an analyze to understand if the partnership is still aligned with the organization strategy. Having resources, satisfaction and the necessity of the partnership, the connection is going to be renegotiated, with new goals and activities. If there is satisfaction, strategy alignment but there are no resources from one of the organizations, the organization will still support the organization by being engaged and promoting the organization's activities and mission.

Yet, if the organization receives a proposal from another entity, while being satisfied with the current partnership, the proposal must be analyzed in order to understand its benefits and

advantages for the organization. If the organization feels like the new proposal is a reason to finish the current partnership, before doing it the entity must communicate the strategy change to the current partner and give them the chance to level up to the new proposal. Moreover, the budget and resources of the organization must be analyzed in order to understand if it is possible to keep both partners according to the initial resource's application.

10. Conclusions and limitations

The aim of this paper was to understand the impact of several variables on developing a long-term and more effective partnerships between for-profit and non-profit organizations. Shared values variable was analyzed according to the sub-variables of having the same goals, behaviors and policies. Results showed that the goals, behaviors and policies don't need to be the same initially, but they need to have space for negotiation, and they can't be opposite to each other. Moreover, even different goals, behaviors and policies can be adapted in order to be more aligned with the prospect partner goals, behaviors and policies, with the goal of increasing the customer engagement when presenting a partnership proposal. The important factor is to be honest, transparent and to know, before developing the partnership, the prospect partner goals, behaviors and policies for the conversation to be more effective.

The organization mission sub-variables were the organization presenting a proposal having a clear message and communication system, the organization having social concerns and the organization having a social concern that is relevant to the prospect partner, represented in the framework has customer. A clear message and communication have an extreme importance because communication is what allows people to understand each other and so, the clearer the communication the stronger the customer engagement. Yet, a clear message shows that the organization has a well-defined social responsibility strategy, which makes it easier for the organization presenting the proposal to connect with and for their vision adaptation. Finally, the organization having a social concern increases the customer engagement, however the raise is higher if the customer sees their social concern has relevant to them. Not being relevant is not a partnership blocker but it is a limitation because the partner still adds benefits and values to the partnership.

Regarding the internal engagement impact on the customer engagement, the sub-variables with a higher impact are the organization representative satisfaction, identification and commitment. These three sub-variables are the most important ones because they show that the organization manages well their employees, that the organization shares a common purpose and that, no matter what, the employees are dedicated to and care about their job and organization. Yet, loyalty with the organization also has a positive impact if the loyalty is associated to the ethical behaviors of the organization. Moreover, the representative performance impact only has a positive impact on the customer engagement if he has a good performance with and for the partnership. Therefore, satisfaction, identification and commitment have a more direct and

stronger impact on the customer engagement and the impact of loyalty and performance is dependent on more variables.

Regarding the customer engagement and trust between partners, the sub-variables under this umbrella are for the organization to fulfil the partner expectations, the expectation for the partner to act according to his social capital and the expectation of the partner to act always right with and for the partnership. The conclusion for the three values is the same: as every partnership is based on an agreement that defines all the partnership details, the expectation is for the contract to be fulfilled and as a consequence, for the partner to fulfill the contract, to achieve the expected goals, to act always according to their social capital if that is defined by contract and finally, for the partner to not have opportunistic behaviors and to always make the right decision not only for the partnership but also for both partners. This happens because without believing in this contract is not signed and the partnership is not going to exist. However, the organizations recognize the existence of external factors that can affect the expectations fulfilment.

Trust between partners and commitment towards the partnership were analyzed according to the extra application of resources and personal and organizational efforts because of the existence of trust. The conclusion is that these factors are applied according to the project and partnership necessity and not because there is more or less trust. However, having trust is the most important factor when developing a partnership: without trust on the partner, there is no partnership and no application of resources and efforts.

Commitment towards the partnership and satisfaction with the partnership was, firstly, analyzed based on how compensated the partners feel if the partner fulfils their expectations and acts according to their social capital. The partners feels more compensated if the partner fulfills their expectations and less compensated if they act according to their social capital. The reason why is because the results are the outcome of the partnership and they unlock benefits, like a more sustainable market positioning, and the social capital sometimes is not shared from the beginning of the partnership. Nevertheless, acting according to the social capital but no achieving the goals doesn't leads to the partner satisfaction with the partnership. The second part of the analysis was focused on the role of negative experiences in the partners satisfaction: no matter the dimension of the negative experience, the partners are never satisfied with it. However, the partners can forgive a small dimension negative experience and continue with the partnership. However, the partner is going to feel less satisfied and will have less trust on the partner.

Finally, the satisfaction with the partnership increases the chances and willingness to have long-term partnership. However, the continuation is dependent on many factors like the organization's budget and availability of resources. Nevertheless, the partnerships are not exclusive, and organizations are still going to look for new partners and accept new proposals, even having less willingness to do it because of the high level of satisfaction with the current partnerships.

All the factors tested have a positive impact in the development of partnerships between companies and NGOs. However, some factors have more importance than others, such as trust, communication and expectations fulfillment, especially the goals achievement and the benefits collection. Moreover, the representatives are the face of the organization in the partnership and they must show that they know the organization well and represent it with ethic, always demonstrating commitment with and for the partner. Therefore, the main conclusion is that the developed model is effective when developing a partnership between two different sectors and the combination of the variables leads to the development of satisfaction and increases the chances of having a long-time connection between the organizations.

Nevertheless, this study has some limitations. The first one is based on the sub-variables chosen to represent on variable commitment under the questionnaire. The chosen variable was focused on by having more trust to apply extra resources, personal efforts or organizational efforts into the partnership. The conclusion was that extra efforts are not applied based on trust but based on the partnership necessity of extra efforts and so, the trust has no impact on applying extra efforts. Even due this analysis, some forms of implementation were taken as output. However, it is possible the existence of other variables that better represents the concept of commitment for the development of B2N partnerships. The second limitation is the difference in the number of interviews to companies and NGOs: more interviews were realized to companies that to NGOs. Finally, the last limitation is that some of the interviewees didn't had enough experience in developing partnership between organizations and companies and therefore, had a bigger challenge on answering the questions and justifying the answer with their experience.

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12. Appendices

12.1 Interview guideline for for-profit partners

1. Shared values and customer engagement	
1.1	Do you consider that having the same goals as the non-profit increases the corporate partner engagement?
1.2	Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?
1.3	Do you consider that having the same policies as the non-profit increases the corporate partner engagement?
2. Organization mission and customer engagement	
2.1	Do you consider that an organization with a clear mission and clear communication of it, increases the engagement of the corporate partner?
2.2	Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?
2.3	Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?
3. Internal engagement and customer engagement	
3.1	Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?
3.2	Do you consider that an organization representative that identifies him-self/herself with the non-profit increases the engagement of the corporate partner?
3.3	Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?
3.4	Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?
3.5	Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?
4. Customer engagement and trust between partners	
4.1	By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

4.2	By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?
4.3	Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?
5. Trust between partners and commitment towards the partnership	
5.1	By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?
5.2	By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?
5.3	By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?
6. Commitment towards the partnership and satisfaction with the partnership	
6.1	If the organization performed according to the company's expectations, do you consider the trust and commitment with and for the partnership compensated?
6.2	If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?
6.3	Does the corporate partner lose the commitment with the partnership because of a negative experience with the non-profit?
6.4	Do you believe that it is needed more than a negative experience to lose the corporate partner trust and commitment with and for the partnership?
6.5	How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?
7. Satisfaction with the partnership and long-term partnership	
7.1	Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?
7.2	Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?
7.3	Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?
7.4	Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

12.2 Interview guideline for non-profit partners

1. Shared values and customer engagement	
1.1	Do you consider that having the same goals as the corporate partner increases the non-profit engagement?
1.2	Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?
1.3	Do you consider that having the same policies as the corporate partner increases the non-profit engagement?
2. Organization mission and customer engagement	
2.1	Do you consider that a company that has a clear CSR mission and communicates it, increases the engagement of the non-profit?
2.2	Do you consider that a company that addresses social issues increases the engagement of the non-profit?
2.3	Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?
3. Internal engagement and customer engagement	
3.1	Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?
3.2	Do you consider that a corporate partner representative that identifies himself/her-self with the company increases the engagement of the organization?
3.3	Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?
3.4	Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?
3.5	Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?
4. Customer engagement and trust between partners	
4.1	By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?
4.2	By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?
4.3	Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

5. Trust between partners and commitment towards the partnership	
5.1	By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?
5.2	By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?
5.3	By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?
6. Commitment towards the partnership and satisfaction with the partnership	
6.1	If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?
6.2	If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?
6.3	Does the organization lose the commitment with the partnership because of a negative experience with the company?
6.4	Do you consider needed more than a negative experience to lose the non-profit trust and commitment with and for the partnership?
6.5	How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?
7. Satisfaction with the partnership and long-term partnership	
7.1	Do you believe that the non-profit satisfaction, with the partnership, will make the company brand loyal to the company?
7.2	Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?
7.3	Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?
7.4	Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

12.3 Transcription of the company answers

To better understand the following interviews, it is considered that “Q:” represent the interviewer and “A:” the answers of the organization responsible.

Interview 1

Q: The first question is: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Let me bring some context: I am part of a company and you are asking that if me having the same goals, strategic ones or without profit goals, the possible partners will make me feel more connected with the organization?

Q: Yes, exactly.

A: It's not a question with an easy answer. Between one and seven I would evaluate it in the middle, a four.

Q: Why this value and why it is not a question with a simple answer?

A: Because it depends on the type of company we are considering. In my activity, a bank, each day they get more focus on their own goals and their goals are growth, make money, update themselves and be aware of the market trends, that change every day. On the other hand, I work in a corporate bank, the only corporate Portuguese bank, and these banks are different because they have different goals and strategies that the regular commercial banks. Corporate banks have some focus on the development of the regions the bank is inserted at and so all the partners and stakeholders are very involved in the strategy and goals of the bank. That's why my evaluation is a four: because it depends on the company. If I am talking about my company, I would rank it as a six, however if I am answering in an objective way it is a different answer. Should I answer based on my experience or being objective?

Q: In your experience, this interview is focus on your experience.

A: But my experience is global, I have experience not only the corporate bank experience but also the external experience. So, if the question is to focus on the first one the evaluation would be a six. If it is based on the external experience my evaluation would be a 4.

Q: It is according to your experience, so according to you the evaluation would be a four.

A: Yes, I'll keep the four.

Q: Let's move to the next question: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: The answer is aligned with the previous one, so would be a four also.

Q: Ok. And about the next question: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: It is the same, aligned with the first answer. The evaluation is also a four.

Q: Let's move on to the next group of questions: Do you consider that an organization with a clear mission and communication of it, increases the engagement of the corporate partner?

A: Nowadays, in my opinion, the communication is a very important factor. A company can have the best strategy, based on the most updated methods. However, without a good communication system to the other party, the strategy success will be in danger. So here my evaluation would be a seven, without a doubt.

Q: And the next question: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: I would say that each day it happens more. If this question was asked five or ten years ago, I would evaluate it as a one or two. Today, I am not going to evaluate it with a seven, but I will with a six. Every day these themes get more important and a company without social concerns as a worst image with the audience and it damages the company performance.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Comparing to the last question, I will evaluate this one as a seven.

Q: Why?

A: Because this question has an important detail. If I consider the last one as super important and being it a topic that I agree with, the social issue being relevant of the company, the question gets even more validation.

Q: Moving to the next topic, let me just clarify: The following questions are about the NGO representative in the partnership and not about the NGO as a whole.

A: Ok, got it.

Q: Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner? Satisfaction here means, example given, if the person feels valued by the company, if the person likes the job, etc.

A: If I understand the question well, if the person is satisfied with the organization, it will increase the engagement of the corporate partner?

Q: No, the question is: If the organization representative is satisfied with the organization, it will increase the engagement of the corporate partner.

A: Ok.

Q: This factor is going to increase the engagement of the corporate partner?

A: I would evaluate it as a five. Yes, it will have some impact, but it all depends on the person's behaviors and communication of the satisfaction. That's why the value it's not higher.

Q: Ok, so it is missing the communication factor.

A: Exactly. It is like the previous topic. It was about the market and here it more about internal communications. I would say that if I am satisfied easily, I can communicate it compared to someone that it is not satisfied. However, even if the person is satisfied with the communication of it might fail.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: The answer is the same: the evaluation is a five.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: The evaluation is also five.

Q: The explanation is the same as the last factor?

A: Yes, sorry. I did not justify my answer but in the end the answer is aligned.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: The same answer and the same evaluation: five.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Here, maybe because of my experience, my evaluation will be six. Even that we are talking about an NGO and even with all the current topic trends about social issues, the posture of the organization representative is still a determinant factor. It is important to be involved in the strategy but if the performance is not good the other factors will move on to the second plan.

Q: Moving on to the next topic that is about the NGO as a whole again. By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: It depends on so many factors that I cannot agree totally, so my evaluation will be a three.

Q: Which other factors are involved here?

A: Everything, internal and external factors. Let me see if I got the question right: The connection from the company side?

Q: Yes. Every partnership has expectations, being them by contract or not. So, if I am connected with an NGO, I believed that the NGO will work according to my expectations?

A: Ok. Then I will change my answer to five and I cannot agree totally because it depends on many factors. I can have expectations and behaviors, but it can have internal and external factors

that can lead to an alteration of the expectations or partnership goals during the partnership. And then the results might be lower than the initial expectations.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital? Here the social capital are the mission and values.

A: The mission and values of the company?

Q: No, from the NGO. By having a connection, if you believe that the NGO will act according to their values and mission. An example: An NGO that is collecting money for a certain mission. I believe that the money I am donating will be used for that mission.

A: So, my evaluation will be a seven, I totally agree. I know some NGOs with a very strong mission, and I believe that they will act according to their mission and values.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Here I will evaluate with a three. I believe that the NGO has values above any partnership they can possibly have. And so, sometimes the partnership values might be smaller than the NGO ones. So sometimes the NGO needs to act bigger and when it comes on not damaging the other party, I think it can happen. I think that at some time bigger values arise and the NGO needs to make a decision that can affect the other party.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: I would evaluate with a seven. Trust is the base for everything. If I trust in the project I believe in the strategy and goals, on what it is defined. However, if I don't trust that the project will be delivered right or on the ones that will deliver project, I am not going to bet on the project.

And I will give the same justification for the next questions:

- By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?
- By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

The evaluation will be seven and the justification will be the same.

Q: Ok. Let's move to the next group of questions: If the organization performs according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: I was thinking: When I make a partnership with an NGO, am I waiting for compensation? And the answer is different if it is a yes or no. When you develop a partnership with an NGO it

is with the main goal it's not be compensated, is to contribute with something for the NGO goals, be it social or environmental. So, I am not expecting any compensation. However, I will be expected some a promotion of it and my compensation will be in terms of brand recognition.

Q: Yes, in some cases it is. However, the compensation that I am mentioning in this question is related with: If has company was worth it to put effort in the partnership because the partner behaves according to the expectations.

A: So, my evaluation will be a six. And on the question:

- If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

It will also be a six. The main difference is the social capital factor. Will be six based on the same answer.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: No, so I will give a lower value. A tree does not make a forest. A negative experience with the same NGO or with a different NGO?

Q: With the same NGO.

A: It depends. If it an extreme situation it is enough. However, if it is a smaller thing it is undervalued. It depends on the situation: sometimes an extreme situation happens, and it leads immediately to the end of the relationship, as all relationships. However, it can be a smaller thing and the parts can talk about it and solve it and in that case, it is not enough. So, it will be a value in the middle, four.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership? This question is about if you can, or not, give a number to the limit of negative experiences a company can manage with an NGO.

A: It depends. It can be just one that destroy the partnership, or it can be several small ones. An example: A bank when makes a partnership, renew them from time to time and when it happens the partnership is evaluated. If something extreme happens, like something that destroy the reputation of one of the partners, the partnership will not happen again.

Q: Ok, about the next group. Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: What do you mean by brand loyal?

Q: An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: Yes, I would evaluate it with a six. If I have good results with a partnership I am going to want to continue with the partnership and renew it.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, I would evaluate with a six. The team that wins does not move: If both parties are satisfied, we should keep the partnership.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Here I do not agree totally. If it is a complementary activity, I feel comfortable in look for a partnership. So, I am going to evaluate it with a five.

Q: Last question: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the activities are complementary and if increases the goals of the partnership, adding benefits to the company, I am going to increase the number of NGOs I work with. If I have a good experience, I am going to want to expand the sector I impact. It all depends on the company decisions. However, If I have a good experience easily, I will want to work more with other NGOs for my company to be seen as social issues friendly. If I have a bad experience and I still want to contribute I will for sure look for another NGO to work with. If the company has a commitment with certain goals to impact society, it will always look for partnerships with NGOs: If the partnerships go badly the company will look for new ones; If they go well for the company, they will want to expand the number of partnerships.

Interview 2

Q: The first question is: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: I didn't understand the question.

Q: The question is: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: A company cannot have the same goals as an NGO. They can have the same mutual interests but not the same goals

Q: Here, as goals, we are talking about, example given, the NGO values and mission. Do you consider that having the same values and mission makes the company more engaged with the NGO?

A: I do not know any company that has the same values as an NGO. The connection between companies and NGOs is a connection of mutual interests with different missions. I don't know any vision that is common to a company and NGO that are not from the same group or project.

Q: Ok, I understand your perspective. Let's move on to the next question: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: The behaviors from you? From the company?

Q: Yes. The question is: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: I am having some difficulty in understanding what is a company behavior, in understating what is a corporate behavior.

Q: Let me give an example to help you: It can be technical skills, way to work or way to manage partners.

A: Got it. I do not know because the concept corporate behavior, is not familiar to me. There are corporate policies and sometimes they are shared. Behaviors are human actions and a company does not have behaviors, so I understand the perspective of the question – to understand the relevance of corporate behaviors to the partnership development. However, I cannot understand the practical side of the expression.

Q: The examples I gave you is one of the most practical behaviors. It can be the way the NGO work, the way they manage partners, the way they manage customers. These are some of the behaviors to have in mind.

A: If the behaviors from the NGO are similar to the ones from the company it will increase the connection and the partnership efficacy compared to have more distant behaviors. Is that the question?

Q: Yes, it is.

A: I don't know if there is more impact. The partnerships between similar organizations might be easier to manage because they talk the same language, however they add less value to the parties involved because they are different organizations.

Q: Ok. Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: I don't think there is less impact. The policies are different, totally different. They can be the same but applied in different ways.

Q: Ok. So, you don't agree?

A: The thing is that I consider that variable does not have an impact.

Q: Yes yes, I was just thinking on the evaluation scale.

A: I don't have the knowledge to have an opinion on the variable. They are different types of organizations: If we are evaluating the partnerships between two companies it makes sense because they are similar organizations. Having in mind to different types of organizations I cannot analyze the relevance of the variable.

Q: Ok. Moving to the next block of questions: Do you consider that an organization with a clear mission and communication of it, increases the engagement of the corporate partner?

A: Yes, I agree.

Q: From one to seven, how would be your evaluation?

A: A seven.

Q: Why?

A: If an organization does not have a clear purpose and does not know how to communicate it, it will be harder for externals to connected with the purpose and with the organization.

Q: Ok. Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes, usually that's the reason why companies work with NGOs.

Q: From one to seven, how would be your evaluation?

A: A five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, it will.

Q: From one to seven, how would be your evaluation?

A: A seven.

Q: Why there is a difference between this evaluation and the one before?

A: Because the second, in terms of logic, makes sense. A company to build a connection with an NGO needs to recognize their goal as relevant for the company. Therefore, it only can be a zero or a seven.

Q: Ok. The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: But which type of person are we talking about?

Q: Here It depends on the NGO. Can be the person that manages the partnerships from the NGO side, can be a team that manages the projects. An example, I already interview a vice-president of an NGO that is responsible for the partnerships management because it is a smaller NGO.

The factor in common is that the person has the role of being responsible for the partnership's management.

A: I don't feel the relevance because it is a clear and general variable: at anything, if the person is happy and satisfied it is obvious that will have a positive impact.

Q: From one to seven, how would be your evaluation?

A: A seven. However, I feel it is not relevant because usually the ones that manage the partnerships are not account managers, are first line managers or senior managers. Therefore, I don't see that much relevance.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes. It is one more variable that impacts everything: studies say that if I identify myself with my organization my output will be better compared to a person that does not identify herself with the organization.

Q: From one to seven, how would be your evaluation?

A: A seven because it is binary.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, seven. Because the engagement is associated to the variable trust. To have trust, loyalty will increase the engagement.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Can you repeat please?

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, it is hard for me to find differences on terms. Therefore, I am going to give the same evaluation.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Can you repeat please?

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: In other words, if a Ronaldo is more effective compared to a regular player?

Q: Yes.

A: Yes, but that variable is also applied to everything. It is a seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Will perform?

Q: Yes, meeting the results, work according to the company's expectations.

A: That is related with the partnership, but it is not a direct answer. It depends on the context. A partnership is not an order. When it is between companies, the company A builds a partnership with the company B and company A expects that the company B meets the expectations. When there is an NGO, there is an expectation but even if it does not meet it is considering a success. If the NGO takes a role in a company, there is a contract and very clear expectations. If the company only has a relationship with the NGO, even if the results and the experience is not good, it will not affect the performance. There is no control and not very objective goals.

Q: Yes, contract partnerships have clearer goals and expectations. However, a partnership can also be supporting the NGO with money and expecting that the NGO will use the money according to the NGO mission. In both cases there are expectations involved. From one to seven, how would be your evaluation?

A: A five.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: If there is that expectation from the company?

Q: Yes. If, when working with an NGO, do you believe that the NGO will act according to the values and mission that communicates to the community.

A: Yes.

Q: From one to seven, how would be your evaluation?

A: A five. But in daily life it does not go that way.

Q: Why?

A: Because people and organizations fail. There are many NGOs in the world that have some goals and when they make a partnerships, they adapt them. The entities do not always work according to their initial beliefs. There are many public cases of NGOs that do not follow their mission. The question is correct, but it does not go that way on the daily life.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Not in all cases. In the beginning of the partnership the conditions are defined in order for that situations do not happen, like by contract.

Q: How would be your evaluation?

A: Five.

Q: Ok. Moving to the next group: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes. But usually that happens is the opposite, no one increases the resources. The parties just keep the resources longer in the partnership.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: If the person that is managing the partnership does it as a part of the role, it should not have an impact. However, I can admit that there is an impact.

Q: From one to seven, how would be your evaluation?

A: Four.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: Ok. If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: No. Because NGOs look for money, resources, partnerships with other types of capital, like human capital. Without this, no NGO will work with a company towards a greater purpose. That does not exist. Even from the NGO side. All the NGO ask for money, not for charity but for projects they are developing because they need the resources.

Q: From one to seven, how would be your evaluation?

A: One.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Can you repeat please?

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: I did not understand.

Q: Do you want me to repeat it?

A: Yes.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Compensated how?

Q: An example: I supported an NGO on working according to their cause and they use my supported right, so I feel compensated because I helped the community.

A: Like a company takes the employers to paint walls during the day and the alignment of the action with the core business of the company, if it has an impact on the NGO.

Q: Yes. If the organization performed according to their values, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, I agree.

Q: Why?

A: The question is very theoretical. In reality it does not go that way. I only see this in the volunteering cases. If it is a painting company taking the employers to paint walls while working with an NGO focus on sustainability, no one will remember the company name. Volunteering has a different way of working than other supportive actions, the other ones are not established just according to the values.

Q: From one to seven, how would be your evaluation?

A: Three.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Yes, always.

Q: Why?

A: Because it is my job to know that it is and there are cases and studies based on losing trust and reputation. It is needed just concerning action to lose trust and it is easier to lose it comparing to win it.

Q: What if it is just a simple mistake? That does not damage the reputation.

A: In that case the answer varies according to the issue's intensity. In the NGO case, the companies are more careful: It is easier of an NGO to make a mistake and broke the partnership than a supplier because the supplier is a commercial partner without a mission behind and that not communicates the social mission. So, the NGO have more responsibility than the supplier. There are more expectations and the company's reputation will be associated to the NGO reputation. That's why with just a mistake the NGO can lose all the partners.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: It depends on the impact and relevance of the mistake.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: What is brand loyal?

Q: An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: Yes, that happens.

Q: From one to seven, how would be your evaluation?

A: Five.

Q: Why?

A: Because it is normal, when building a partnership, the company will buy more products from the partner. It is normal to happen.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Sure.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: Why?

A: The variable satisfaction is about that, has an impact in everything: If I am satisfied, I want more. The economy studies that.

Q: True, I have study that.

A: There are cases that does not happen, but in partnership it happens.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes, five.

Q: Why?

A: If the offer is better, it can happen. Having more trust reduces the possibilities of that happen.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the partnership is old and does not have any innovation and someone makes a proposal with something new, that is not necessarily better.

Interview 3

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: It is an added value. If partnerships are built on similar or common goals, it will be easier to build the partnership.

Q: From one to seven, how would be your evaluation?

A: I do not know if I can. We are talking about a partnership between organizations with different goals. I would say five.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: How do you define behaviors?

Q: It can be the way the NGO work, the way they manage partners.

A: Can be organization culture?

Q: Yes.

A: Yes, it is much easier. One of the main challenges on managing or developing partnerships are the cultural differences. The closer the culture, easier the connection. It is obvious that it is important if we are talking about different countries and even different sectors. An example: we are a certification company and if we want to make a partnership with another certification company it will be easier compared to make a partnership from another sector. If I want to make a partnership with a group of individuals that work on sales, even if they are great on sales but do not have the same culture as the certification company, it will be harder because they are not used to the same practices that the company does. It is needed an equilibrium and a bigger adaptation period. So, in terms of being easier, I would evaluate it as a seven.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: It is harder to get it because the companies do not want to change their culture. However, it is important to have rules for the partnership, by contract or attached to the partnership conditions.

Q: From one to seven, how would be your evaluation?

A: I would say six.

Q: Moving to the next group: Do you consider that an organization with a clear mission and communication of it, increases the engagement of the corporate partner?

A: Yes, because in a partnership a key factor is transparency. Trust is needed, being it between organizations or people, and if there is no trust before creating the partnership, it shouldn't be done because it will never have success. So, more transparency, goals and values the better.

This does not mean that there is not a negotiation between parties. However, there is a necessity for transparency and communication for the success.

Q: From one to seven, how would be your evaluation?

A: Six

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: It can or cannot. The social responsibility is a trend and if on the other side there are social concerns it will be an added value for the partner. So, I would evaluate it with a five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, because partnership brings common benefits and if the company wants to provide an image of being socially responsible and if it builds a partnership with a social character, the company will use the partnership to communicate their mission.

Q: From one to seven, how would be your evaluation?

A: Six

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, like any other unhappy employers. If the person is satisfied you can notice it in his work. If the person is not happy it will be harder for the partnership to work, because it means that the organization can create issues because the person is not satisfied. It would be a seven.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: There is a fundamental thing. When you build a partnership, depending on the partnership and the cultural system, they are built by people and sometimes organizations forget about that. Before the partnership some work is done, like a strategic development and market research, and when the company finds the partner, the point of contact will be someone that will represent the company on the partnership. This means that the partnerships build more for people than for organizations. If the person is not satisfied or if the person identifies himself with the organization, it will have an impact. Sometimes a change in the representative can destroy a partnership because the trust level that was developed does not exist anymore. So, a six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, sure. For the same reason.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Results for the partnership or others results?

Q: The person results.

A: Sure. The results are a result of the person's efforts and the trust that was developed. Yes, the more the results, the more the company feels the effort from the company.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: There are always expectations, being measurable or not. The expectation is always for the expectations to be fulfilled. Sometimes it does not happen. In my experience, sometimes the partnership is made for a market that the company does not know. So, the company hires a person that knows the market to support the market entry. And that's why sometimes companies look for these partnerships, to get a better know how from the market. When this does not happen, the goals are still defined. However, the goals are out of the partnership's initial definition because of the initial lack of know how or because, to build the partnership, it is needed to accept some goals that was not expect on the beginning. It is normal that some goals are not achieved. What it important is to take conclusions in the end. If I still remember the question, the company has expectations for the NGO to meet some goals, being them in terms of company image or just by talking. However, there are always that expectations because it will be same than one of the sides stop delivering their partnership side.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, I do. Or that is the expectation, for the NGO to act according to the behaviors defined for the partnership because it is a key factor to close inside the partnership. If that does not happen, it is a factor to close the partnership.

Q: From one to seven, how would be your evaluation?

A: Six.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Can you repeat it please?

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: On that case it is needed to be careful and have some control. Behind the goals and rules, that we talked about before, the rules should include how the entities can control a partnership. Trust is needed but it is also needed to have some control from both parties. Because opportunistic situations might happen. I don't know what an NGO has to win with that because I believe that it can happen in terms of donations that not applied as it should. I would give a three. We, as citizens, sometimes have some questions about the how our donations are used by the NGO and that is one of the challenges. There are cases on the news about that and when these cases enter the business world, there are needed some KPIs to control the situations.

Q: Yes. Moving to the next question: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes.

Q: From one to seven, how would be your evaluation?

A: Six. Willingness is one thing, that action adding another value is a different thing.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, if there is the same return. I would answer the same. Of course, it is needed to make an evaluation of the return from the investment but if both parties feel the same, yes.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, I would say a five.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, it is the same.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends the intensity of the situation. If there is just a negative situation, it is not enough. It is needed to analyze and understand the situation. However, in a high intensity situation it can

happen. In our case: we have some rules. If during the control stage, we understand that the partner didn't fulfilled some key factors it can be a deal breaker. I would rate in the middle.

Q: Ok. So, if it is a situation that damages the company's reputation, it might be a deal breaker. However, it is possible to happen more than one situation.

A: Yes, it can.

Q: Ok. How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: I cannot say. It will depend on the intensity. If there is a company that makes a donation an NGO and builds a partnership, like five hundred thousand euros per year to be invested in food to be distributed for the ones who need it. The company will use it to promote their image. If this is one of the main factors and if the company discovers that the money is being used for another thing, like corruption, that can damage the company image – it is just needed on time. However, if it is a situation that the investment is supposed to be done in August and will be done only in September, or that the quantity of food is a little different, it is a question of analyze the situation and solve it together.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, it can be for a short period of time, but it can happen.

Q: From one to seven, how would be your evaluation?

A: Six. Sometimes the company strategy can change faster than the NGO strategy.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, it would be a six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: No, because that would represent an exclusivity system. It would rate it as a two. It depends on the company strategy, the communication strategy, the contract done with the NGO. NGOs are non-profit and I do not know if there are some NGOs that work with that kind of partnerships.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the environment. There is any different on the factor that NGO sector is different?

A: No, it can be several sectors.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: The factors are achieving another audience. Social responsibility is used by companies with the goal of market positioning. You can see it in retail and food clothes, more on underdeveloped countries. So, companies want to show the market that they build conditions to help those countries. An example: cement companies bring some environmental issues because of the nature of their work. If I worked in a cement companies, I would try to build a partnership with an environmental NGO to try to reduce the negative impact of the company. It would be an important message for the community, that the company tries to reduce the impact. If the company also have complained, because of noise or places for kids to play, from the community, it also makes sense to build a partnership to show the community their concern. However, it does not make sense to me a company that already works with an environmental NGO to start working with another one because of the company strategy. It might be good, if there is no conflict.

Interview 4

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, it helps. Because we want to achieve a common goal and it allows the partnership building.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: On that case I do not agree because the behaviors expected from an NGO and from a company are different. This happens because the type of stakeholders that the company answers to are different from the NGO ones. However, in the long term both of them answer to the society. Nowadays, companies are very focused in answering their shareholders, employees and society, and the NGO is focused on answering to society.

Q: From one to seven, how would be your evaluation?

A: Four.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, having similar policies allows a better communication and having the same vision in terms of values and goals for the society. Six.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, the transparency and all that. Six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes, because if the goal is aligned it helps. Seven.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes. Seven.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. Seven.

Q: Why?

A: Because leadership is everything and currently, I have found greater leaders, more connected and without having in mind opportunistic factors more in NGOs than in companies.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes Seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes Seven.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes. Seven.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, seven.

Q: Why?

A: Because it is the walk the talk. It is expected in the companies and even more in the NGO. We are seeing the company reputation being affected by their leaders and when this happens at NGOs is even worse. If the NGO has a leader that does not do the walk the talk, the trust is harder to get.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: No. Because the same there are some challenges. The NGO has their mission and values and some parts are common to the company but there are facts that sometimes do not match and cannot happen at the same time.

Q: From one to seven, how would be your evaluation?

A: Four.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes. Seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, seven.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes.

Q: Why?

A: Because a company when working with an NGO is working for the society and have in mind reputation factors for the company and NGO. The company does not want to have a connection with an organization that was reputational issue.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes.

Q: Why?

A: There is a necessity from the companies to work with NGOs. However, there are some NGOs that provide a greater sense of trust and others that provide the sensation that sooner or later they are going to give up on the partnership.

Q: From one to seven, how would be your evaluation?

A: Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, same reason. Seven.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: That depends on the results. Trust is one thing; the results of the partnership are another thing. You can have total trust but not have the expected results. Or you can have results that are achieved because of NGO mistake. External issues that affect the partnership are not an NGO mistake.

Q: From one to seven, how would be your evaluation?

A: Five.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes. Seven.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: I would say yes. Even if it is a smaller problem, there are so many NGOs to work with that a mistake can be the cause to lose the partnership.

Q: Which motives would make you stop the partnership?

A: More practical questions and effective and proved questions. And also, some perceptions that I have. There is no need to associate my company to an NGO with reputational issues.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes.

Q: Why?

A: Because a partnership that worked well and the goals still exist, it makes sense to continue. Six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, for the same reason. Seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: No, because there is no exclusivity. Working with one NGO is not a reason to work with others.

Q: Let me give an example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the communities. Would you accept it?

A: Yes.

Q: And if the proposal is from an environmental focus NGO?

A: Yes.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Having in mind some goals to impact a certain sector, if we receive a better proposal (more impactful) it can make sense. An example: An environmental NGO that works with a company have a project together. Then the company gets a proposal from another environmental NGO that beside the initial projects, adds to it the empowerment of handicapped people. There is no reason to not make a deal.

Q: On that case, would you keep the same partnerships?

A: Yes, but in terms of the use of resources it's limited. I have a budget to use on these partnerships and if this partnership that allows a bigger impact, I would (if possible) gave up on the contract and make a new one.

Interview 5

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, a five.

Q: Why?

A: It's not seven because it can exist a factor that can make the company like more or less of the NGO. Ideally, NGO manage a very social sector and companies work more for the capitalist sector. If a company has social concerns, it is seen as a company that wants to make an impact and not as a company that is only looking for money. This brings some alignment with the NGO.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, I do know the daily life of an NGO. However, a company wants to look a lot like NGOs in the sense that NGO have limited human resources and a small group of people have a lot of tasks and sometimes don't work with a correct and regular schedule. As a company, you want to be aligned with that values because sometimes someone goes on vacation and the tasks still need to be done. Also, sometimes there are no different teams and people need to work together. I would rate it as a five.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, here the profit topic is relevant because an NGO does not have this character, but a company has. Most policies are done in order for companies to have profit to support NGOs. I would be a four.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, because it allows the role of explaining to the market the partnership logic and makes it is to work and promote the partnership. It would a seven.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes. In the case of a bank, the relationship is not direct because it works with adults. Therefore, it is a five and not a seven. In the long term, in terms of the bank audience that is having kids, it allows the building of a relationship a better positioning.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, seven. If they have a clear message and if it aligned, we have all the reasons to communicate it and promote it. We can even associate more budget to the partnership to work the NGO mission. It makes the situation better.

Q: From one to seven, how would be your evaluation?

A: Seven. Maybe the last one I would change it to a six. Because having a clear message it's a six, and the alignment it is a seven.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: We don't know the person in context. However, if we can understand the person enthusiasm, that the person adds more points to the partnership I would say yes. We are going to think about the partnership. Usually we present the partnership, but if the person presents some idea, we can take it into consideration. It would be a four.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, but by e-mail it is hard to understand. We can see the enthusiasm but is it hard. I would say that to work there the person needs to be aligned, because there is no profit. I want to believe that all the employees are aligned. I would say four.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: I would say that if the person has some challenges in the NGO, the person is going to leave. So, if there is loyalty is a factor for a good partnership. This because the crises with NGOs are the main reasons why partnerships are destroyed. I would say five.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, five also. Like the previous reasons.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, seven. Because in the end of the year we make an analysis of the performance and if it goes well in the first day we will want to continue.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Three. Sometimes we agree in something and people forget about it or don't communicate it. Even with the most known NGOs: they have a lot of partners and we are just one on their list, and sometimes they forget about the communication. We had better results with smaller NGOs than with bigger NGOs, because the biggest NGOs have more partners.

Q: Because small NGOs have more necessity of resources. Because it is harder for them to get partners, they are not known in the market.

A: Yes, exactly.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, six.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: We had good and bad examples, but in general it was good. I would say a five. It's not a seven because we had bad experiences in the past and that happened.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. If in the previous year we had good results and if there is alignment between the parties, when defining the budget for the next year we want to associate more money to the NGO. It is a risk management strategy.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. We have a person that only manages the partnerships and that person will associate the biggest part of his time to the partnership with better results. It's a five. It isn't more because we do not want to give the other partners a negative experience.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, the same answer as before. Five.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes. If the KPIs are defined in a correct way yes. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Not achieving the performance goals?

Q: It is irrelevant.

A: In this case it is relevant. Because achieving the goals and acting according to social capital it is a seven. If there is no goal achievement it is a five. The factor of the partnership selection was the social capital. But if there is no return, we expectations are not met and we are wrongly applying resources at it. So, it is not enough. It is a five.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: It depends on several factors. It would be a two. If it is a negative experience but there is a good reason why, that is not a reason to give up on the partnership. However, if it is a scandal based on bad management.

Q: So, it depends on the number of factors. How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: It's not a number, it's the dimension of the mistake. Now you can see the rarissimas case that only required a mistake and the case of the NGO from São Pedro do Estoril that took four or five mistakes. Depends on the mistake and the dimension: If it is a small mistake it might require ten repetitions, if it is a big mistake it might require just one mistake.

Q: What is a small problem?

A: Not communicating to the audience that we are there partners and that are providing support to them. Next time needs to change but we continue with the support. A big mistake is something that affects the reputation.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, it happened with us last year. I don't remember the NGO name, but we work with them from the beginning. It would be a six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, a six. If the person is happy and everything is ok, it is a good topic to take to the management and to build a department just to manage the partnership.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: In our case we work with a lot of NGOs, so I cannot apply the question. It would be a one.

Q: Let me give an example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the communities. Would you accept it?

A: In our case, the biggest goal is spreading our word more than allocating all of our resources just in one partnership. We prefer to divide the investment. However, if we had in the past a good experience with an NGO, we will invest a little bit more on that. Because we want to support more NGOs and not just one.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Spread the word, communication to the audience, knowing that the NGO actually acts to make an impact and not just communicates it. The probability of impact more communities.

Interview 6

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Maybe a six.

Q: Why?

A: The goals from the NGOs and from the companies are not the same. However, they have common goals to make the partnerships. An example from us: we want to value our natural capital, our conservation areas, with the support of an NGO that has the same goal – value the natural capital.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, a six. It is important to react on the doubts and to clarify everything with the NGO. It is important for both parties.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, a five. The policies are never the same, because the goals are different. But the common goals are part of the policies and it is relevant for the organizations to act according to them.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, a six. That clarity is important. An example: the goal is protecting a species and if the goal is aligned with the company policies, we can work together to make an impact and to spread the message. So, the message is clear, and the organizations can develop more products together.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes. A company when working in a sector always has an impact in the industry and with the company. The first thing is to recognize and then communicate the impact. If I have an impact in a sector, I need to communicate with them and how to implement them. This is good for the NGOs to know the company practices.

Q: From one to seven, how would be your evaluation?

A: Six.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner? An example: Food collection in the supermarkets. If this mission it is relevant of the supermarket, will it increase the connection?

A: Yes, it is important. A six. Because it is a win-win relationship. The company might solve a problem and contribute for the society. The NGO solves the company issues and impacts the community.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, a six. When the NGOs employees are motivated and aligned with the NGO, it makes the connections easier with the environment around them. It is normal to happen. There are a lot more interaction from motivated people. I had experience it in my personal and professional life, the negative and the positive experience.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, a seven. Same reason.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, without a doubt. A seven. The representative needs to protect the NGO goals, because sometimes are totally different from the company goals, which is normal.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, if there is loyalty and commitment it is important. The relationship is more honest and transparent. For the same reason.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: On that one I have doubts. If the organization representative has a role of just analyzing company failure and it builds a connection, however it might not be a positive connection and it might represent a good job from the person. It can contribute to a behavior change from the company. I do not agree that happens all the time. Most of the times it is not the partnership manager side, there are other factors. A three.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: I don't know, it is hard to answer. It depends on the expectations. The expectations are based on trust and there is the expectation that the organization will act the same way. However, the NGO might have an internal change and change the way they behave. The companies should not have big expectations because the behaviors might change.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, a six. Without a doubt.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: It is hard to answer. I hope yes and my experience it is positive. A six.

Q: Why it is hard to answer?

A: It depends on the NGOs; some might change easier their opinion about some topics. I know cases when that happens, but not in my experience.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, without a doubt. A seven. Because having trust, the company has the willingness to bet their common goals because feels that it would be worth it.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. Same reason.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, for the same reason.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, a seven. Because if there is a trust relationship and if the NGO has fulfilled their role, the company's goals were achieved.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, but they need to be clear: the values and goals. Five.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends. There might have a worst negative experience. Trust is easy to build and easy to break. If you break it, sometimes you can build it again. NGOs can change their vision and that can make that an expectation is not met from the company side. A six.

Q: It depends on the experience?

A: Yes.

Q: Which action would make you lose the trust?

A: Something that damages the company's reputation and that was not communicated and clarified before.

Q: And if it is a communication failure?

A: No, that no. It is needed to be clarified but no.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depends on a lot of factors. It can be just one or a lot. Trust is hard to measure.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, there are long-term partnerships that are worth to keep and the more time more stability they bring and can evolve to a better relationship. If the parties have a project together and if it goes well, it can evolve and the NGO can easily increase the intervention on the partnership and on the company, being like a consultant for the company. It would be a six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, for the same reason. Six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Depends on the goals of the NGO. We have several partnerships with several NGOs, and it is possible to manage them all, because they have different goals. It is good to share the experience. Six.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Some partnership can lead to others, have a common goal that both parties want to achieve.

Interview 7

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes. Seven. If there is no alignment it is harder for both parties to work together.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: A five. It's not about the behavior. The behavior of an NGO in the market is different than a company behavior. It is needed to have the same mission and values.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: We are talking about different entities, so they run in a different way. What is important is having the alignment on mission and goals. Five.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Sure, communication is everything. Seven.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Depends on the purpose: if it is social responsibility, it is a seven; if it is research or a project it does not apply.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, the answer before. It depends on the NGO role. We have a partnership with the Global Compact, and they are developing a project with the goal of a better balance between work and

personal life from the employees. We don't have that practices in the company but were partners, because the partnership goal is different.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. Seven. If you are working for a cause and feel connected, you will work harder.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, seven. Same reason.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: If the companies are going to make a partnership and If there is an issue, it's not going to happen. Partnerships for companies have to goals visibility and profit. After signing a contract and something is not fulfilled, something is wrong. It is important to understand if the partnership goals are being fulfilled. In the sense of values, five.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, like before. Five.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Depends. If the goals achieved are for the partnership. Because he is bringing goals for the partnership. If his having results but not for the partnership, it does not have an impact. Five.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Yes, it needs to happen for the partnership to make sense. Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, for the same reason.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: If that happens, the partnership is lost. That's why there is a contract. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Depends on the goal. If it is for social responsibility is under a company budget, that usually is the same. It has more variation with a research partnership.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Depends on the partnership. I wanted to build a partnership with AIESEC, but it is not the first priority for the company and my time is limited. Depends on the strategic side for the partnership. Four.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, it depends on the time of the partnership again, same answer. Four.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, but it is needed to think in a more objective way and not emotional. If the goal is not achieved, the partnership will not happen next year. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, a seven.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends on several factors. If the initial goal was too big and if it is not achieved, that is not a reason to break the partnership. If there are other factors it can be analyzed and reviewed. It depends on the person that will manage the partnership.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depends on several factors.

Q: If the NGO damages the company's reputation, it is enough reason?

A: Yes.

Q: And if it a failure in terms of processes or communications?

A: That depends on the company, but I believe that will be easier to turn the partnership around.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Depends. Even if the partnership had good results, if the company strategy change it might not happen again. If there is a partnership with an educational NGO and if the company changes

the strategy and does not want to focus on that goal again, the partnership might not happen again.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes. Seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: It will have less willingness to, but it can happen. If the NGO have a bigger scope and bring more communication and bigger audience to the company, it can happen. The partnership can be good but with a better proposal with a bigger scope, it is possible.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the NGO have a bigger scope and bring more communication and bigger audience to the company. A company wants to enter a country and the current partnership only have a national scope and the one has an international one. Change in the company's strategy.

Interview 8

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: No. Two. Because companies are made to have different goals than NGOs, which does not mean that on their strategy they don't have the same attention points as the NGOs. The important factor is the alignment and have this attention points aligned.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Five. I think it helps to talk the same language or something that makes it is to communicate. If the company as a very extreme position it will be harder.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: It is aligned with the first question. The policies can show their social responsibility role, and on that case would a three. But it is not a key factor.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes. More the clarity of the position, easier will be connection and understating of the movement meaning. If I don't know what an organization represents, it will be harder for me to connect because I don't know what the organization will say tomorrow. A famous person

that I am using to communicate something, if the person says something tomorrow, my company will be associated to it. The same happens with the NGOs. It would be a six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: I think that about the social question are easier, but it is in indifferent. We always worked with NGOs, because we provide a volunteering system to our employers. However, the fact that those NGOs have a social role it's not a factor. It makes it easier because companies can reflect themselves better on the social role. However, the social role is something that touches everybody. So, maybe a four.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, obviously. In our case, the community is important, and we work a lot with of NGOs to promote activities for teenagers. A six.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. Six. It's like everything in life: what I believe the most, the easier it will be to sell it. Alignment can be a bad thing if the company has extreme beliefs and the person believes on them and represents them.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes. Seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, a six. Because if he shows commitment and shows that believes in the cause, everything that the organizations do together will be good.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, for sure, for the other effect. If that does not happen, the connection will be harder.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: I would say five because I think that the company's expectations can be fulfilled. But the company also needs to know that the organizations are different and will not expect a change in the behavior but will expect that the NGO keeps up with the good behavior and continues with the mission with corruption and so on.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Five. It helps if I know. If I already had a partnership in the past and if it went according to the expectation, it will help. However, if something bad happens it is the worst.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: I would say five, in the sense that If I already have a relationship with the NGO, I don't believe that will happen, so I have trust on them. On the other hand, I don't believe that is stronger than a five, because the NGO have their own beliefs and if the company has a bad behavior the NGO needs to protect themselves. It makes sense to finish the partnership at that time.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, six. It is about trust, and partnerships depends on the relationships between people. If people have a good connection, the partnership will be good. Naturally, the partnership will continue, and more ideas will come.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, for the same reason. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, for the same reason. Six.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, an example: we did a campaign with banco alimentar to collect food for an NGO. The fact that the action happens, it makes me want to continue to support. Six

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depend on the intensity. If it is a big thing yes, like the scandals that we see on TV. It is not the NGO fault, because it was the management that made the mistake, but we lose trust

Q: What is for you a situation that with less intensity?

A: A natural mistake, based on lack of communication.

Q: And if it like an NGO reputation issue?

A: Yes, depending on the situation but yes. If it is something like human traffic it is enough.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depends. If things are going badly, there are a lot of organizations to help. If we are talking about middle intensity issues, I would say three.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit? An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: The trend is to build a connection, but it is not related. Five.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes, it will. The fact of helping one NGO does not mean that we cannot help others. We were helping, by the voluntary system, seven and now we are helping now. Which one of them has their mission and represents different values and so, if it makes sense for the company there is space for everybody.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the communities. Would you consider it?

A: If the proposal has the same goal, it would make more sense to continue with the one we already had. However, it is hard to be exactly the same.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the environment. There is any different on the factor that the NGO sector is different?

A: I don't see the difference. The human connections are relevant, the positive results too but the sector no. If we can manage both of them, we would do it.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If we can manage more than one, we would do it. If they complement each other, like in a geographic way, because some NGO are national, and others are local. One does not damage the other. I think that in environmental cause the damage can happen easier but all of them are different, maybe in a geographic way or on their mission.

Interview 9

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Five. Sometimes the difference in the value might mean good results and greater value for the partnership.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, five. It is not a necessity. The company can have a totally different way of work that the NGO and still have the partnership as something to complete the company, in terms of goals or company philosophy.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: No, three. The policies are different, as the organizations different. It this not necessary to have that in common.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Seven. It is obvious. The clarity of the operation, more connection with the company will happen. There can have some lack of trust with NGOs that have closer operations, with goals that people cannot identify, and in the end they pursue things that are not expected.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Six. The pursuit of a social and common good needs to be always there, being an NGO or a person. Imagine that we are talking about an NGO that does not act the right way with the volunteers. The connection is better if the NGO pursues the message.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Seven. Having this proximity, the connection is better.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Five. The person can be amazing doing the job and have a positive impact. However, if I am connected with the NGO I will work more and make the NGO more attractive for the company.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Same answer. Five.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Same answer. Five.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes. Six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Four. It is less relevant for the company and more relevant for the NGO. Comparing go the other questions, it is less relevant.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Four. Depends on several factors. Depends on the time of the partnerships, the reason why the partnership was built on. The partnerships are built on a certain environment, so it depends.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Six. There is always risk. However, when the partnership is made with the expectations of having the expectations fulfilled.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Six. Same answer. The company expects it because it does not happen the partnership does not make sense anymore. Depends on the time of the partnership, on the project maturity.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, six. Because having results and if there is a willingness, from the NGO, to have more results it is natural that the project has the same to growth and that we company wants it. It is not a seven because there are other factors, like financial ones.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, six. It is natural for that to happen with the positive results, to invest more.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: A clear five. It is dependent on many factors, that are not covered on the question.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. It is a result.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Five. The NGO is loyal to their values but might not corresponding to the expectations of the company.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Four. Depends on the impact, the expectations. It is not possible to evaluate.

Q: If the NGO took 24h to answer an email, it is enough to break the partnership?

A: What is the impact of that mistake?

Q: Ok, so it depends on the result of the mistake for the company.

A: Yes, it might be a life or death situation or something that is not that relevant.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: I can't answer. Quality over quantity.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Seven. Because it is a good relationship for the company, with good results. So, there is more alignment and loyalty.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Six. Not a seven because it depends on other factors.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Four. Depends on the project and on the NGO. Is the project the same? With the same goals? It depends.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the environment. Would you consider it?

A: Depends on my goals, the alignment of the goals of the parties, if my expectation is more positive.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: The partnerships are not exclusivity, there is no need to exclude on partnership to get another one. It depends on each case and goals.

Interview 10

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes. We are a school and we believe the bigger the connection, the greater the effective will be the students performance. We are connected to the international type of school, so we have more rules and more control on our job, and sometimes someone comes to analyze our job. Six.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: I think the answer from the NGO is better because of the necessity of the NGO. Six.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, for the same reason. There is more necessity from the NGO. Six.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, it makes the message more effective and easier to understand. Six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: It is not needed. The connection, being it or nor associated to a cause, it is not affected. It is needed to have the same goals and it is needed to communicate it. But the mission does not need to be associated. Five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: On that case yes, a seven.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. I believe that the productivity increases in a place where the employees feel valued. So, if the person feels that way the connection will be greater. Seven.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason. Seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: It is not needed. The loyalty is part of the role, part of the work ethic. If this happens, some ethic question is not working. An example: my loyalty cannot affect the quality of the service we are providing. If I am not, I am, I'll search for another job. Four.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, because I am putting all my effort in my job and it reflects the connection with the company. Being committed gives me more willingness to make the partnership more effective. Seven.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: No, have a good performance, it is not necessarily connected with the partnership. If the person is doing a good job and if the NGO continues with the good work, does no affected. The good performance it is also needed to have with our partnership, not only with others. Four.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: That is the ideal scenario. When the partnerships are built, the expectations are for the service to be according the company expectations. It should be that way, however sometimes it does not happen that way. A four.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, otherwise would be no partnership. Seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, it is needed. Until a certain point we need to believe it. If I believe that it does not happen, it does not make sense to make the partnership. But sometimes does not happen. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, there is more willingness and teamwork. Trust is the secret: if we know that the NGO is fulfilling the expectations the trust will increase and trust makes the company invest more. It is a positive reinforcement: goal achievement meets expectations; expectations meet trust and trust lead to more investment. That's how I manage my employees and how I work: If I meet the expectations, if the students have a good performance, trust will be developed. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. Same reasons. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Depends. If the partnership is going well as it is there no need to change or add something, so there is no direct role of trust. The efforts are used according to the necessity, not with the trust.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, if it shows commitment and work towards it, we can call it a successful partnership. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: I'll say yes. Six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: No, it is needed to understand the dimension of the negative experience. The partnerships are not easy, and the companies builds expectations according to the mission and values for the NGO. I believe that a missing expectation that is not achieved it's not enough. I believe that de dimension of the mistake must be analyzed and if that the mistake happens, we need to talk to make sure that it is not repeated and make a new alignment.

Q: If the NGO took 24h to answer an email, it is enough to break the partnership?

A: No.

Q: And if it is a reputational mistake?

A: Yes. Because the goal is to protect the company image. The email is an internal issue that can be justified for several reasons. There are mistakes with bigger consequences.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depends on the situation and the dimension of the mistake. The email situation, if it happens more than one time it can represent pattern and that is negative. I believe that when there is a mistake, we must talk about the expectations to make sure that it is not repeated. After this, if it happens again it will be enough to break the partnership. If it does not happen again, communication and transparency are key factors. I cannot give a number, but I can give my expectations of behaviors: the mistake happens, we talked about it and explain that the situation cannot happen again. Because the clarification was not because of lack of guidance.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: There is needed more than satisfaction. Loyalty between companies is a very abstract concept. It is affected by several factors like goal achievement and trust. But it also has a relationship with human factors. So, it affects but it is not enough to build loyalty. Five.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven. Because if there are satisfaction people want to keep partnership, but not in an exclusive way.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Look for, no. However, if there is an offer the company might analyse it. On the other hand, I believe that if there is satisfaction does not feel the necessity to change a successful partnership.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is focused on the communities. Would you consider it?

A: Like I said: it is all about analyzing the offer. I am very loyal. When I feel that things work, I don't feel the need to change. I look for this on the people I work with: I know the world of international schools changes a lot, but I want to invest my time on my employees, so I want people to stay and help the project growth. If I see a successful partnership, why should I start from the beginning again with another partnership that is similar?

Q: Ok. Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Lack of work ethic, character and lack of loyalty in the partnership: lack of clarity and transparency. If I see that there is no transparency, it is enough to break the partnership.

Interview 11

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: No. because NGOs have a bad position in the market, so have a relationship with them might not be a good thing.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: I don't know the demand level of NGOs. It helps have the same behavior. Six.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: They cannot have the same rules. The partnership creates rules for both sides. However, the market of each organization has different rules. One.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: If you identify yourself with a brand and create an association with the brand, I'll show that I care about the same values as the NGO. The AMEX brand is a lux brand, sign of value and power, a brand of quality. With a partnership with AMEX, I am demonstrating that I believe in the same values. Six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Depends on the company's goals. But having a social mission is always relevant, being them social or environmental. It creates a good image for the companies, to have an association with social mission.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, it increases the connection. Seven.

Q: Ok. The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, because the person can communicate that feeling. The personal knowledge makes a difference and building empathy with the person also. Six.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, and if the person is satisfied and has the identification him-self is even better. Six

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: I think it has always an effect. If the person does not demonstrate loyalty it is a turn down. So, it needs to be communicated. However, it is not that factor that makes a difference. It has a higher affected if it is a long-term partnership that is always managed by the same person. But most of the times that does not happen. Six.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, it will increase the trust and I'll demonstrate credibility. Six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Three. Sometimes the most performant employees are not the most trustworthy.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Yes, at the beginning. Otherwise I'll not make the partnership: I cannot think that my partner is going to fail. A five. I need to believe at 90% that the NGO is going to fulfil my expectations. If it is a failure in a certain factor it is ok, but most of the partnership needs to be achieved.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: I need to believe in that. Otherwise I am not going to make the partnership. The most known partnerships are based on corruption and that make harder for people and companies to support NGOs. However, I need to believe it to make the partnership. Recently, we had the case of the kid that needed treatment, and everybody helped her, because people believed that money was to help the girl. Seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, five. Depends on people, strategic decision and the situations the persons are at.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. If I believe I am going to invest more, having always in mind the return.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, seven. The partners that I know and that I trust the most are the ones put more efforts at.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, the same answer as before.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. If all the expectations were fulfilled, yes.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, same answer. Seven.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Yes, and it does not get back: there are a lot of NGOs, so if one fails with me, I'll support another one.

Q: Can you give an example of something that would make you break a partnership with an NGO?

A: The money does not being delivered with the goal that was aligned, not being an exclusive partnership.

Q: If the NGO took 24h to answer an email, it is enough to break the partnership?

A: No. There is a waiting time. However, the expectations of the service are lower for NGOs. If there is no answer, I'll send a new e-mail and I'll see the feedback. However, the quality of service needs to fulfill the minimums.

Q: So, it depends on the dimension and type of mistake?

A: Yes.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Yes: I accept the first one, the second one I forgive and with the last one is over. Also, it depends on the mistake, if it is reputational or corruption or lack of exclusivity, one mistake is enough. A late answer we can forgive.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, seven. The loyalty is the easiest thing to build and the easiest thing to break. If things work with a solid structure, it is a keeper.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven. If things are going ok, why not to keep and make more?

Q: Ok. Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes, six. If there is loyalty. If they accept, it is not loyalty.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: I would not look for. That is like weeding: people only look outside for what they don't have at home. If the offer was better, I would evaluate it and try to improve my current partnership. However, if it is a small difference, I would keep it and not change something that is good.

Interview 12

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Six. Having the same goals increases the willingness of working together and building the partnership.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, it is always easier in terms of processes. It is not a critical factor, so it is a five.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Six. It makes is easier.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: If the goals the same yes, if not that will not happen. The NGO have everything defined and if the company identifies itself yes, if not the connection might not happen. Four.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Depends on the mission and goals of the company. If the goals the same yes, if not that will not happen. Four.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, it must have common goals. Otherwise, it will be a forced partnership that will not work. Seven.

Q: Ok. The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, I would say six. When people are motivated, they protect more and with more energy the cause. It will represent it better. Six.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, having empathy will help on the process of building the partnership.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, if it is communicated, it brings credibility to the NGO. Five.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Same reason as before. The more involved the person is, the more the enthusiasm the person will have.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Probably yes, because the person will have a better reputation and more proofs of his value. Six.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: That is harder to answer. Depends on the NGO, on the expectations. In a situation where everything works, a credible NGO with good reputation and results, I would say that the expectations are going to be achieved. However, there are a lot of companies and NGOs that do not behave the right way. It is hard to generalize. Sometimes the NGOs have lack of resources and want to do a lot, it is easier to not achieve the goal. The same happens to companies.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: One more time, it is hard to generalize. What happens sometimes is that the NGO is important, but people are too. So, factors like commitment and satisfaction of people are

important. There are a lot of factors why companies want to work with NGOs. I person in contact is the bridge that brings trust for the partnership, at that moment. It depends.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Same situation. It depends on the NGO. Some are always going to make it and others are not that serious and will not make it. We have a lot of NGOs in Portugal, so you can find everything. It is hard to generalize because I had all the experience.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: I think it also depends. Applying more resources is related with the company necessity and with the project needs. But trust is a critical success factor for a good partnership.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, a six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: A partnership happens because a company has the need to impact a mission or to be related in a project. Applying more resources is related to the project dimension. The project some a need for a certain amount of resources and trust does not affect it.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, six. The NGO fulfilled the goal.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Depends. The fact that the NGO follows their mission, was one of the factors to be selected as partner. The goal fulfillment or not depends on the goal. It can be a five because it depends on other factors.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: A negative experience it always bad. Depend on the dimension, depending on the NGO work – if it is to exclusive or not. In some situations, there are no other NGO that cannot make the same work, because of location or mission. In that case, you forgive a little bit more. But depends on the mistake.

Q: What would make you break the partnership with just one mistake?

A: An example: We work with NGOs that everyday collect food from continente stores, and the timeline for is defined, that both parties agreed one. If an NGO cannot one day and fails it and it happens because a one-time mistake, like lack of transportation, we can forgive it. If it is a constant thing it is something that we cannot work with because we want to reduce food waste and by working with that NGO, we are not doing that. Those mistakes are real, and it is normal that a small NGO might not get a car to get the food. However, there are more options. This is just one example.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: I cannot quantify it. Every situation has a level of relevance. Imagine that I am developing an educational project for schools. The NGO will support with the education. If the learnings and information are wrong, it is worse than losing food one day. There are cases that we can forgive and others not. It depends.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, it happens a lot. It will be a seven. Because the organizations get to know each other better and will enjoy the performance.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: There is no exclusive partnership. If there is a relationship and if the company is happy, will be harder for the company to look for another partnership. Six.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If there is a relationship and if the company is happy, will be harder for the company to look for another partnership. Depends on the proposal, sometimes the partnerships can complement themselves and can I have several partnerships with the same goal. We are a big company that has a lot of space for partnerships.

Interview 13

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, it can help on the connection. Six.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, sharing the same methodologies might help on the building of the connection. Five.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, the legal part. Having in mind legal questions, the compliance and restrictions can bring people together.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, with all the NGO partners. Clear and well-defined purpose. Six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes, it will. If they have a partnership with an NGO with the same concerns, it might increase the connection. Five

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Totally. Seven. The sharing of the mission will make the company feel more connected and it will increase the connection.

Q: Ok. The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Will feel more motivated and will communicate the motivation, the enthusiasm and the involvement with the partnership. Six.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason. Six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: It is not strong but yes, it helps. All these factors will have a positive impact, with more alignment and a better relationship. Five.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, for sure. Six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: It will help but it is not a critical factor. five. It is less relevant because, regardless of the results, it is more important than the alignment with the NGO mission and purpose. The person might not have the greatest results, if the person is connected the partners will feel more engagement. The most important thing is the person motivation and connection with the NGO purpose. The person can have results but not feeling the connection has an impact on partners.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: I have that level of trust, yes. Seven. Having in mind that the company has trust in the NGO, it will believe on the expectation's fulfilment.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, for sure. Same reason as before. The company will expect that the NGO behaves according to their mission and according to what the NGO communicates.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, I believe. The company has that level of trust. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, for sure. It has the willingness to build more and make more. That is very strong, and it is the base to continue investing more resources at the NGO. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, for sure. A lot more. By having trust, the company will continue to invest more people and money and other resources.

Q: If the organization performed according to the company's expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Totally. That is the end of the efforts that the company did in the partnership, because the company wants to see results. There is an interested from the company to have results, in people and money. The results might a middle/long-term, but the results are expected. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, totally. It is totally aligned with everything that the NGO always communicated and that in the end really happened. Seven.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: I think that just one experience it is not enough. There is a benefit of the doubt that the company must give. Depends on the dimension. If it is a mistake that is repeated a lot of times it is enough reason to break the partnership.

Q: An example: What if the NGO use the money for another thing than the project what was planned to?

A: Yes, that is what I was saying. That is enough reason to break a partnership at the first mistake.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, it depends on the dimension of the mistake and that is not enough.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: I can't, depends on the dimension.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, for sure. The company will feel that the flow of the partnership had good results and that the strategy of working with the NGO was successful. Also, the company name will be associated and known by being connected with an NGO and the social mission of it. It is like the companies having a prove that the action they are doing with the NGOs brings results and communicate the impact, bringing consistency to the brand as a brand with social concerns. Having the NGO associate brings even more consistency to the brand. It will bring more brand reputation: the social and environmental issues are some of the dimensions of the building of the company's reputation.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven. If the results were good and more brand loyal, if the partnership contributed to the brand reputation and brand value, the company will want to continue to work with the NGO to continue the work, because building a brand takes time and it is a long-term vision. So, the company will want to keep the partnership to continue the brand development.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: I think it can be a restriction. Having a strong relation, there can have some other offers. It depends on the strategy and on the feedback and time of the partnership. If everything has been good in the past with good results, it will be harder to change. Six.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Depends on the company's strategy. It can affect the partnership with another NGO, depending on the brand strategy and positioning the company wants for the brand. This will have an impact on my actions with other NGOs. If I want to change my positioning in the market, I might need to change my partnerships. This is something that affects all the company and any partnership can be changed, even with a good experience. So, a partnership might change because of the change of the strategy.

Interview 14

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes. However, knowing that the goals of NGOs and companies are different. Some goals are the same and it helps. Five.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: I have a corporate experience. Everything that is similar helps in the partnership building. But I also believe that they need different processes because they have different goals. Three.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: I would say the same as before. The realities are different. Today the companies are not just a way to get profit, other dimensions have more value and we know that all the stakeholders are different. But they have different goals. However, everything that they have in common helps. Four.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes. Companies define territories and the social responsibility is, nowadays, consider a business in a way that impacts the way products are created and the way you defined a value for a product. CSR has an impact on businesses. Companies, they cannot solve all the issues, they look for a tool to make it happen. That way, it makes it easier to create a partnership. Six.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: The biggest part of our support is done by the BCP foundation. We, in the back, have a line of social support that work as a complement for the foundation. I only can talk for the bank. We work with NGOs in the social and environmental sector and we try to get to know them, how they work and what they do. And from the group, around ten NGOs, we deliver them our support. Five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes. We have an alignment with the SDGs, from the 17 we manage around 8 and we work with NGO to make it happen. Others we manager just by ourselves. But it is relevant. So, it would be a six.

Q: Ok. The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. It is important in all relationships. Who represents the companies also needs to identify themselves with the company. So, seven.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, same reasons. Six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, six. Because loyalty of who represents of an NGO it is relevant, we cannot see ourselves in someone who doesn't represent the NGO in an honest way. The same happens for companies. Six.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reasons as before. Commitment is a critical factor. The represent needs to believe in the NGO. Six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: I would say that a representative that has the characteristics that we discussed before; it is halfway for good results. For the company it is also relevant to know that the person is competent, and it is connected and aligned with the NGO. So, five.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: If you get a deal, the company expects for the expectations to be achieved. Six.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, the company believes that if they made the right choice, even with all the analysis that are made during the partnership, it is expected that the NGO will fulfill the expectations. Six.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: When we make a partnership, we believe that, if we made the right decision, there is no reason for the partnership to cause any kind of damage to the company. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, in our case having trust it is a critical factor to build a partnership and it that sense trust is always a must have. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, because the personal empathy is important. The organizations are based and represented by people. And based on that, it helps. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: It is important to have a sector, in the company, to manage these partnerships and it is important to have a collective trust in the NGO. Six.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes. In a partnership, if the goals that we want to achieve are achieved, yes. Six.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, in this case of partnership there is always a goal. Improve the financial literacy, help someone who needs it, an environmental goal. We have a sustainability sector that is focus on reporting and analysis, and another sector to deliver the support and actions. That is a sign that we goal was achieved and that we supported someone. Six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends. If we are talking about an NGO with who we have a long-term partnership I would say no, if it does not damage the company in an ethical way. If it is a short-time partnership with a specific support, it can happen. It depends on the situation.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, those kind of mistakes in the process are not enough reason. I am talking about mistakes that damage the company in an ethical way, like corruption and act with lack of ethic and not according to the law.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: That is hard to do. It depends on our perception. They also depend on the relationship level and on the stability of the relationship. If it is a situation that the NGO promises to make an action in a day and does not make, in other words cannot deliver her promises, one might be enough. If it is a long-term partnership, there is a level of acceptance higher I would say five. If it is short-term partnership and the NGO cannot deliver it, I would say one.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Yes, that situation would.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, because companies have some territories where they think they make more and different, in our case in the financial literacy. We have the power to promote this theme to inform our clients. If the NGOs we work with can make the delivery of this promise, the partnership will continue for sure. Six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, clearly. Companies have budgets for these situations and in some moments the budget might be reduced and some moments they can be increased: it is about the company financial capacity. If the relationship exists, these affects the relationship. Five.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: For that purpose, no.

Q: Let me give an example: If the company works with an NGO that impacts the environment and there is a proposal from an NGO that is focused on the environment. Would you accept it?

A: No. If we are satisfied for the partnership for that purpose, we would not change it.

Q: And if the NGO has a different mission?

A: In that case we would consider it and add it to the portfolio.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If we are satisfied, we are not going to look for new partnerships for the same purpose. However, if new NGOs with a different purpose and mission appear we can consider. We can also consider it if we are not happy with the current partnership.

Interview 15

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, five. If the other party doesn't know the partner goals, the communication about the topic might not happen. An NGO that has measurable goals is hard to find, sometimes they only have missions and values. Companies usually try to measure the goals. NGOs are relevant for companies but most of the times they don't have any role on the company decisions. When talking about social questions from the community, the goals alignment would only bring positive things.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, the companies have certain movements and projects of their own. An example: we have a day that we go to a school or nursing home and help them improve the quality of its space. Usually there are no NGOs involved. Sometimes companies use their HR to help NGOs. If there is that communication, it is easier for them to be connected. Being in a volunteering initiative from the companies, the company needs to be proactive. Five. The issues are that there are several types of behaviors.

Q: How would be your evaluation?

A: Five. The issues are that there are several types of behaviors and each type of organization have different behaviors. The NGO is always focus on their activity and the company is focused on the business and only with a partnership the behaviors are going to be the same.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes. There are several types of NGOs: some are some social and environmental, and others that influence the company's behaviors and policies. I am talking about NGOs like the World business council for sustainable development and BCSD Portugal, that is an international

organization that as a partner's companies who work in groups to build projects to sometimes aligned goals with NGOs. Sometimes there are letters of commitment that are signed by the responsible to have that type of initiatives. Now with the climate changes there are a lot of actions happening, some by students' associations. People are showing more concerns with the planet and if the companies are not aligned, they will lose market positioning. Sometimes they make good actions but are not communicated, because usually the media only show negative news. And the negative news creates more fear on people. I would say five, for the evaluation. Because it is hard to aligned to policies.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes. The issue is the company openness: if there is no openness, the company will not know about the mission. If there is no one responsible for the mission communication, the information will not get to the company and there will only be an intention of partnership. The NGO is more reactive for the companies and fear to contact companies to be partners on their projects.

Q: What is important it for the mission to be communicated to the company, so having a clear mission it not enough. The communication factor is critical.

A: Yes, NGOs also need to know that it is not relevant to communicate to people that does not listen. So, it is important to know who and how to communicate.

Q: How would you evaluate it?

A: Five.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Usually the beliefs are the most important thing for any company or person. One thing in having the belief in the paper, the other thing is the company believing on the belief. It is hard to manage that issue with NGOs, because the company might not have that belief on their core. Only we know our beliefs. Someone can have an influence on us, but belief is something that is inside of us and it is hard to communicate. It is personal and If we are talking about a company where all the employees don't believe in it, it will be successfully implemented. I would say four.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Totally. Six. It is important to translate it into action, but it is true. In that case, we have all the conditions for the partnership.

Q: Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes. It is logic that, more important than the NGO, are the people and the interaction between people. People need to know how to communicate their purpose and make it happen. If you protect a vegetarian food system and you ate an extreme person that does not let anyone give their opinion, the message will not be well received. The representatives must be trained people with good competences to represent well the NGO, so the education is a good asset to bet on. Sometimes that NGO does not have the resources to support the education and the people there are volunteers that work there because they have free time and just want to help. We have a lot of NGOs and the tendency is for the number to growth, because nowadays everybody wants to share their opinion.

Q: I would be your evaluation?

A: If he is happy, he lives the purpose. That way the connection is better. Six.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Six, same answer.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, same answer. Without loyalty he will have no beliefs and will not behave as it is supposed to.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, same answer.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Five. That fact will increase all the person competences and loyalty. However, the company does not that perspective and information. If he is having that results, when talking with a company he will more confidence and loyalty.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Four. There is always a risk in every partnership and contract. The expectations are never very high or 100% lack of trust. Today there is a tendency to forgive everybody and the commitments are not internalized like they were before. However, it is hard to act. If it is a solid

partnership, with a contract with concrete laws it might work. When there is no contract, there is more space.

Q: If the partnership is by contract, would you believe that the contract would be fulfilled?

A: Depends on the contract. I believe that there is a tendency to not value the contract that much, which adds more risk. There are excuses for everything. People have so much work that don't manage some tasks with priority.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Not always. The company has a collaborative role and does not live the same values as the NGO. It depends on the interaction. I would believe that the NGO would perform according to the NGO social capital, otherwise would be no partnership. I would say five.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Usually it is the opposite. If there is a contract with rules, it should not happen. There is the risk. Five.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes. Four. The goal of the company is to have profit. The NGO's goal is to help. The companies try to not have that resources to build partnerships. Sometimes they don't even have the resources to manage the HR. It depends on the company vision and strategy.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Four. A company to associate efforts to a partnership, it is associating time of their employees. There are things that are important until a certain point, otherwise the employees might not do their tasks. Sometimes the partnerships managers get involved emotionally and that is the reason why they work extra hours for the partnership. We had a partnership with "Querido mudei a casa" to re-build a space for kids. It was needed a lot of resources, but it helped on the company image. Sometimes there are marketing interests and the goal of improving the company image.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, there might be a continuity for the partnership. I would say five.

Q: If the organization performed according to the company's expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, that is the most relevant thing when building a partnership that we didn't know the results in the beginning. When we make a partnership for the society, the results must be measurable and then communicated. The feeling of "good job" increases the synergy, the mindset and if does not work, the company will not make the same type of partnerships again. I would say six.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, otherwise the company would not look for partnerships. Six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Yes. Sometimes we have a negative experience that is hard to forget. It takes time and reduces the chance of the partnership. It is like any other relationship: like a friendship where one hurts the other, like our expectations were not met. NGOs must act professionally and not do things just to show that they work.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Depends, sometimes it is not true, and we cannot believe in everything that is said. Sometimes we need to fight against things: if two people are connected by a purpose and another one accuses one of them, one can protect each other.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, because it is not the core of the company. Unless there are consequences, but if not it's ok. An example: If the NGO did not fulfill a deadline and legal requirement, we would lose the trust and finish the contract. A legal question would be enough to break the partnership with just one mistake, another situation no.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: People usually give a second chance, so I would say three.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, will have a positive opinion from the NGO. Six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, if someone is happy to recommend the partnership to other companies. Partnerships with NGOs are always limited, but if it is possible, I would recommend it.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes. It is hard to change. If you already have a relationship and if you are satisfied, you already have a focus and resources. Only having other type of advantages.

Q: An example: If the company works with an NGO that impacts the environment and there is a proposal from an NGO that is focused on the environment. Would you accept it?

A: Yes, Depends. If there is space to make more partnerships and if the last partnerships were successful, there is willingness to make more partnerships. positive things attract positive things. it depends on the moment.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If there is space to make more partnerships and if the last partnerships were successful, there is willingness to make more partnerships. Having the resources. If it brings value to the company, in terms of image or other advantages.

Interview 16

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes. It is about the identification If we have the goal of supporting small and medium enterprises and we find an NGO with the same goal, easily we are going to identify ourselves. Six.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: No. Because without the same purposed there is no connection. Imagine that we have the same behavior, but the NGO core supports a company competitor. My connection will not increase because of the behaviors. Behavior is one thing, attitude is another. One.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: No. If the purpose is not the same there is no correlation. Two.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: No. If we are comparing an NGO with a good communication system with another that does not have one, I would say that it increases the chances. But not just because of that. If I have two NGOs with a good communication system, but one has a purpose that I cannot associate myself with and another one has: it is not the communication system that will make the

associate to the NGO, but it is enough reason to exclude the NGO from the possible partners list. I would say seven. It is enough reason to exclude the partnership but not to choose it. Seven.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: It is hard to say. The company has some values and it is clear, sustainability. Every time that we are associating ourselves to sustainability groups it increases the connection. One of the most important things is having common goals, so if the goals are not common, I don't feel more connected. It is not enough to have a social mission. The company image will be at risk if we associated to an image that we do not agree with. One.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, totally. Six.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: The factor by him-self no but is important. Five.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, the same level. Five.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, same answer.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason. All of them are relevant but not by themselves.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: That has less relevance. The first ones are values and the last is the commercial efficacy. The person can have a lot of success but not have the values identification. I would say three.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Totally. Otherwise I would not make the partnership. Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, that is what I expect. Seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: My expectation is always the expectations fulfillment. If I expect for my expectation to not be fulfilled, I'll not make the partnership. We have some partnerships with phone companies that we promote to our employees. If for a moment, I think that my partner is going to trick my employees, I'll not close the partnership. I have institutional trust that the partner is going to act the right way. When I make a partnership, is my company that gives the partnership a face, so if it goes wrong my company is the one that gets damage. That's why I trust 100%. I have a commercial role that makes partnership for clients: I applied my customers' money in certain products. I cannot invest my customer's money in something that I think is going to fail. When I think it is going to fail, I gather some protection guarantees to protect myself. The same applies to NGOs.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, but it is not relevant. Because trust does not define the amount of resources that I apply, trust only defines if I apply or not any resources. So, without trust I don't apply any resources. I apply resources according to the project needs. So, I would evaluate it as a three.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: I believe that a good relationship is better than trust. Trust is a measure of yes or no: without trust it does not happen. If we make an event and a lot of people went so, we are happy, if we make an event and not a lot people attend it will be harder to do another one. And it can be because of lack of communication, so I believe that a good relationship is a more important factor. So, I would say two.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: That is not trust, I would say two. The answer is the same. Trust only make the enter the partnership, what makes me increase the partnership are the results, if we have a good relationship and so on.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes. Seven. If I lend money to my client and he pays everything back, shows that I made a good business decision. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: No, it not enough acting just with the mission and values. When we make a partnership, it as a purpose. An example: I have a million euros for you to support children's, but you only helped five kids. The impact was reduced, and you did not have the expected results, but you act according to the values. I would say three.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends on the dimension of the situation.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Yes, that would be enough.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, that we can analyze and forgive.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: If it is a simple mistake, we can forgive it, maybe because of the person's schedule or because of the tools. So, it depends.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: There is the possibility of becoming a regular partnership. So, five.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: A good experience makes the company more open to work with NGOs. But that does not mean that you will accept to work with another NGO because the reputational risk is very high. If I am satisfied, it would be harder for me to accept it. I would say two.

Q: An example: If the company works with an NGO that impacts the communities and there is a proposal from an NGO that focuses on communities. Would you accept it?

A: No, I would not consider.

Q: And if it is an environmental NGO. Would you consider it?

A: I'll be more open to work with NGO but my satisfaction with an NGO makes harder for me to work with another NGO, no matter the sector of the NGO. If I can accumulate partnership I would accept as many partnerships as I can, as long as the partners are aligned in terms of mission and values.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: I'll be more open to working with NGO if I am satisfied with my current partnership. Biggest spectrum of image and communication to the audience. Biggest community impact. The level of the investment. The relationship: image that the ones manage the partnership is not positive, even if the partnership is going ok, it is a motive to select another partner.

Interview 17

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, because two entities work for the same purpose. Seven.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, there is more understanding to the ways people behave. Seven.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, there is more understanding to the ways people behave. Seven.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, because we understand their vision clearly. Seven.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: The NGO needs to have social issues always in mind, but the lack of alignment with the company might reduce the level of connection. Five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, because they share the same vision. Seven.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Any person satisfied with the organization they work for will make a better job. Seven.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Any person who identify themselves with the organization they work for will make a better job. Seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Any person who protects the organization they work for will make a better job. Seven.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Any person who work for and with the organization, will make a better job. Seven.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, because it will be easier to communicate the performance of the entity they represent. Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Yes, because knows the NGO and what to expect. Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, because knows the NGO and the mission they stand for and work for. Seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, because they trust the NGO. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, because they know there will be no risks. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, because sees the results of his work and it increases his motivation and the results of his personal efforts investments. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, because sees the results and the way the NGO works. Seven.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, because the expectations are satisfied. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, because the mission and values are the same from the company partner. Six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Does not seem right to me to give up on the partnership just because of a mistake, unless the mistake has very big and bad consequences. One.

Q: Do you believe that it is needed more than a negative experience to lose the corporate partner trust and commitment with and for the partnership?

A: It's not about the number of negative experiences but their impact and causes. Five.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Like I said on the other answers, it is not about the number of negative experiences. It is about the causes and consequences.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, if the partnership works there is no reason to change. Seven.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, because knows that the NGO will do a good job. Seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: It is hard for that to happen. Six.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the company finds another NGO that can be more ambitious in their goals. Six.

Interview 18

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Six. Because it is needed to have the same goals.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Same answer. Six.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: I don't know if it is possible for a private company to have the policies than an NGO, I think it is complicated. It makes sense to have a regulation in common. Four.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Six. Communication is a critical factor.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes, six. It is what I already said before.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: If the goals are more aligned, I would say yes. Six.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, because it is the company representation. Six.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, if the person has the same goals it is easier to build a connection. Six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: If the person is aligned can communicate it in a clearer way. Six.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, same answer.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: I am not sure. Depends on his daily job and his style of work. Five.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: It makes total sense. Six.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Makes total sense. Six.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: I have many doubts on that. The opportunistic behavior is always involved the NGO needs to have it, otherwise it will not survive. Five.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, six. If the company trust the NGO and if the NGO is trustworthy, makes sense to invest in the partnership.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Organizations are made of people and people are the ones who make the partnership. It is connected to the previous answer.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: I don't know if it is that clear. There is a line that companies might not want to cross and after a certain point partnership needs to be more analyzed to receive more invested. Four.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: I have that expectation. Six.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: I hope so, it is logic. The fact that the NGO meets the goals, the goals might not be most advantage ones for the company. Six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Clearly. Six.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Yes, that is more than enough.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: On that case might not be enough. Depends on the situation: it is a very problematic situation might cause some damage, but if not, it will be ok. Sometimes fail one hour can very problematic.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Sometimes one mistake can be worse than ten other mistakes. It depends on the situation. It might be failures that keep the partnership active.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: The goal of a partnership if both parties to win something. If this happens it is not a reason to continue but it can give them a motive to do it. Four.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes. Six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Depends, I think the company might be open or not. Depends on the situation.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: There might be factors that we don't know but are external and might be a reason for the partnership to work in a different path that is should.

Interview 19

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, seven. With the same goals it is easier com communicate.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes. Six.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Six, it is easier to find common paths.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, clearly. Six. A clear message is easier to understand and to add to the partnership.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Four. The partnership happens because of a connection with the goals, just having social concerns is not enough.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: In that case yes, seven.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Six. If the person believes in the goal it is easier to make others believe in it.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Six, for the same reason.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Six, for the same reason.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, six. The NGO reputation will increase the willingness of companies to connect with the NGO.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Six. If there is trust, I believe that the trust will reach the goal.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Six, for the same reason.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Five. I believe but not 100% because we always put our decisions, if needed, first.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Five, for the same reason.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, if I believe in the project yes. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, if the partnership is good for both sides. Six.

Q: If the organization performed according to the organization's corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: To make a partnership it is necessary to believe, like I said before. Five.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Five, same reason.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Yes, six.

Q: What if an email what was supposed to be sent today but will be tomorrow?

A: Yes, it is. It shows lack of interest in the partnership.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Just one.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, six. Partnerships bring more visibility to the brands.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Six. Because the sector is already sector, it should a partnership per sector. If the proposal is for the same sector with similar project, as it is something that it is already covered, might not be that positive.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: A proposal from a sector that is not covered by the current partnership, or the same sector but a different project.

Interview 20

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: The goals of a company are one thing and the NGOs are one thing. So, I don't agree.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, four. The behaviors are totally different.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Four. Are totally different.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Six. That's the main reason to make a partnership, good communication.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: No. Four. There are company policies that might be competitive to NGO policies.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, it increases. Five.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, six. If the person is satisfied will have more results.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: That is a critical factor, otherwise they are working for nothing. Six.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Six, same reason.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, it is needed. Six.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, I think. Six.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: It depends on the case. Has a company, I cannot expect that the NGO is going to fulfil everything. It depends from each case. I know cases where that did not happen.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, I would say five.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: No. Four. Because NGOs many times don't work according to their goals.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, sure. Six. If I trust them means that I am interested and that the NGO is going to fulfill my expectations.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: If there is trust, the person needs to make his job. Six.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: When a company makes a partnership with an NGO, it is with a certain goal. There is a contract that is expected to be fulfilled and more resources are applied if needed. If the first time is working well it will continue, having trust as a key for a future partnership. Six.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, six.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, six.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Yes, it is to finish. If the NGO does not fulfill, we need to finish it.

Q: What if an email what was supposed to be sent today but will be tomorrow?

A: Depends on the context of the e-mail. If it is a proposal and so on, there are contracts to be fulfilled.

Q: And if the NGO was accused of corruption, would it damage the partnership?

A: The NGO needs to clarify the situation with us.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: One is enough.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: If the partnership went ok, yes. Six.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, if there is trust and if the contract is fulfilled yes, six.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: It all depends on the partnership. It depends on the proposal.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: It all depends on the project, knowledge on the partnership, project and NGO.

Interview 21

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, sure, seven. Because the goals are aligned, and it makes sense to have a bigger connection compared to an NGO with different goals.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, for the same reason. There is a proximity of goals and of the way of work that increases the connection.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Same reason, seven.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, seven. I need to understand what they pretend to do with their NGO.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: No, might be interested in a player but for another not no. The goals need to be aligned. One.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, totally.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, if the person is happy will make a better job. Seven.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, the person is going to make the job well. Seven.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, seven.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, it will. Seven.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: It will not because the NGO has it's no agenda. We must have an alignment on the partnership to have control of the partnership. One.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: No, one. It only makes sense to have a relationship with an NGO if the company can get some return. It is not because of the kids, at is on the second plan. The biggest reason is what

the partnerships adds to the business, otherwise it does not make sense. It is also needed an alignment between the partners.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Depends on the people. The NGOs tends to protect the partnership. But depends. Four.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: The trust is relevant, six. It means that they fulfill the partnership, so trust is needed like in any other relationship.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, sure. It is hard to associate the professional and social characteristics. The best partnerships are made with good relationships between people. So, the more the trust, the closer people are, and it will be easier to have a deep partnership and that it is going to have a good return for both parties. I would say seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, for the same reason.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, if they meet the goals everything is ok. Seven.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: I only work with an NGO if there is alignment, it does not make sense any other way. I would never work with an NGO that does not believe in the partnership values. An example: I am an NGO that works towards the reduction of the oil exploration, if an oil company wants to work with me, it is not going to look good to anyone. If the values are aligned and if the NGO behaves according to them, I would say five.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Depends.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Yes, I don't want to have any relationship with an NGO that can damage my image.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, that happens to everybody.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: No. There are little things that are annoying, like doing things with lack of attention. It is annoying but not enough. The big things, just the possibility is enough to break a partnership.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: No. Loyalty with an NGO does not exist. One.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: It will. I would say one. There is no exclusivity, it is what makes sense at the moment.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If it is more aligned. The relationship with NGOs is used to promote the company brand on the audience, so the capacity of promotion is a critical factor. There are NGOs that can position themselves without a lot of effort, like going to the TV to talk about the issues and the causes. The positioning on the media increases the chances of future support.

Interview 22

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Yes, totally. If there are not the same goals, the partnerships do not make sense. Having common goals is the base of the partnership.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, it does not mean that behaviors need to be the same. Sometimes there are so many differences in terms of management: the companies usually focus on the profits and NGOs not. Behaviors need to be similar, the same logic as the goals, otherwise it does not make sense to have a partnership. An example: an oil company making a partnership with an environmental NGO does not make sense. I would say six.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Six. It is according to my last answer. It is hard for the policies to be similar or equal.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Totally, six. That is a much-explored topic and it is becoming more relevant, that is the transparency topic. An NGO can have good intentions and not being transparent, which will lead to the lack of goals achievement and understanding by the audience. There is the communication. It is critical to have a clear and focused communication to not only increase the connection with companies, because it will reach the company easier, but also with the audience, because the NGOs works with donations and volunteers. More transparency, the closer they are going to be to the audience.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Six. I can't have a general opinion, but without a doubt the social factor will increase the interests of the companies. Sometimes companies look NGOs for social project, because it is part of the company values and policies and they prefer to support NGOs. Or to increase the company's positioning in the market, as a company that cares about the others. Sometimes it is not that pretty, but if it leads to NGO support it is ok. Sometimes what is behind the company support is the company's reputation and image.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Sure, seven. It is a win-win situation. NGOs gain support and the company gains with the project promotion. If there is no external promotion, the reputation is not one of the reasons why the company is supporting NGOs. The partnership is going to be more communicate internally, for the employees to know that they work in a company that respects the social issues. When there is an NGO with a similar mission to the company one, it is easier for them for them to work together, especially if they are close by location. Nowadays there are groups, European founding and co-working spaces, which makes the work with the NGOs something that is going to happen, no matter what. The connection is going to happen, no matter what. If there is a company with a mission that is the same as the NGO, they will meet no matter what.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Six. Because when the person is motivated the proactivity is going to increase, which will make more connections happen. If the person is not motivated, will make fewer connections and less research. If the person has a management job and does not feel motivated, it will affect the entire company. The connection with the company will be better because the person is motivated by personal reasons. If the person works in an NGO needs to be dynamic and proactivity, because sometimes things does not appear in an easy way.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, totally. Having in mind the last answer, if the person is motivated to work is good, adding to it the identification with the NGO it means that the person really believes in the organization and thinks that the job is relevant. In that case, there is a peak of productivity and networking. The person will have a deep knowledge not only because of the job but also because of personal research because the person shares the same values. That is the ideal stage: having someone not only dynamic but also that shares the values of the organization.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, totally. When a company is making a partnership, the main goal are the results, like promotion. However, sometimes the representative of other organization having a strong character and showing loyalty, it will show more transparency and honesty. In a situation of a meeting or project presentation, it will mean something in an unconscious way, affecting the final decision. I don't feel that is makes a lot of difference, but the way the person wears the NGO shirt affects the final decision.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Totally. Is everything that I said before, reinforced by the commitment. It connected with all the work; it will build the perfect person to manage partnerships.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Totally. The results are a critical factor. The better the results and their communication, the better will be for the company. The company can care a lot about the mission, but it is needed to pay attention to the company goals that are focused on the profit achievement. If that does not happen the company will close.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: That is a hard question. Depends on the company, NGO and the managers of both. If it is a bigger company the criteria are going to be more demanding. If is a more local company, the change of forgiveness will be higher. An NGO that is consistent, with a good reputation, if the NGO fails it might create a bad situation. However, if it is a new NGO the tolerance will be bigger. So, we are talking also about the NGO reputation, depending on the employees: if the NGO works only with volunteers, we will have to be more tolerant compared to NGO with fixed employees. There are failures that does not affect the company and others that affect even the company. So, here I don't have an opinion. However, I think there is more tolerance with NGOs because it has a social character and helps the others.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Seven. Like we might accept that the NGO does not perform according to the goals, because there might be some conditions, if the NGO does not act according to the values and mission is lying to the society. If the NGO does not behave according to the social capital, it is almost like corruption within the community. I think that is worse that not fulfilling the contract. The NGO must always behave according to the values and mission, otherwise it does not make sense for the NGO to exist.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: I would love to say that I totally agree but it is not true. We have several cases of that. I would say four. For that not to happen, the company must research not only about the NGO but also about the previous partnerships and NGO management. That way, the company can have more protection. That will not protect the company from everything. I know that there are NGOs that does not behave the right way, but in general I believe that the NGOs will try to be honest.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Six. It is a trust game. The partnerships need trust. I don't agree totally because sometimes the NGO is not allowed to invest. A private company can, but in a small company, every investment needs to be very well justified because it is public money. However, it is all about trust and transparency. If the NGO brings that to the company, the investment will only bring advantages to the company. All this bearing in mind that the NGO really wants to support the NGO and not just looking for promotion and market positioning. That way, the company will want to help the NGO grow.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, totally. This is including the connection between people. If both parties have the same values and goals, without a doubt the time invested will make the project to grow even more than expected. It is a critical factor.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Six. I agree, but it depends on the logistics, company resources, if the employees want to be involved on the project. The company might want to help but might not have recourse to help more that it is already helping.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Totally. In the end, that is the final factor. Imagining that the goal is not very specific, having the expected goals will be associated to the company and add value to it. And add the final benefit to the company. If the NGO continues with the values and mission will have a better positioning that the company is going to benefit from. On the other hand, if the NGO fails the issue will also be associated to the company. If it is a very communicated partnership, the audience will know and associate the company.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, same answer. I think that is a question that the company does not ask. When we are talking about environmental NGO, we are not expectation that the NGO does not recycle. There are things based on common sense and that we don't even remember to ask, it is obvious. But it makes total difference in the end, for the good and for the bad. We are the producers and consumers of information and we like to share everything, so the NGO needs to behave well all the time because it can damage everyone involved. The ideal is for the companies to be very serious on that and say that the mission and values needs to be 100% fulfilled, no matter what it is. This can work has protection.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Four. Depends on the situation and the consequences. If we are talking about corruption, the consequences are big for the company and the partnership is going to end. If it is an event that had some mistakes, it might be analyzed and continue the partnership. There is not a correct answer for that question.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: That is very hard. I can be one or ten. Depends on the dimension and the consequences. I would say three, using the excuse that everybody fails. However, it is not a close number. On one hand, there is a lot of competition. On the other hand, I believe that we are more human now and that things are not black or white. Somethings are grey and the company must understand the situation, solve it and pay more attention. In general, we need to understand the reason.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Six. When we have a good experience, we stay loyal to the brand. The opposite also happens, the NGO also stays loyal to the company. My evaluation is because the company likes to support other types of projects, in order to not be accused of only supporting one NGO. Especially if the partnership is very communicated. So, the company needs to support more than one NGO to protect themselves.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, totally. If it is a first experience and if it is possible, the willingness to continue with support for that NGO and for others will increase. The tolerance for mistakes will also increase. The better the experience, the better the benefits.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Four. Depends. If it is an NGO with another mission, it can make sense. The company should not support only one and the same NGO. It does not mean that the company will not work with the initial NGO anymore, it means that will have another partnership and will have to divide the resources. However, the company also change the partnership.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If it is an NGO with another mission, it can make sense. The company should not support only one and the same NGO. To expand the company communication. The main thing is for both parties to share a vision, because that allows the project to happen, even if other factors like communication fails. It is highly probable that the partnership is repeated. This will also increase the willingness of companies to be in touch with other NGOs. However, if we are

talking about the current context, the main factor is the communication from the NGO side. Even if they don't act according to it, they need to communicate. It is a critical factor to build a connection with a company. The communication must be close to the audience, like action in the street. Social media is also a good asset: it is free and have all the informational, like reports, available in a very transparent way for the company to understand the NGO role. This happens the company does not know the NGO, so the NGO must provide a good image for possible partners through their communication channels. And need to act the same when they meet the possible partner.

Q: Ok, I don't have any more questions. Do you have anything to add?

A: For any partnership, transparency is a key factor. Without it, the partnership might work until certain time but then it will fail and lead to lack of trust. It is important to always act according to the mission and values. The secret is communication, tolerance and transparency.

Interview 23

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Three. Might not be the same but both can have common project to give a contribution for a better society.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Three. Same reason.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Three. Same reason.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Seven. Transparency is a key factor in order for the company to understand the NGO goals.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Seven. The NGO will have an important role for society, no matter the sector.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, seven. If the company is concerned about the sector, will have more willingness to work with the NGO.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, seven. Who likes the job does not get tired. And being involved with the NGO increases the other party involvement

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Seven, same answer has before.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Seven, same answer.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, seven, same answer.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, seven. The person will communicate more trust to the company.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Seven, yes. If there is a contract and a negotiation, the expectation is for the contract to be fulfilled.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, seven. Same answer as before.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, seven. When there is a relationship of trust, I believe that everything is going to be fulfilled.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. If the person believes will have more willingness to support the NGO.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Seven, same answer has before.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, the same answer has before.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. if everything goes according to the contract expectations, the company will feel they made a good decision when deciding to make a partnership.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. Same answer.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: Five. Depends on the experience.

Q: An example: If one of the long-term partners was accused of corruption, would it damage the partnership?

A: Yes, if that happens is enough.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, firstly we can assume that the first time is a one-time thing. If the mistake becomes a rule, it will become a reason to finish the partnership.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depends on the negative experience. If it is a one-time one day delay it is ok. If it is a one-week delay, if being late becomes a rule or if it is an important email it might be enough. It depends on the situation. The corruption, if a bad application of money or HR can be also enough just one mistake.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, seven. If the company is satisfied, they will want to continue the partnership.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven. If the company has the resources to make it and if the partnership had good results, yes. It also depends on the company situation.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes, seven. If there is satisfaction, there is no reason to change.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the idea is to switch one partnership to a new one, it does not make sense to make it the change with the company satisfaction. If it is to add to the portfolio of partnerships, it will depend on the proposal, if it is a different sector from the partnership we already have, the mission, the transparency. All these factors need to be analyzed by the company.

Interview 24

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: No, I would say two. Because companies have profit goals and those are managed on a different way that NGOs. The goals can complement each other but are not the same.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, five. It can help. In terms of processes it helps but the management is different.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: No, three. The company has some policies that makes the company have some restrictions and the NGO might not have that points of attention.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, six. It helps all the stakeholders to understand the NGO path.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Unfortunately, yes. Five. Nowadays companies might not have a lot of time to think about the cause they want to support and end up selecting any mission, no matter the sector.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, seven. Image: if the company has a big connection with the NGO mission, the mission will have the biggest impact on the audience, and the company will have a partner that fits the company's core.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, six. It works has a company: if the person is committed with the organization, the company will feel the same.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, six. Same reason.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Four. I don't see the impact in the company.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, six. It is reflected in all the communication between the company and the NGO. If the person shows commitment, the company will feel it too.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Not directly but yes. If the person is a professional at his job, the possibility of the NGO making a good job is bigger, creating a bigger impact on the company.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: I believe, seven. The company is not going to sign a contract not believing that the NGO will fulfill it.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, six. The company believes, but sometimes it does not happen. The NGO might have another project and the company sometimes is not that involved in the NGO activities to track all the partnership activities.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Yes, six. If I don't believe it, the partnership might be lost, and the NGO is the weak member of the partnership.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: If it possible, if there are resources to make it happen. Trusting that things are going to be ok, yes. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Three. I believe that the NGO will add more effort than the person that manages the company side of the partnership. The NGO is on the side of the ones that need the resources and have more necessity.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, five. I don't see trust as totally needed, but it is needed.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Two, it might not happen. The company might look for another measures of impact on their customers that might not include the expectations fulfillment.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Same answer as before.

Q: Does the corporate partner lose the commitment with the partnership because of a negative experience with the non-profit?

A: Five. It depends, there is a probability.

Q: What if an email that was supposed to be sent today but will be tomorrow?

A: No, depending on the management of the issues and on the consequence. If the partnership does not have the output need to communicate to the others, it might represent the end of the partnership.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Assuming middle-intention issues, I would say three. If it is a corruption case, I would only need one case.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, six. If there is satisfaction, there is no reason to not be loyal. If there is a commitment and the company is satisfied, it is because the expectations were fulling. There is a common loyalty and satisfaction.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, six. If there are resources, there is the chance to continue the partnership with another project. It will be easier to renew the partnership.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Two. It can happen. Maybe not looking for one but accept one. Maybe a project in a different sector, continuing being satisfied with the other partnerships.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: A project in a different sector that is interested in the company, as an addition to the other partnerships.

Interview 25

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: No. I consider that is needed to have the same values, not goals. Three.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Five. The behaviors and values need to be aligned. If the NGO has an environmental mission and the company has the same mission, there will be a connection even with different goals.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, five. The policies reflect the company values, like the way they manage customers. What is relevant is the values and the alignment between the organizations.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, because if the company knows the NGO interaction model will be easier to have a connection. If the company does not understand there will be no connection. Five.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: All the NGOs mission is the community impact. I am not seeing an NGO that does not have a social mission and if the NGO does not have a social purpose is not relevant for the company.

Q: An example: If the company is focus on community's development and receives an offer from an environmental NGO, would you consider the partnership just because the NGO has as a mission a social question?

A: Yes, if the values are the same. Even if the mission and goals are different, with the same values I believe that will be a connection. However, with the same sector as a focus there will be more connection because they have more in common. I would say Five.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, I would say five.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, seven. Because having a partnership with an NGO is not the company's main goal, it is just part of the social responsibility strategy. So, the company needs to be motivated and it is easier to be motivated by someone who identifies themselves with the values of the NGO.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Seven. If the person is loyal, believes in the values, trust in the actions that the NGO is doing, loyalty will be seen when having contact with a company. And for the company to see it, the person needs to believe in the mission.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Six. I think it is important, but the person is just the face of the NGO. The person is not going to do everything by them self, so if the person does not have total commitment but has a team that has it will have an impact in the company. It is important but not has much as the values.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: No, it will improve the relationship between the NGO and not with the company. Two. The company does not have that knowledge.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: Five. The feeling of expectation fulfilment is very important. If the company already had experience working NGOs will know better which project works better and the results. I also

believe that it is hard to measure the NGO results, it is needed to a lot of trust because the impact is hard to measure. Most of the times the NGO does not the benefit for themselves: the company also wants to gain something and does not know what will gain from it.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Yes, seven.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Seven, because I only make a partnership if I believe 100% in the NGO. However, it will depend a lot on the NGO. I don't want to make a partnership with a company that will damage the company image.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. It is needed trust to make the partnership and more the trust more resources I am going to add to the partnership. Trust is the base of the connection.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: The person does not make the decision by them self, there is a team that helps in the decision-making process. The person will communicate the feedback, so the person will communicate the company feedback and efforts but not his own feedback and effort. I would say four.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, the results are important. It is important to have someone from the company involved in the partnership, someone that goes to the event and takes a role on it in order to understand better the results that are being achieved according the efforts that are being applied.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. The values are the reason for the partnership. I believe that when a company looks for an NGO, will look for the values first and then the results, previous partners and so on.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: No, I would say three. If the company is bought by another company, the mission and values will be different and might not be according to the NGO values. Depends on the dimension of the situation.

Q: What if the NGO use the money for another thing than the project what was planned to?

A: Yes, that is enough reason. No one wants to be associated with an NGO accused of corruption.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, that is not relevant.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: No, it's not about a number, it is about the dimension of the situation. Corruption would take just one accusation, the email situation would take more because the main goal is to get the results, without a lot of bureaucracy.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Yes, because companies like to have their image associated to social causes because it looks good for the customers. Seven.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: No, because I have the idea that companies like to have a partnership with many NGOs and not focus only on one partnership. Even because that makes the company suspicious because it is investing efforts in just one organization. Just because it went ok, I can still support other NGOs. Three.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: Just investing efforts just in one organization makes the company suspicious. An example: if the place of the action is a country to where the company wants to grow too, which is a more strategy decision.

Interview 26

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: Four. They might not be the same but can complete each other.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Four. Same answer.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Same answer. Each entity has different goals and values, what matters is that both sides can negotiate and complement each other to achieve a common goal.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: Yes, seven. It is needed transparency from the NGO side and more transparency more the alignment and the collaboration with and from the company.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Yes, seven. if the company is focus on renewable energies and the NGO is focused on the social sector with a good performance, it is possible to have a connection. Every mission is good for a company, and the bigger the connection on these universal common points, bigger will be the general connection.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, it can increase. Or no, because it might not be totally aligned in a professional way, but it might complete each other. I would say four.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Yes, seven. The person is a human recourse, and if the person is satisfied will make a better job.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, for the same reason. Seven.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Loyalty is not fidelity. Loyalty is acting with responsibility and ethics. It will be a bigger connection with the company. Seven,

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Yes, seven. For the same reason.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: It can increase or not. If the person has good results but not for the company, the connection might not be the best. I would say four. Companies tend to support NGOs, because NGOs have bigger challenges. Companies investment on NGOs depends on their motivations: If they really want to help, they invest with a goal, or they can invest to get a better market positioning.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: No. One thing is a plan and budget; another thing is the project reality. In some points the plan might fail, and it can break the company expectations. I would say five.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Six. I believe that will happen. There might be some external factor that will be challenges and the NGO might fail to perform according to all the values, but in general I believe that it will.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Five. The company does not expect it, but it might happen, without damaging the company, like personal exposure to the organization's representatives.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Seven. If there is trust and alignment, so there is no risk.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, there is more involvement. Seven.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: No, six. It might not be compensated because there are more external factors involved that fulfilling the expectations.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, six, also because of the external factors.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: No.

Q: What if the NGO use the money for another thing than the project what was planned to?

A: No. The NGO are not the people: if there is corruption the responsible for it should leave the NGO. The NGO itself has a mission to achieve.

A: What for you would be a factor that would make you give up on the partnership with just one mistake?

Q: I would not give up on the partnership with just one mistake. But I would give a warning. A motive to do it would be a company supporting the NGO and after receiving the support the NGO stop answering the company. I would give a warning and say that we want to be more involved.

Q: Do you believe that it is needed more than a negative experience to lose the corporate partner trust and commitment with and for the partnership?

A: Yes.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: Depend on the dimension. But I would say three.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Will be loyal, which does not mean that the partnership needs to last forever. Seven.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, it will. It does not mean that will invest more money but can promote it and share the experience. Seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: The company can have several partnerships. I would say one.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is also focus on communities. Would you consider it?

A: Yes, that can happen. Does not mean that the company will finish the initial partnership.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: The company can have several partnerships. The goal of the company is to support the community, to be more sustainable. If the company is available to work with several NGOs and if the NGOs do a good job, there is no reason to not accept the offers.

Interview 27

Q: Do you consider that having the same goals as the non-profit increases the corporate partner engagement?

A: As there is goals aligned, the connection will be increased. Six.

Q: Do you consider that having the same behaviors as the non-profit increases the corporate partner engagement?

A: Yes, five. For the same reason as before, because behaviors are a very general thing.

Q: Do you consider that having the same policies as the non-profit increases the corporate partner engagement?

A: Yes, for the same reason as before.

Q: Do you consider that an organization with a clear mission and communicate it, increases the engagement of the corporate partner?

A: No, three. One thing I know the mission of the NGO, other thing is my identification with the mission.

Q: Do you consider that an organization that addresses social issues increases the engagement of the corporate partner?

A: Three. The alignment between causes is relevant. The company might want to expand and create an association to a mission they were not associated before, but it is better to find a synergy right from the beginning.

Q: Do you consider that an organization that addresses social issues that are relevant to the company increases the engagement of the corporate partner?

A: Yes, six.

Q: The following questions are about the NGO representative in the partnership and not about the NGO as a whole. Do you consider that an organization representative satisfied with the non-profit increases the engagement of the corporate partner?

A: Five. If the person is satisfied, will be a positive sign to the company, building a better goodwill for the relationship.

Q: Do you consider that an organization representative that identifies him-self/her-self with the non-profit increases the engagement of the corporate partner?

A: Yes, same answer.

Q: Do you consider that an organization representative that demonstrates loyalty towards the non-profit increases the engagement of the corporate partner?

A: Yes, same answer.

Q: Do you consider that an organization representative that demonstrates commitment towards the non-profit increases the engagement of the corporate partner?

A: Five, same answer.

Q: Do you consider that an organization representative with a higher performance for the non-profit increases the engagement of the corporate partner?

A: Yes, four. With the same justification.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the corporate partner expectations?

A: No. Two. The organizations are made of people and both of them have a context and if the context change the organization might need to act in a different way.

Q: By being engaged with the non-profit, do you believe that the non-profit will perform according to the non-profit social capital?

A: Six. I believe that the NGO need to protect their mission and if they don't make it, they have a problem.

Q: Do you believe that the non-profit will always make the right choice for the partnership, without damaging the other party?

A: Four. Depends on the person and the context might lead to different actions.

Q: By having trust in the non-profit, do you have more willingness to apply more resources in the partnership?

A: Six. Because there is trust and willingness to work. If trust leads to more common goals, I would say yes.

Q: By having trust in the non-profit, do you have more willingness to apply more personal efforts in the partnership?

A: Five. We are talking about my personal space. The trust comes from the company and based on that, the project as the same relevance as any other project.

Q: By having trust in the non-profit, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, six. Because it is a company decision. If the company trusts, will move more efforts.

Q: If the organization performed according to the corporate partner expectations, do you consider the trust and commitment with and for the partnership compensated?

A: Yes, seven. Because the NGO fulfilled the expectations and that increases the trust and ambition to work more together.

Q: If the organization performed according to their social capital, do you consider the trust and commitment with and for the partnership compensated?

A: No, I don't see the connection. The compensation for the company does not have a relation with the mission fulfilment. Four.

Q: Does the corporate partner loses the commitment with the partnership because of a negative experience with the non-profit?

A: It is possible.

Q. What if the NGO is accused of corruption?

A: On that case yes, it is enough.

Q: And what if an email what was supposed to be sent today but will be tomorrow?

A: No, that is not enough. It depends on the dimension of the mistake: if the mistake is reputational one mistake is enough, if it is a mistake on the process no.

Q: How many negative experiences are needed for the corporate partner to lose the trust and commitment with and for the partnership?

A: No, depends. If the experience is seven e-mail sent after the deadline, there is no impact for the company. If it is two mistakes that damage the reputation or lack of alignment between people, we would finish the partnership.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will make the company brand loyal to the non-profit?

A: Five. Because there are other factors that are involved in the continuity of the partnership, like the budget and resources.

Q: Do you believe that the corporate partner satisfaction, with the partnership, will increase the future intentions with the non-profit?

A: Yes, seven.

Q: Do you believe that if the corporate partner is satisfied with the partnership, they will not look for or accept an offer from another non-profit?

A: Yes, it will. There is no exclusivity, the company can have more than one partnership.

Q: An example: If the company works with an NGO that impacts communities and there is a proposal from an NGO that is also focus on communities. Would you consider it?

A: Depends on several factors: the time of the last partnership, the goals of the NGO, the situation of the other partnership. It is needed to analyze the new offer and if it is a lot better, we need to consider if that is a reason to finish the current partnership. On the business world we are loyal to the current partners, but we still need to evaluate the proposals. We cannot stay loyal to an NGO that delivers a worst service than the other NGOs in the market just because it is my partner. I would say six.

Q: Which factors can make the company look for or accept an offer from another non-profit, when it is satisfied with the partnership?

A: If the proposal is better than the general offers in the market. The companies need to analyze the cost and benefits of the proposal.

12.4 Transcription of the NGOs and IPSSs answers

To better understand the following interviews, it is considered that “Q:” represent the interviewer and “A:” the answers of the organization responsible.

Interview 1

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Five. The goals sometimes are not the same, sometimes can have other goals just from the company or from the NGO.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Six. It is about the attitude. More aligned the attitude; more aligned the partnership is.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Five. More or less.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Six.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Six. If the mission is clear, yes it will increase.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, six.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, five. Because the relationships are between people.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Five, it is not a critical factor.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Five. I don't see it as a critical factor.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Six. The difference is on the person's behavior and commitment with the social sector.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, six. Like the answer before, someone with more performance and commitment will have his and the company social concerns in mind.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Four. In our experience, the perception of CSR from the company and the NGO reality are different. For the private sector, their perception is very different than the reality.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Five, I agree. In the beginning yes.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Five. The perceptions are different, and the dynamics are also different, which can lead to actions that are not expected.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Seven. Trust and people are the key for the partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Seven, same reason.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Seven, trust is a key factor for the partnership.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Six. I don't think that is the only criteria. But it increases because we feel fulfilled.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Six, same reason.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: I hope no, but the partnerships gets weakened.

Q: Do you consider needed more than a negative experience to lose the non-profit trust and commitment with and for the partnership?

A: Yes, seven.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: It is not possible to make that evolution. The experience can be the NGO fault or any other causes, it depends on the motive.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: For sure, seven. Because the partnerships, with good results, build a connection and brand advocacy towards the company. Our good partners are always part of our projects are always present in our communication.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: No, it is possible to have more than one partnership, even for the same goal. The expectation is for a good partnership to attract more partners.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: Necessity of resources, because just one partnership is not enough to cover the NGO needs. And having positive experiences, because a positive experience attracts more positive experiences, so the NGO will look for more companies. And for the social sector, it is needed to work in network.

Interview 2

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Six. Having goals that we can identify, more than being in common, is important. The goals complement each other, and it is an advantage when building a partnership. That happens a lot when talking about partnership between NGOs and companies.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: I would not talk about behaviors but about the knowledge the partners have each other behavior. If I don't know the other party behaviors will be a lot harder to build a partnership. However, knowing them, even if I have to adapt my behaviors to the company ones, the partnership will be easier to build. We make that every day: I work in an NGO focus on handicapped people. I cannot use the same language that I use inside the NGO with a company that has the focus of making profit. So, I need to change my communication system and an adaptation from my side. Six.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: It is important to know the company rules, but it is not a crucial factor for them to be the same. So, I would say three. However, it is important to share the rules that are the base of the partnership.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes. If the company has that message clear, it helps with the partnership building. Seven.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: The chances of engagement will increase, so five. However, it might not happen because it is needed for the previous variables that we talked about to happen. If they don't happen, the company can be available, but the partnership might fail because the organizations don't have the same behaviors or rules.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: If it is common, yes. It can happen. A partnership is always a relationship of interested in both parties involved and both parties need to have some benefits. If there are concrete goals, even if they are not the same and just a complete to each other goals, there is a connection.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes. Being happy with yourself, makes you want to share more solutions and ideas with others. Six.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, it will. The identification with the goals and values, even with the procedures, helps a lot building the partnership. Six.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: It might not happen. Can be important but might not increase the engagement. Engagement for me is about other factor. Three.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, that is different. We are more available and more open. Six.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Five. Depends on the performance.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Yes, five.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: It can happen but sometimes does not happen. Four.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: If the partnerships management goes well, it should happen that way. Most of the cases, it happens. Five.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, more the trust bigger my availability to apply more resources. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, seven. Trust is a key factor for the quality of the partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends on the partnership. That is what we want and what happens most of the time. Six.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: It will depend on the type of partnership

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: At first yes, but it depends on the type of partnerships. I am thinking on the partnerships that I develop and based on that I am going to say five.

Q: Does the organization lose the commitment with the partnership because of a negative experience with the company?

A: No, we need to clarify the motives for the mistake. I would say two. According the problem solution some consequences might happen. I would say two.

Q: Do you consider needed more than a negative experience to lose the non-profit trust and commitment with and for the partnership?

A: Six. I am talking about three, or four mistakes.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: We forgive the first one, accepted the second but the third one is a deal breaker.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Can you give an example please?

Q: An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: Here in Portugal it does not work that way because the relationship between companies and NGOs does not have that much value. It is happening in Europe and there is a tendency for it to happen. Because the company has a value for their CSR, like the Nordic countries. However, in Portugal it does not happen that way. I would say four.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Seven, without a doubt.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: No, I don't think that. The NGO can be happy and look for another partnership and look for another partner from another sector: we have a partnership with a bank and with a law company. The NGO needs to find partners that answer their needs. However, we cannot do partnerships with companies that are direct competitors. But I can look for another partnership, from another sector. Four. Depends on the type of the partnership.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: I can look for another partnership with a company from a different sector. The NGO having a necessity, companies that want to work with the NGO, giving benefits to others, knowing the procedures of the company. The very clear communication of the NGO mission and goals, be very clear when creating the goals of the partnerships, promoting a reporting system to the partner.

Interview 3

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, five. When having the partnership with a company, sometimes the goals are not the same. But we have mutual benefits.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: With a long-term relationship, yes. Six.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: It is hard for that to happen. In theory yes but we never found any partner like that. In the market situation it does not happen.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, six. Because there is identification between both entities and a kind of style for the NGO.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: No, two. The NGO has a certain goal and it is not because of the number of companies that the goals are going to increase. That is from our experience, we work without any financial system. It will not affect the level of our involvement.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, because it is recognizing the NGO work. Six.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, five. It may or may not affect, because there are situations that we feel the person representing the company values and other situations that we feel the person acting according to his own beliefs. Depends on each case.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, if the person is involved with the values and there is an identification between the company and the NGO, the NGO feels more motivation to continue. Six.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: No, the opposite. Two. It is more important the engagement with the NGO mission.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, more influence on the company, the more the connection between the parties. Six.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Six, it motivates the NGO to have a deeper connection.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Not always, five. Sometimes the company does not understand the NGO mission.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Not always. The companies might not act according to their values, because when building the partnership might be an agreement for the company to not to act according to some of them.
Five

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: No. Four. Companies sometimes don't make the right decision for the NGOs because of their lack of knowledge of the sector.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, more trust, the more the investment from the company. Six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Six. Partnerships are made by people: more trust, more the commitment.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: It is the same answer. If there is commitment from the company, there is commitment for the NGO.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, six. Because the company acted according to the expectations.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends on the situation. A situation of total alignment for values and mission between the company and the NGO is very rare. I would say five. Because the alignment is very rare.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Five. No, because a one-time situation might damage the partnership, but we will continue with it later in the future. Depends on how serious the situation is. If the situation is more serious, one mistake is enough.

Q: Can you give an example of a very serious situation?A: Undermining the NGO competence and reputation.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Two mistakes is enough.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyalty to the company? An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: Yes, six. It is all about human relationships. People develop trust and loyalty, and loyalty is a major value for NGOs.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, because of the know-how of the partnership. Seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: It can happen, the NGO might look for another partner for the same goal, even if the NGO is satisfied with the current partnership. Depends on the context of the decisions of the NGO management, and on other factors like the ability to renew a partnership. Six.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: Better material and financial benefits, better market positioning, the dimension of the new partnership. Issues related with the NGO internal policies: an example, a change in the NGO management when the new board wants to close a new partnership.

Interview 4

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, I agree. Six. If we have similar goals, we will look for the same solutions and answers, which will help build a connection. It is not a seven because I believe it has an impact, but I also believe that it is not a limitation.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, six. With a similar justification because behaviors are guided by the values. If the values are aligned, easier will be the building of the connection.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, a six also. It has a big impact. If a company has CSR policies, when building a partnership with an NGO, it will be better because they are both working with policies that intersect itself.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, because having and promoting social responsibility have a positive impact on the connection. Seven, the clearer the company goals and message, more the availability of the NGO to build the partnership.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: It increases but it is not a limitation. It means that the company has social concerns and the NGO is more involved in the CSR investment. Six.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, six, in the case of the social responsibility promotion.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Satisfaction impacts everything and it impacts the engagement. However, it can't be a factor that limits the partnership because it is about the employee's happiness. It is a trending topic that everyday gets improved. It has an impact in every job, but it should not be something that is communicated externally because the satisfaction includes more tasks than the partnership. So, it should be managed inside the company. I would say four. However, I consider that it is important. But it should be solved inside the company and not effective the person performance.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: I will keep the four because I believe that has an impact, but it should not have: believing in the company values should not affect the person's performance. So, the person must be always professional. The topic must be managed inside the company and not outside. It's the same reasons as before. I would say four. However, I consider that it is important and that has an impact.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Here it is a little different. If the person shows loyalty, the person might or not agree with the company values or the person might not be happy. Loyalty is part of being a professional, so I don't see the impact. Five.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: I don't see it as relevant, because a professional person must know the company, the values, the CSR message, the policies. And those factors are based for the partnership. So, it is included and should be always there, not increasing the connection. I would say five.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: I don't know if the NGO is going to look or know for that information. The NGO will know goals of the company and the values from the company perspective and not the person perspective. The representative as an impact but in this case, I don't see the relevance. Two.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: I believe it, because I have trust and based on the contract. There is a very thin line between the social economy and the for-profit sector, and the NGOs need to protect themselves in order to not abuse on the information that they have because the NGOs can't use information like companies from the private sector. I believe that my expectations are going to be fulfilled, because the NGO protected themselves by a contract, defining each party's role in the partnership. So, seven.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes. When we build the partnership need to understand if it aligned with both parties' values. Seven.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: That is a long question. The NGO, because of their values and mission, when develops a partnership based not a contract that needs to be fulfilled. So, the NGO is protected, and the company don't have space to have opportunistic behaviors. The negotiation is developed with the goal of protecting all the parties involved, including the NGO beneficiaries. We don't expect violations of the contract, otherwise there are no conditions to establish a partnership. However, if something bad happens is a deal breaker. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: The NGO does not have a lot of resources. We want to apply more resources but sometimes we don't have them, the company has a lot more. I would say six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Going back to the answer I gave about the employees' satisfaction; the NGOs are kind of massacred on that topic because they have less resources. But as we manage a social issue, we are always expecting the good will of the employees which sometimes is not fair. Each employee must be motivated and should have the right work conditions. If the person has more motivation and works with happiness, I am happy. But the person's work must be compensated and not just working because of "love to the shirt" or just because of the mission or just because the company is not adding all the efforts that they can. So, if the person is more available to have more connection, I say that it should not happen because it is still work. Because sometimes NGO employees invest their own money on their own work. The person still has motivation, but it should not have an impact. Sometimes it is because of that the non-profit sector cannot achieve the goals, because it is not fair for the employees, in the end it still works. Passion is needed and that is the way they chose the non-profit sector, but they should not be massacred on that way. The person also needs to get paid for his job. I would say two.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Trust helps the teamwork and there is more availability. But the NGO has limited resources. Trust helps but is not a critical factor. Three.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven. We don't expect a different thing.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: If the contract was signed and both know the goals and rules, with the goals achievement both of them will be satisfied. In the beginning there is an alignment of goals, so yes. Seven.

Q: Does the organization lose the commitment with the partnership because of a negative experience with the company?

A: Depends on the type of mistake. If it is something that both of the partners agreed on, the partnership is in danger but might not be a reason to break the partnership. Depends on the dimension.

Q: Which factor would represent a deal breaker for you, with just one mistake?

A: Disclose images of an event, because by law the images can't be promoted. And sometimes companies, doing marketing, share the images.

Q: Do you consider needed more than a negative experience to lose the non-profit trust and commitment with and for the partnership?

A: Yes, but just one mistake adds some danger to the partnership.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: That is hard. One or two. The images situations are very serious, one mistake is enough. If they promote a poster with a wrong information about the NGO, it is a situation that can be changed and with a solution.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company? An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: No, I don't see that happen. I see it happening with consumers and not with the NGO: the consumer is going to buy a product because feels that the company is more socially responsible. Four.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, it will. Six.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: No, it can't happen. Partnerships are very important, and companies cannot ask for it. The NGO needs to have more than one partnership, without feeling guilty. There is a contract for a certain period of time, and it does not mean that next year we are going to sign a contract with another company. I would say two.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: The main reason is the necessity of resources, so every support possible is good. All the NGOs have less resources because don't work for profit.

Interview 5

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: It is hard for that to happen. It is possible to have the same values and it possible to have the same goals for a certain project. The company goals are focused on the profit and the NGOs are more human. If they have the same goals, the connection would be faster and transparent, but it is almost impossible. I would say two.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, it makes it easier to work together and to build a connection faster. My evaluation is seven.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Everything that is common helps. But I don't know, to a certain extent, if it possible to have the same behaviors or rules because the NGOs are oriented to people happiness and companies are oriented to the profit, and the happiness is hard to measure. An example: all the support that we give here is free and that makes all the difference. So, the measures are the happiness. I would say two.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, sure. Seven.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, because it means that the company has a vision that is similar to the NGO vision. Maybe a six.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, even more. Seven.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: No, it is not needed. The person can identify himself with the company but not with the NGO. And because of that the person might think that would be more relevant to build a partnership with another NGO. My evaluation is four.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, a little more, a six.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Five. He can respect the company's decision to make the partnership but don't have a connection with the NGO. The person might be very loyal, but without seeing a benefit on the partnership it will be harder to make a connection between the parties. If the person believes in the NGO values or in the NGO work, the connection can be a lot stronger. Even if the person does not believe in the values of the NGO but believes on the work and has a connection with the people that manages the NGO, the connection will be better.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, however the stronger factor for the is the person identification with the NGO. I would say six.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, if the person works with autonomy. Six.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: No. NGO are always afraid that something is not going to be fulfilled. When building a partnership with money involved, we are afraid of failure because we are dependent on the money. Of course, we also bring benefits for the company. When the partnership involved money, we are afraid of that. Five.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, we do. Six.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Depends on the relationship, on the way the partnership was built. I don't think that the company will act in an opportunistic way, but we feel that there is an interested behind. If someone wants to give us a pharmacy, baby bottles and then asks for a donation prove, we can feel the interested behind. So, there is not just the willingness to help but also a company interested. It depends from company to company. I would say five.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, because of a return logic. I would say six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: That is hard. In one hand, sometimes want to spend more effort just to get a partnership. On the other hand, we have that partnerships that we use so much that we just want to give back more. About personal efforts, we like to give more. So, we want to invest more in extreme situations. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven. Same answer, the easier we will move all the team to the partnership.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, the expectations were fulfilled, and we believe that, until a certain point, was because of our work. Seven.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends on the company values. Four. Depends on the alignment of the NGO values with the company values.

Q: Does the organization lose the commitment with the partnership because of a negative experience with the company?

A: No, depends on several factors. If it is very different if it is a one-time situation: on this case will be easier to continue the partnership. We can admit that everybody fails sometimes. It is different if it is the beginning of the partnership or in the first partnership or if it is a company that we have long-term relationships with. Depends on the dimension of the situation: if it is an honest failure it is enough, like when we define a procedure and it is made in another way. This happens even if it is a verbal agreement, because the parties start acting according to their personal needs.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Depends on several factors. If it is a small failure without a big impact, like forgetting about an email, we can talk and move on from the failure. If it is a failure in the commitment with a big impact, one-time is enough.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Yes, for the return logic. Six.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Depends on the partnership. An example: we have a partnership with a communication company that we are satisfied with, we don't want to change, and we are loyal we the work that has been provided to us. If it is a service that we are happy with and another company offers us the same service for free we might consider after talking with the initial provider. If it is possible to have both partnerships, easier we would accept, even for the same project. Being satisfied and being them incompatible, we might consider it, but we would speak first with the original partner. My evaluation would be one.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: More values alignment. Being satisfied but seeing the quality and commitment decreasing. More benefits for the NGO.

Interview 6

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: The company is focused on the profit, and the NGO has a social goal. What we are trying to do, when creating a partnership, is to add the NGO to the company goals for the social responsibility mission or for the company financial performance. We are not looking for companies with the same social responsibility goals as us because their CSR is very general, so we have the challenge to our values and there is a negotiation to make it happen. If the company has a social impact might have a better image with the audience. Five.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: The NGOs usually pay more attention to the company partner than the company partner to the NGO. Some companies have a different behavior with the NGOs than with other types of partner because it is considered for them to be in a different level. I would say five.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: The rules are different because the procedures are different, the companies are managed by the profit and the NGOs by the values.

Q: But do you consider important to have a contract with some rules for the partnerships?

A: I think that at any partnership it is very important to have clear rules and clear roles for each partner, and it can be done with a contract. However, when we build a partnership, we don't have access to the company regulations, and they don't have to the NGO.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: When contacting a company, the first criteria is if the company has a CSR policy because it makes the company more open for the partnership. The opposite can also happen, because the CSR policy might be too close for the NGO. An example: we work with the Re-food and only with the re-food. But most of the times the companies with a CSR policy are more open to working with us. I would say five.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: If the company has social responsibility concerns, with respect for others, are recognized has more innovators and more open to social question and NGOs. Six.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Seven. Each NGO works in a different sector. In our case, we work in a very specific sector and if the company has the same concern as us, the building of the partnership will be easier.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: I don't know if the personal satisfaction is something that is communicated for the NGO because we are talking about a personal relationship. The satisfaction is about the employee relationship with the company. So, it depends on the person. The person might not be satisfied but is very professional or not be satisfied and communicate it to the NGO. However, the expectation is for the person, no matter what, to act professional with the partner and not damage the partnership.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, depending on the values. If the company has human values and the NGO too, yes. If the company values are making money without thinking about the consequences of that values, might be a waste of time to make a connection.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: If the person shows lack of loyalty, we will not have enough trust to work with the company. Sometimes we don't have access to that information, and it is not needed. The partnership has a contract that needs to be fulfilled and the person managing the partnership can change every week.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, like any partnership. If the person shows that cares about the goals, about the partner, will ensure the continuity of the partnership and will ensure the goals achievement. I would say five.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: I feel that the better the performance with us, more satisfied will I be and more connect will I be. If there is a bad performance the partnership does not make sense. I don't have access to the person's performance on other tasks. I would say five.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: When we make a partnership, we make a contract and we expect for the contract to be fulfilled. I would say five. I don't trust totally because there are some external factors, like our target audience, and because of that the goals might not be achieved.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, five. Same reason.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: You have to be very naive not to know that a company is expecting benefits in terms of market positioning and image. As a client I might select the company with more social concerns. If the partnership is clear, we are not thinking that a situation is going to happen. But I don't believe that there will be criminal action and something that violates the human rights. If that happens the NGOs needs to say that the actions are not correct. My evaluation is seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, if the goals are being achieved means that the partnership is working, so we should bet on it. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, there is results it means that we are having results that are good for the NGO and the NGO capital, human or financial. The more results, the more the investment and not betting on it will be a mistake. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Trust comes from the professional roles being fulfilled. So, the results are being achieved trust is going to be built. Trust comes from the contract fulfillment and goals achievement and if that happens there is more willingness to continue.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, it is related to the previous questions. If there is trust it is because the goals are being achieved and the commitment was good, I cannot see a reason to not feel compensated. The partnership is done based on research, strategy and commitment.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, same answer. Seven.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Depends on the dimension of the experience. If there is mistake needs to analyze and adapt the partnership according to the mistake.

Q: What would make you lose the trust with one mistake?

A: A human rights outrage or not respecting the NGO values.

Q: And which mistake would you forgive?

A: A mistake in a meeting, a missing contact.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: No, it is not possible. Depends on the negative experience.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Yes, it will.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, it will. We had that experience.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Depends on the goals and projects, there is no exclusivity. We work with a lot of company and we want to work with even because we want to provide more jobs to our audience. Our focus is our audience and not the company.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If we are happy with the partner, we keep it. However, the more the partners the better the results, more change will happen. Working with just one company does not make enough difference for our target audience.

Interview 7

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Six, more from the NGO to the company. Lately all the NGOs are under the public eye, so it is better to have the same goals to not damage the NGO image. And also, because it is better for the business.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, the same thing. All the contracts we do say that if the company damage the NGO way of being and image gives the NGO the right to ask for compensation.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: That question is harder. The way an NGO acts is different than the way the company acts. We cannot have an association with a company that traffic weapons, that has a connection with a certain type of products, because we have very strict rules about the companies, we can have an association with. The company business is one of them, like alcohol and tobacco. We try to evaluate it before making any partnership, including the positioning. The contracts work as a method to protect the NGO.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, it will. Some companies say that they are doing social responsibility, but we cannot understand it, they don't have any strategy. They do it to look good, but they don't have a lot of dedication. And other have a strategy and communicate it in a clear way. It is easier to work with the second ones because they know the path they want to go to, the projects they want to develop and so on. However, we work with all the companies. More the alignment, the better. The goal is to help and to help it is needed alignment of goals and a company that wants to make social responsibility to help the others. My evaluation is a seven.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: If the NGO wants to impact the environment is not going to work with a company that wants to support communities. So, no. One.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Of course, seven. It is needed alignment. CSR partnerships only makes sense for companies if the partners are aligned.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: No, three. Social responsibility decisions are made by the top management, so the person satisfaction does not have a big impact.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Sure. If the decision maker of the company identifies himself, yes. Six.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, the person needs to dress the company shirt. Five.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, the same answer as before.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, the social responsibility sector from the company has a strong relationship with the company financial situation: if there is no money those investments are the first ones to finish. Only healthy companies have a CSR sector. Six.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: No. It does not happen that way, we have different expectations. If it is a long-term partnership, it is possible that some of the initial characteristics are lost during time. An example: losing the connection and some changes in the company's strategy, which makes the partnership weaker. Three.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Not always. Four.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Same answer. Some companies develop partnerships with opportunistic reasons, so they want to help, they want a better image. They don't have any problem in making a change in the partnership to help themselves. However, it depends on the company. Four.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: No. We don't have the resources, even with all the trust in the company. It has a bigger relationship with the size of the partnership: sometimes we need to involve more people in a project, because some projects can be in a national level and others at a local level. However, trust is relevant for any partnership, without it there is no partnership. I would say three.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes. More than trust, it is needed for the partnership to have potential. Trust is the base of the partnership. We refuse a lot of proposals from companies that we don't know or from companies with bad reputation.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, same answer. Four.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, if they fulfilled the expectations, we are happy with the results. Seven.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, five.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Depends on the dimension da situation. Some things are enough and other that are not.

Q: What would make you lose the trust with one mistake?

A: A behavior that damages the NGO image and reputation. An example: a company that is involved in human trafficking or corruption. Something that is against the law. But is can be another situation, like the company saying instead of giving ten thousand can give only five. We need to analyze the situation. So, it depends on the dimension.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: If the situation is serious, one mistake is enough. If it is not, there is a second chance. If there are more mistakes after the second one, it is needed an evaluation and maybe find another partner.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: No, it is not related. Having a partnership with a company isn't enough to promote the partner products. We are impartial and don't support any product from the companies we work with. Two.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, successful partnership must continue. Six.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: No, there is no exclusivity, the more partnerships the better. However, we need to be more careful with some partnership: if the partners are from the same sector or if it is a public partnership with a well-known company. It is not positive for the partnership. But again, there is no exclusivity.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: Necessity of resources, including but not only, the financial ones. We don't have the resources for all the partnerships we need.

Interview 8

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Six. Sharing the goals helps building a connection, we already had that experience.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Four. It can increase, or not, the connection. From our experience, we have different behaviors from a partner and the partnership works, so it is not the main factor. Sharing goals is more important, because different entities have different behaviors and that does not make the entities more connected.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Three. It is hard for the entities to have the same policies. They might have some policies in common, like to promote gender equality, but I don't see it as a main reason for companies and NGOs to have a closer connection.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Seven. It is a key factor; the company must communicate their vision and the sector they want to impact to find possible NGO partners.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: That is hard to answer. Maybe three. There are NGOs with a mission and even with a company with a similar mission, the NGO will always have in mind NGO vision. If the vision is not the same, the connection is not going to be that strong.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Seven. It is obvious. From the moment there is a common vision, there will be more connection.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Four. It is an important factor the company, internally, but not for the NGO or for the partnership.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Four, it is important but not the most relevant factor.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, same answer.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Four, same reason.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Maybe five. He will be someone with a good profile to establish partnership and that will contribute to the building of better partnerships.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Two. That is not a reason to have a close relationship with a company, because the company has its own priorities that sometimes are not the NGO priorities. And that priorities might not mean the NGO expectations fulfillment.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, seven.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Four, I don't consider it to be something that will happen for sure because there are main interests involved or maybe a change of strategy from the company.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. When there is trust, the NGO wants to move all its efforts to achieve the partnership goals.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, for the same reason.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, for the same reason. Trust is a key factor for the partnership.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Seven, sure. From the moment the expectation is transformed into a contract, we expect for it to be fulfilled.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Two, depends. The company acting according to their values and mission does not mean the fulfillment of the contract. The contract might not be based on the values and mission of the company.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: No, two. Sometimes we have bad experience that can be constructive. There are some mistakes that are worse, but in general it is not enough.

Q: An example: what if the company is accused of corruption?

A: Yes, it is. That is a very serious problem.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: No. It is not serious enough, unless the email is super important with the delay having very serious consequences.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: I can't answer that question. Depends on the dimension of the mistake.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Three, there are other factors: NGO priorities, company priorities, the evolution of the results of the partnerships.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Seven. If there is satisfaction, there is willingness to work more together.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Six, depends on many factors. However, if the NGO is satisfied with the projects that developed with a company and if a company competitor makes a proposal, the NGO is not going to consider it.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: The conditions offered by the company, the company image in the market. It is also about who represents the company: if the person has an open mind and knows how to manage partnerships and how the non-profit sector works, can be factors that makes the NGO look for another partnership.

Interview 9

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Four. It is hard to have the same goals. We can have some goals that are common, but it is hard to have of them in common. The NGO most of the times pursued other goals. So, it is important, but not the most important factor.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, five. It is good to have an alignment in the behaviors.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Three, no. each entity has their own procedures, I am not seeing the impact on the partnership.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, seven. The company will attract proposals that are according to their goals. If the goals are not directly about the business, the NGO can make a proposal for a project, and even the company can make a research and make a proposal to an NGO.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: One. It is needed to have goals alignment. Without common points, the partnership does not make sense.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, seven. They will have a common goal and will work together to achieve it.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Five. Being happy with his job, will have a positive and happier reflection on the way the person behaves, how he represents the company and on his results.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Five, same reason.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Four. If the person identifies himself, will be loyal to the company. If we work with a purpose that we identify ourselves with, we will work more and be more loyal. Just the factor loyalty by itself does not have an impact: the person can be loyal to something that are not the company values and mission.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, five. Having a commitment means there is an identification and communication for the NGO goals and mission.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: The NGO only knows how the person is managing their partnership, the NGO does not have the information about the person full performance. If the person has a good performance towards the NGO and their partnership, then yes.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Six. There is a commitment that must be respect for both parties, and I believe that will be respected.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Six. Companies when developing partnerships try to find the one that better fit their goals.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: No, three. The company will, firstly, act according to their goals. It is good if it does not happen, but the company will make their interested a priority.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Six. Just because there is more trust.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Six. Trust can unlock a lot of benefits. It makes people give the extra mile.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, same answer.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Seven. If we have the expected answer, it is normal for the NGO to achieve their goals.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends, four. Depends on the goals and mission of the company. A goal might not reflect all the goals of the company. Usually, the partnerships with NGOs are made to complement the company's mission and vision. The company has a mission that supports their operations, partnerships are just a complement of the operations.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Five. Depends on the dimension.

Q: An example: what if the company is accused of corruption?

A: The situation needs to be analyzed: that is related with the company's reputation and not with the partnership. If there are real proofs of corruption, we would finish the partnership.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: No, that no. Partnerships are always manage according to the company's availability, so that would not be a problem.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: I can't because there are many factors, like the management change, the partnership history and so on.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Five. That has an impact on the brand awareness, as an output of a successful partnership. It also happens to the NGO.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven. If all parties are happy, we want to keep it and improve it.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Six. If the partnership is a competitor to the initial one, we would not close it. If not, it would be one more partnership in the portfolio. An example: imagine if we have a partnership to attract people for the IT sector. We would never develop it as an exclusive partnership. Another example: a space in an event for a company. That is an exclusive partnership, just for that partner.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If the goals can be shared by several companies.

Interview 10

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: That is very general. The NGOs have social goals and if the company wants to impact the social sector, it is relevant to have alignment. I would say seven.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, it helps. Seven. Companies' relationship with NGO is more related with their agenda and not with the NGO core itself. It is more about what are the benefits of the connection. Companies, nowadays, help NGOs because they agree with the mission. However, the company might have some financial goals that required the application of money in NGOs, so they are going to look for sectors relevant for them but that are not necessarily related with the NGO core and actions. This happens because they have government benefits, so the company wants to help more itself than the NGO. Companies don't help because they like to help, they give because they need to justify their CSR policies and because it adds more market positioning to the company. So, if the NGO provides that, the company will invest on the NGO because the actions will be more communicated in the media. If you make a research, you will find that the social actions that are communicated in the media always involve the most known NGOs, not the smallest ones. It is needed to explain to companies that the NGO mission is a key factor and that their support can change a life.

Also, companies don't give money to NGOs, they give goodies and invest in projects. But it is still needed to change the mindset that the mission is important: maybe the NGO is not known but have a very interesting project. That is a challenge: making companies investing in projects,

just because of the project. It is also important to measure the impact of the actions that companies develop with NGOs, like how many lives are changed.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, seven. That would happen in the ideal world. If there is alignment, it will help in all the partnership building.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, seven.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, it will. I already talked about it.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, seven.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, it will. People make all the difference, the more that the organizations. If the person is happy, the performance will be better. It's a seven. All the variables that you are asking about are super relevant, but the main question is if the situations happened in the reality. But it should happen that way.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, seven.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: I don't see the relation. It can happen but without a direct impact. If the person is aligned with the company, it can happen. Seven.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, it will. Seven.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, it will increase. It is like a scalding effect: if the person is can develop all the partnerships and have more consolidation with the partnership the company already have.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: No, I don't believe. Two. Just like I said, the company will fulfill the contract until the moment the partnership is not relevant for the company. If something changes in the company, that changes the contract, the partnership will change. If you are asking is a contract is fulfilled at 100% level, no, it is not.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, seven.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: No, two. Like I said, it is just needed a change inside the company to change the partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: The NGO applies always all the resources, because there are always the expectations that the company is going to fulfill the partnership. Even when that does not happen, the NGO still gives everything. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Six. There is always a margin of progression. We want to apply more effort, but we don't know how or have the capacity to.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, trust is a key factor.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Seven. Because the expectations were fulfilled, and the goals were achieved.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven also.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: No, it is not enough.

Q: An example: what if the company is accused of corruption on TV?

A: That would be enough.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: No. Depends on the negative experience. The NGO does not want to have a connection with a company accused of corruption, the email situation is not relevant for the partnership experience.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: If it is situations like the email, no. I call that a necessity for expectations management, it is very common between companies and NGOs. It happens a lot because most of the times companies don't consider that NGOs are on the same level as them because, as they feel that they are helping, they feel that they have more excuses. Sometimes they say they will answer the email next week, but they don't, and it is ok because they are the ones helping. So, I don't consider that a negative experience. However, if it is something more serious, I would say three negative experiences.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Yes, it will. Seven.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: NGOs have a lot of partnerships with companies. If the company is from the same sector has another partnership we already have, no. If it is from another sector, we would consider it. If the proposal is better than the one we currently have, we would present it to our current partner to try to renegotiate the initial partnership. Having in mind the necessity of cost reduction from the NGO, if the proposal is better and the current partner does not want to make an equal one, we would take the new offer. That is a normal procedure and it is not considered a betrayal. It is allowing the current partner to make the same offer.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: Financial factors, the financial needs from the NGO.

Interview 11

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, it completes. Seven.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, the behaviors need to be similar. Seven.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: It will lead to the same thing. The policies need to be aligned. Seven, also.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes. Nowadays all the companies have CSR, that is very important for the society and that every company should have. Seven.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, it has a social interested, so it adds benefits. Seven.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Same reason.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, motivation is always positive and always have an impact. Seven.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, it will. It is the main reason. Seven.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Loyalty is crucial for the relationship building. Seven.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, for the same reason.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, sure. They are all positive aspects. Seven.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Yes, I need to. It is needed loyalty and trust on the partner. It is a six because sometimes it is hard to fulfill all the expectations because of other factors, like financial factors that makes the company not that available to fulfil the expectations.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, if I want to make a deal, I need to believe in it. Seven.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: There are always interested from both sides, so it is natural when building a partnership, that it will be based on the NGO impact on the society. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: It will depend on the company financial availability. When making a partnership with the NGO there is always a financial goal behind. Six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Knowing well the company, yes. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven. It is needed the same interested from both sides.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: For a partnership to work it is needed to have benefits for both sides. The company must be happy with the NGO and the NGO must be happy with the company role. Seven.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven. Same reason.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: No, otherwise we would not have partnerships or NGOs. The fact of having negative experiences does not mean that all the experience with partnerships are going to be negative.

Q: An example: what if the company is accused of corruption on TV?

A: That will have an impact and it will mean the loss of the partnership.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: It is less important. The delay in the communication is also bad, but not that bad.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Most of the time, the experiences are positive. I cannot give a number.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Seven. Because of the trust and loyalty and knowing that can count on the company for future projects.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Same answer, it's a win-win situation.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: It can accept, they can have more than one partnership.

Q: An example: if a company says that want to be part of a project that the NGO is developing with another company, would you consider it?

A: Yes, there is no exclusivity. The NGOs need to get all the support possible and it is possible to work in synergy.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: There is no exclusivity. When an NGO is looking for a partnership, means that the company has something useful for the project, that can even increase the project size and sectors if impact. An example: if an NGO is from the environmental sector and a company wants to work with that NGO, but in the elderly sector, the NGO might consider it. I think it is possible to make several partnerships for different goals because the idea is to increase the impact.

Interview 12

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: It can increase but is not a critical factor. Four.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: It can increase but is not a critical factor. Four.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: It can increase but is not a critical factor. Four.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, five.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: It can increase but is not a critical factor. Four.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, because they are talking the same language. Seven.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, because wears the company shirt and protects his company. Seven.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, because wears the company shirt and protects his company. Seven.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Depends, it can increase or decrease. Depends on the notion of justice of that loyalty. Four.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Depends, it can increase or decrease. Depends on the notion of justice of that commitment. Four.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: It is not relevant. Three.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Not at 100% level, because the NGO tends to have a different vision. However, they have a good relationship. Five.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Not at 100% level, because the company has different goals. But they can try, even if it is just for the image of the partnership. Five.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: No, the company will always act according to his needs. Two.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, five.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, trust is a personal thing. Seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, trust is a personal thing. Six.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends. Six.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Almost all the time, but it can be a second chance if the mistake has a good justification.

Q: Do you consider needed more than a negative experience to lose the non-profit trust and commitment with and for the partnership?

A: Depends on how negative the experience is. Six.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Two.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Yes, seven.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Probably they will not look for it, but if they have a good offer, they might accept it. Six.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If the conditions are a lot better than the current ones.

Interview 13

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: No, one. The NGOs are non-profits and companies are for profit. The companies want to attract customers to their products and we just want to help.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, we have the same vision: satisfying the client. But we do it in a different way. Five.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, it is important to have rules and the company also has them. Six.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, six.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: I think it helps, if the company has a social vision it helps. Five.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, five.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, six. If the person is happy, it is normal to show that feeling to the partner. Sometimes I feel that partnership don't grow because there is no identification. It is important to show the impact of the partnership for the NGO and their target audience. It is the company representative role to communicate this to the rest of the company, in order for them to understand the NGO dynamic that is different from the company.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, Six. Same reason.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, six.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, six.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, more the proposals and the work the better. Six.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Four. My expectations can be different from the company's expectations, there must a management of them.

Q: An example: when you sign a partnership contract with a company, do you believe that the company is going to fulfil it?

A: Yes, if it is written I believe.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Yes, six.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: The partnership adds benefits for the companies, because we give them proves of their support that makes them pay less IRS. So, I don't believe that the support given is just charity. Four.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, also a six.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, six. If there is trust and satisfaction, it makes sense because more resources makes the partnership move.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, six. If the company fulfilled the expectations, the goals were achieved. If the company supports the NGO activities plan, it benefits the NGO.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Just with the values, no. Some might be similar to the NGO values, but no. I would say four.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: No, it is not enough. Sometimes the experience is not only because of the company but also because of the NGO. The situation must be analyzed.

Q: What if it is an email that should have been sent yesterday and was only today?

A: Depends on the e-mail relevance. If it is about financial support, it is a serious problem.

Q: An example: what if the company is accused of corruption on TV?

A: Yes, that would be enough. It is needed to evaluate all the factors, we cannot judge people. But it depends on the action: we work with state funding and if we asked the company to send an email and if it is not sent, we will damage the NGO and the partnership. Depends on the dimension. However, if it is a situation that they said for us to get some food from them and in the end, there is no food, it would be ok. Sometimes people fail.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: I don't have enough experience to answer that question, never had a negative experience.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: We work based on a contest that has a duration of four years. During that time, we need to find company partners and after that we need to make a new contest, because we don't know if we are going to win it. So, it is different. However, if we are satisfied, we will be more loyal, and the partner deserves all the attention. I would say six.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, for the same reason.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: It will. We live because of the partnership. However, imagine: if we are satisfied with a company that does tuberculosis screenings, we are not going to look for another company because we are happy with the service. But, in terms of food collection the more we collect the better, so we don't need to spend our financial resources on it. I would say six.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: sustainability, each day is more important. The state funding is not enough or us to survive and it is always late. As we need to support our customers, we need partnerships to make it happen.

Interview 14

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: No necessarily, four. The company can sell bread and want to have an association with a project that does not sell bread.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Same answer. The company can have a social involvement that has nothing in common with the NGO.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: No, same answer.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, seven. If the company shows an image that has social concerns, the target audience will feel more connected, having a more positive image with a more stable economic situation and more community impact.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, six. Same reason: the image is more positive for the audience if the company shows social concerns.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, seven. Having the same goals, the same strategic vision, the connection is even better.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, seven. motivation is always a factor for a bigger connection.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, seven. For the same reason. The identification will make the person invest more professionally and personally.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, seven. Wearing the company shirt is halfway to work with satisfaction and work with satisfaction makes you work better.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Seven, same reason.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Yes, seven. If the company grows, the partnership also grows.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: No, five. Depends on the NGO and company management, on the expectations. Both parties have expectations, so it depends.

Q: An example: when you sign a partnership contract with a company, do you believe that the company is going to fulfil it?

A: Yes, I believe. But it really depends.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: It depends. partnerships exist until they are relevant for both sides. So, I don't believe that it will always happen: the partnership makes sense on the moment we agree with it, after that it might change and renegotiated. It is expected but a change can happen, and he partners need to be more flexible. Five.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Yes, I do. Seven. I trust the company will at least try to always act right.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, seven. If there is trust, the investment will be bigger.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, seven, for the same reason. Trust is a positive and basic thing in a partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven, same reason.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, for sure, six. If they trust in us, we trust in them and we feel more motivated with that.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Depends on the base and goal of the partnerships. If the goal of the partnership is achieved, there is no need to involve the partnership goals. The partners might have some goals in common or just similar, but it is needed to fulfill the partnership goals.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: One. Sometimes things go wrong, and the situation needs to be analyzed, without giving up.

Q: An example: what if the company is accused of corruption on TV?

A: That is horrible, it is enough. I was thinking in a failure in the company responsibilities, something smaller. Corruption and totally lost the trust, it is enough. If it something that fails in the expectations and something smaller, we need to analyze it and correct it.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Small mistakes, I would say two or three. If we are talking about big thing, that involved financial question, one mistake is enough.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Six, yes, same answer.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Six, yes.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: Six, yes. If they are happy there is no need to search, unless they want to support another goal or more entities.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If they want to support another goal or more entities.

Interview 15

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, seven. They will work for the same goal and the synergy will have more success.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, six. Sometimes it is not needed, but the policies and collaboration can lead to the goals achievement. And the partnership can lead to the sharing of procedures and methods of work.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, six. They are talking the same language and it is easier to work together because they follow the same rules.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, seven. When you work with a company that is not from the environmental sector, in our case, it is important for the CSR to be clear for us to understand how we can work together.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Six. It is similar to the last answer. It is important to know the company policies and their mission for the community. It can be an open door to show that the NGO cares about other sectors and to apply their work to another sector, helping with the connection between partners.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, it will make the connection stronger, because they work for the same mission. It will make the developing of the partnership easier. However, the partnership can be developed even without the same mission, but it helps build a connection. I would say seven.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, seven. When a person is happy with the company, the person is going to always protect the company goals. If the company presents the proposal and if the person doing it is happy, the message for the NGO will be more positive, so will be easier to build a connection with a positive vibe and with more common goals.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, six. It is related with the goals and mission. If the person identifies himself with the company goals will be easier to make a connection. However, it is dependent on the company mission. If the mission is not attractive for the NGO, the connection will be weaker, even if the person identifies himself with the company values. And this can make the person have a closed mind to other vision and goals.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, depending on the company mission. The person can follow always the company mission, it will depend on the content of the message. If the person does not agree with the company, the person will accept the possible partner suggestions. If the person is loyal might be less flexible, even if the proposal is more attractive. I would say four, it depends on the mission. However, the person might not agree with the company values but communicated them and follow the company rules. The company goals are the profit and market positioning.

So, the person might show that want to build a partnership because wants profit or market positioning, which is different from the NGO. However, if the goals are similar or equal the NGO will have a stronger connection.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: If the person is committed, if the person does the tasks, it demonstrates that we can count on the person to work together, which helps strengthen the partnership. If the person does not show commitment, if he is always late, the NGO will not feel that connected with the person because feels that the person is not making an effort. I would say seven.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: I don't see the relation. For the NGO it is irrelevant, it can even communicate that the person is just trying to close the partnership to beat a goal and not because the representative cares about the NGO. I am imagining the situation and how I would feel about being in a meeting with someone like that: if a person says that already achieved a lot of goals and closed a of partnership, I am going to feel just like a number. So, it will not make me feel special and I'll feel less connected. It is important to communicate that the partner is important, regardless of any other partners that the company might have. I would say two.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Yes, we do. Otherwise we would not make the partnership. Seven.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Depends. An example: if we know a company that, in terms of values, is the opposite that us we expect, with the partnership, to change to something more positive for the environment. So, the idea is to make the company mindset more sustainable. If the mission is the similar, it is a keeper and we expect them to fulfill it. If it is different or not aligned, we expected for them adapted and improve their values and mission. So, it depends. I would say four.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: That is hard. We expected that for the partner to behave according to the partnership and not the opposite, acting with an advantage of values. Initially we believe, so seven. When we work with a company, the company might provide financial or communication support for the

project. However, the expectation is for the contract to be fulfilled, otherwise we would not sign the contract.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Yes, seven.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Yes, seven. Usually, when making a partnership, we are always expecting for it to be good. And if happens, the willingness to do more together is stronger and there is more willingness to expand and to invest more resources.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven. If the company fulfilled the contract, the NGO efforts are compensated. When developing a partnership with a company, it is important to be careful and to be very clear about the duties and responsibilities of both parties. If the company does not act the right way, it is the NGO role to give their opinion about the situation. If the company shows results and fulfil the contract, it will be compensated. Seven.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes. Depends if the values are adapted to the partnership or not. Four.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: It hard for not to be. It can happen if it is a long-term partnership: we can analyze the situation and continue with the partnership. However, if it is a new partner it can be a deal breaker or at least will decrease our trust. So, it will bring something negative. I would say five, depends on the trust.

Q: An example: what if the company is accused of corruption on TV?

A: That would be a deal breaker of the partnership. But sometimes there is a mistake that is no one's fault, it must be analyzed because we trust the partner and we have already worked together in the past. Depends on the time of the partnership and the dimension of the mistake.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Two. Mistakes happen to everybody. If it is a serious mistake, related to the partnership, one mistake would be enough. If it is caused by external factors, the first we would forgive. The second time and with some lack of trust we would not forgive, and it would be a deal breaker.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: No. It will be loyal to the partnership and not the brand. It is dependent on the partnership contract. I would say four.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: It does not have a relationship. All the partnerships are independent from each other, it is not because we have a partnership that we are not going to accept a new one. One.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: Our mission is to reach the biggest audience possible and part of the audience might be the company employees. Our mission is to build environmental sensibility and we would not stop doing a partnership with a company just because we already have another partnership. It depends on the contracts sign or on the resources that the NGO has available to ensure the partnership, but I see all the partnerships has positive. Maybe there is a renegotiation of goals and resources, but we would close the partnership anyway.

Interview 16

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, five. For us it is easier to get the partnership if our goals are already aligned with them and the investment can be justified as a communication investment. It can happen without the same goals, but it helps. We work with science and we want to connect sciences, so the Crioestaminal partnership, that has similar goals, has built based on that connection.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, but sometimes we don't have enough knowledge about that details. Three.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, five. I was going to make a partnership with a big cosmetic company to develop a book about the greatest scientists. And that company wanted to select the scientists because of their own interests: they wanted to select them because they already had a connection and had given gifts to them in the past. That is against our policies and we did not make the book with that company. So, there is about the policies that have an impact on the partnership building, this is one example.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, for sure. Five. Firstly, because we already have the same goals and they are communicating them. The company is showing that is doing a positive action, it's not like the other company that was acting according to their own interests and not acting right.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, five. We are from the science. The first partners we look for are the ones with scientific goals. The partnership I talked about was going to give an award focus on science.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Yes, six.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, but I never at that experience. However, if I can feel the person happiness it will have for sure an impact. Five.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, five. The motives are having a representative that is more collective: if the person is not only being himself but also is representing the company values, it will have an impact.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Four. Depends on the loyalty: if is based on good practices yes, if not no. Depends on the type of loyalty.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, five. If the person demonstrates that is a better work partner, so things will be better.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Four. I don't have access to that information, and I don't know if is something that i'll value that much. If the person does not manage well our partnership but manage others well, I am not going to be satisfied.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: There is a contract. So, I believe. Six. It never happened to me, and contracts are signed in good faith. If it is a long-term partnership and something happens that does not allow us to take the contract until the end, it's ok. But are things are clarified before and are not restricted contract we expect it to be ok, otherwise we would not sign it.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Five. We believe it but there is only a little part of the company that connects with us. If it is a big company, we don't have control over it and things might happen. However, the companies we select as partners are the ones that we believe that will act according to their values.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Yes, five. The contracts are signed in good faith and every detail is communicated before signing the contract. When we sign the contract there is already a certain level of trust and an expectation that the situation is not going to happen. Our good faith is based on the way the company acts and decision of working with a company also takes that into consideration. If we do a project with a partner and in the end, we get all the credits for it, it will just a one-time partnership. That behaviors are made by other types of organizations, not just companies. The management of the organization are the ones who define things, and who has the power to invest money sometimes does not have good faith. When that happens is just a one-time partnership, so it is better to talk about all the criteria involve before.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Five. But it is the same thing: partnerships are established to be as optimized as possible. If we can make more, we would. But I don't know if it was possible. An example: if we have a project, what is in the contract is already optimized, so trust has no impact on it.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Firstly, it is needed to have more resources to apply. If it is possible, we make it. With the company Crioestaminal we made a book promoting science, and their support was based on communication and not focus on the company itself. Without trusting the company, we would not make the book.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, six. The trust that we gain in every interaction will make us feel more compensated.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Five. All the research is done before signing the contract, so if we find something that we don't agree we the partnership does not happen. It is important but it is not a critical factor and does not have an application in the reality. It never happened to me, I don't know if there is any case of that, of a company that says something and then act differently

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Six.

Q: An example: what if the company is accused of corruption on TV?

A: Yes, it would be enough.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: No, that would not be enough. Depends on how serious the situation is. One-time would something very serious.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: Depends on the mistake. An example: the type of institutions that give money and are not companies, there are cases of we propose a project. Then we start the project and the organization exclude us from the partnership. One situation like this would be enough. If they

have a new person managing the e-mails and it is sent with an email, it does not have an impact. So, if it is something more serious would be needed just one mistake.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Can you clarify please?

Q: An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: Five. If the experience is good, there is no need to change.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: if everything went ok, there is no reason not to. Five.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: I think the NGO will accept. If the NGO is not happy, will make a bigger effort to get a new partnership. But being satisfied and looking another partnership depends on the NGO necessity to grow, the size, if the NGO wants more types of partners. Having a partnership that does not allow other partnerships means that we have a bad partnership. There is no exclusivity. If we have an offer that allow us to make a lot of things, we might consider it. Two.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: The NGO necessity to grow, the size, if the NGO wants more types of partners. And the opportunities that appear to build new partnerships.

Interview 17

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, six. It works both ways: If the values are not aligned, they might not want to work with each other. I think that it is relevant but that it is not a critical factor: the goals might not be the same, but they cannot be opposite to each other.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Yes, it helps. It helps establish a communication. Four.

Q: D Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: Yes, five. It is about the communication. If the HR strategy is the same as the NGO, will be easier to develop volunteering programs because we can understand the other organization processes. This way the processes are more transparent.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, six. It is important to understand if the CSR is aligned with the communication strategy, with the HR management strategy and so on.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Not necessarily. Depends on the situation. An example: if a shopping center has several homeless people visit the place without acting the right way. That has a big connection with NGOs that work in that sector, however if the NGO does not work in the area the connection might not happen. Four.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: The answer is the same. I think in this case it increases the connection. Six.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes. If the person is happy and motivated with his job, I think it will impact. From my experience, the criteria of the manager are flexible according to the partnership manage beliefs. I would say five because some companies have a CSR strategy with lack of flexibility and on that can the representative can't do a lot. However, is the opposite case the person can have a big impact. An example: if the company only have missions focus on education and the person is motivated and happy but only identifies himself more with environmental missions, it will be hard to have success because the strategy might be so close that will be hard to schedule a meeting.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, six. Because the person will have more motivation to work more.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Same answer as before.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, five, it gives confidence to the NGO.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: Seven. Companies are risk-averse and want to support NGOs with a good network to not finish the support cycle.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: If the NGO does not believe, will not sign the contract. Seven.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: I hope but sometimes it does not happen. Five. What is in the contract is going to be fulfilled, values and mission fulfillment is hard to measure, and I already have seen it.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: I don't believe it, especially on such selfless issues. The company can make it without causing any damage.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: Yes, if the NGO trust, will invest more. Six.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: No, four. I don't see it as a key factor. Personal factors are very expensive, there is not that tendency, to apply personal efforts to external factors. There is more the tendency of applying more personal efforts to internal factors, like being a direct supporter for the NGO.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: Trust is the base for the partnership. But we only add more efforts if it is needed.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes, seven. Because the company fulfilled the contract and if we achieved the goals.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Same answer. It will help but the compensation is more about the results and not about the values and mission.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: Depends. If it is an activity that went wrong because of the company or can be a big issue. If it is big enough can be a deal breaker. If it is not serious, we can analyze and solve the situation.

Q: An example: what if the company is accused of corruption on TV?

A: If it is accused no. If it is proved yes. Depends on who is accused, if it is the management, or if the person goes to jail. However, people cause corruption, not the company. So, it might not be a reason.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: It is not a reason, but we must talk about the situation.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: I would say five. But it depends on the NGO necessity of the company support, like if the company is responsible for the biggest part of the NGO financial support.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: No. It can be in the sense that the NGO employees will buy more products from the company, but the NGO will still make more partnerships with other companies.

Q: An example: I have a good experience wearing jeans from a certain brand and so when I need jeans, I am going to buy jeans from that brand.

A: No, I don't think that will happen. My evaluation is five.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven. If the NGO is happy, wants to continue working.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: If it is for the same project, no. If the new partner works as a complement, I would add the partner. So, it depends.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If the new partner works as a complement, I would add the partner. It is also about the support dimension and on the type of partnership, some can be financial, and others can be focus on volunteering. Depends on the NGO necessity. One of our biggest strategies is to vary on our partners to add more support to the NGO: if something, in a partnership, does not go as expected because of an external factor I have another partner to support me. So, even being satisfied I'll always have another partner to protect myself. I can make projects that are aligned with the company goals, or projects that complement each other goals. No matter what, I am always trying to have an open mind.

Interview 18

Q: Do you consider that having the same goals as the corporate partner increases the non-profit engagement?

A: Yes, six. It is important to make proposals related to the company's core business, in order for the company to be interested in it.

Q: Do you consider that having the same behaviors as the corporate partner increases the non-profit engagement?

A: Four. What companies look for in a partnership is not focus on behaviors alignment, but it is focused on the contribution to the mission, and there we can find a lot of companies that want to work with us.

Q: Do you consider that having the same policies as the corporate partner increases the non-profit engagement?

A: It can help, five. The connection can be bigger because of the way the NGO reports the partnership. The company also has expectations, like transparency and reporting of the activities and results.

Q: Do you consider that a company that has a clear CSR mission and communicate it, increases the engagement of the non-profit?

A: Yes, six. It is important for the companies; the CSR is an extension of their contribution for the society.

Q: Do you consider that a company that addresses social issues increases the engagement of the non-profit?

A: Yes, if there is an alignment between the goals both parties want to impact. Nowadays, we have the SDGs that cover most of the sectors that need impact. So, companies look for alignment with the SDGs and the alignment, the greater the possibility of the company supporting the NGO. I would say six.

Q: Do you consider that a company that addresses social issues that are relevant to the non-profit increases the engagement of the non-profit?

A: Seven. It is important to have an alignment between the partners.

Q: The following questions are about the company representative in the partnership and not about the company as a whole. Do you consider that a corporate partner representative satisfied with the company increases the engagement of the organization?

A: Yes, there is a tendency for that to happen. The person makes more time to consider the NGO proposals. Otherwise, the person will more focus on the company goals and not in helping the NGO. Five.

Q: Do you consider that a corporate partner representative that identifies him-self/her-self with the company increases the engagement of the organization?

A: Yes, there is a tendency for that to happen. Five, if the NGO have some alignment with the company, because we are talking about personal alignment and not about the company alignment. However, the decision-maker can be aligned with the NGO mission and in this case I would help more. More the decision-power, easier the connection development.

Q: Do you consider that a corporate partner representative that demonstrates loyalty towards the company increases the engagement of the organization?

A: Yes, there is a tendency for that to happen. There are some ethical issues that are connected with the partnership. So, it can happen but is not a rule. I would say four.

Q: Do you consider that a corporate partner representative that demonstrates commitment towards the company increases the engagement of the organization?

A: Yes, five. The person will be aligned with the company goals, so would be easier for the NGO to connect with the company.

Q: Do you consider that a corporate partner representative with a higher performance for the company increases the engagement of the organization?

A: It can happen. Five. It is not a rule to a direct relationship but who has a better performance in the company have more power to propose a partnership with an NGO. The person also has more resources available to purpose the partnership. A good performance from the company is a condition to build partnerships with NGOs.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to the non-profit expectations?

A: Not necessarily. Depends on the NGO expectation, so four. What we look for, having in mind the company, is to purpose that are aligned with the company. So, partnerships that the

company can manage. The partnership is done based on research, otherwise the possibility for it to happen is reduced.

Q: By being engaged with the corporate partner, do you believe that the corporate partner will perform according to their social capital beliefs?

A: Most of the cases, yes. Six.

Q: Do you believe that the corporate partner will always make the right choice for the partnership, without damaging the other party?

A: Five. I believe but sometimes some companies act with opportunistic behaviors. Sometimes the NGO need to help the company behave in a more realistic way.

Q: By having trust in the corporate partner, do you have more willingness to apply more resources in the partnership?

A: The NGO will always have more willingness to, I would say five. but Sometimes is not possible because of the lack of resources. However, it all depends on the company necessities and the limits they establish for the partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more personal efforts in the partnership?

A: Having more willingness yes, six. If the NGO feels the company willingness, wants to do more for the partnership.

Q: By having trust in the corporate partner, do you have more willingness to apply more organization efforts in the partnership?

A: It is related, six.

Q: If the company performed according to the organization's expectations, do you consider the organization trust and commitment with and for the partnership compensated?

A: Yes. But is not just the effort, it is also the result. The involvement is important. However, the results need to be achieved. Four.

Q: If the company performed according to their social capital beliefs, do you consider the organization trust and commitment with and for the partnership compensated?

A: Six. We are talking more about psychological effects. In other words, feeling that the partner gave their best and that the NGO did the same. We may or may not have the expected results, but the behaviors are important and can motivate the partner to do more.

Q: Does the organization loses the commitment with the partnership because of a negative experience with the company?

A: No. The partners need to understand what went wrong and it is needed an evaluation and both parties can act to improve the situation.

Q: An example: what if the company is accused of corruption on TV?

A: With that can't repeat the partnership.

Q: And what if it is an email that should have been sent yesterday and was only today?

A: If it is not a critical timing, it is not enough. All the negative experience allows people to learn. However, some experiences are not according to the ethic and that ones are more complicated. Procedures mistakes are not enough to break a partnership, we learn and recover the partnerships. Partnerships are medium and long-term relationships. Mistakes happen, some might damage the partnership and others not.

Q: How many negative experiences are needed for the non-profit to lose the trust and commitment with and for the partnership?

A: It depends on the situation, frequency. A situation might happen just once and finish the partnership, and others can be repeated and don't. And we need to understand the reason and it if it is an objective or subjective question.

Q: Do you believe that the non-profit satisfaction, with the partnership, will make the NGO brand loyal to the company?

A: Yes, it will. Six. Partnerships are medium and long-term relationships that have a tendency to grow. During time, the partners will know each other better and will aligned more goals and goals expectations. A big part partnership is trust, and it increases with the knowledge the partners get about each other. They will understand better the NGO goals and might consider increase the support – because there is more trust. It is normal that the beginning for the company to protect more itself, with the type of support will be different and the support will be bigger with development of the partnership.

Q: Do you believe that the non-profit satisfaction, with the partnership, will increase the future intentions with the company?

A: Yes, seven.

Q: Do you believe that if the non-profit is satisfied with the partnership, they will not look for or accept an offer from another company?

A: There is no connection. The NGOs usually have more than one partnership because just one company cannot cover all the NGO necessities. The only case possible for that to happen is if the companies are direct competitors. That is hard because we cannot please both of them, but they also know that and because of it will look for another NGO. Sometimes it is possible, but it is rare. If the companies are from different sectors there is no problem and the support can even grow. A relationship is not enough to not develop a new one, because the NGO have more necessities. And it is better for the NGO. I would say four.

Q: Which factors can make the non-profit look for or accept an offer from another company, when it is satisfied with the partnership?

A: If the companies are from different sectors there is no problem because just one company cannot cover the NGO necessities. The support of one company is independent from the support from another company, so it is not a barrier to make another partnership. The focus for the NGO is the sustainability because the NGO needs to get the resources for the projects, and it is hard to get all the support needed with just one partnership. The NGOs need a lot of partnerships and has more protection with more partnerships, because if a company takes out the support and if there is no more partnerships, the NGO has a serious problem.