

Strategic partnership development for the International Award for Young People in the Netherlands

Iman Doukmak

Graduation Thesis	
Student name	Iman Doukmak
ASIS student number	2129140
ASIS mentor	Fernando Rojas Franco
ASIS Program	IB /IBS
Double Degree University Name	-
Double Degree University Student number	-
Double Degree University Mentor	-
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Executive summary

This thesis has been created for the International Award for Young People, an organization which offers a non-formal education program for young people in more than 130 countries and territories. The purpose of this research has been investigating what type of partnership suits the International Award in the Netherlands best so that the organization can develop an effective partnership strategy. The urgency of this research lies in the fact that the International Award in the Netherlands currently does not have any strategic partners which causes difficulties with expanding the organization, which is one of its main goals. The International Award aims to find a strategic partner who will support the organization financially, but the organization also wants the partnership with a company to be mutually beneficial.

It has been established that there are four different types of partnerships. Philanthropic partnerships which are solely based on monetary donations. Transactional partnerships in which valuable resources are being shared. Integrative partnerships in which a joint mission and vision is created for the partnership and lastly, transformational partnerships which also include joint decision-making. In order to determine which type of partnership fits the International Award best from an expert opinion, a pre-test has been performed. This has been done by conducting a semi-structured interview with the Head of Partnerships of the International Award Foundation. From the interview, it has been determined that the best type of partnership for the International Award is an integrative partnership as it is very engaged and embedded which makes a company stay longer with a nonprofit organization. Thus, according to the pre-test an integrative partnership is the most suitable for the International Award.

Subsequently, it has been tested whether an integrative partnership is actually the best fit for the International Award in order to ensure that the best type of partnership would be advised to the organization. This has been tested through a combination of a case study and matrix analysis. The partnerships of five countries in which the International Award is present have been analyzed. Consequently, primary data about the International Award's partnerships has been gathered. This data has been analyzed and two patterns in partnerships have been discovered. On the one hand, in the US, Canada and Australia the International Award has a program for corporate partnerships called the Charter for Business program through which companies can make a donation to the organization and thereby support youth at risk in their country. These partnerships are philanthropic since they just involve monetary donations. On the other hand, in the UK and Germany the partnerships are more invested as next to the donations, the company and organization also create a joint program of engagement. Consequently, these partnerships are either transactional, integrative, or transformational.

From this analysis it can be concluded that most of the partnerships of the International Award are philanthropic. Nevertheless, the more invested partnerships such as in the UK, have the most impact in terms of the amount of donations and the duration of the partnership. Thus, for the organization in the Netherlands it will be recommended to focus on creating philanthropic partnerships for the short term as this will ensure quick wins for the organization. After that, the organization should aim for integrative partnerships in the long term as these have far more impact and will ensure that the International Award in the Netherlands can achieve its objectives.

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Introduction

This thesis has been conducted for the International Award for Young People as part of the International Business program of Avans University of Applied Sciences.

The International Award for Young People (International Award), also known as the Duke of Edinburgh's International Award for Young People, is an international organization offering a non-formal education program for young people from ages 14 to 24 (Award, 2021). It was founded in 1965 by His Royal Highness the Duke of Edinburgh and Kurt Hahn, a German educationalist with the purpose of stimulating young people's self-development (DofE, About, 2019). By participating in the program, young people develop valuable skills, become more physically active and learn the importance of giving back to their community by doing volunteer work. Acquiring these skills guides them towards finding their place in the world. The organization's mission is to make participating in the Award available to as many young people as possible. Its vision is to offer the Award program to more young people from diverse backgrounds to guide them towards succeeding in life (Award, 2021).

Currently, the International Award is operating in more than 130 countries and territories. The International Award Foundation oversees the organization in all countries. In many of these countries, the Award is operating through licensed National Award Operators (NAO). In other countries where there is no NAO present, the Award is operating through Independent Award Centers (IAC) licensed by the foundation in the United Kingdom (DofE, About, 2019). Both NAOs and IACs are operating as a franchises which indicates that the organizations are solely responsible for its own funding. Although the program is mostly the same in all countries, every franchise can adjust it according to its own national and cultural preferences.

In the Netherlands, the International Award has been operating as a NAO since 1993 and is currently delivering the Award in the Netherlands with 200 volunteers (Award, 2021). Furthermore, the organization has an office in Den Bosch where a few employees are managing the daily operations of the International Award in the Netherlands.

Chapter 1 – Project Objective

1.1 Business Issue

The International Award for Young People is a nonprofit organization which is operating in the Netherlands as a franchise of the Duke of Edinburgh's International Award Foundation. As mentioned in the introduction, this implies that the organization is responsible for its own funding. Therefore, corporate partners are needed who are willing to support the organization financially. Internationally, the organization has many partnerships. For instance, in the UK, where the organization was founded, the International Award has many strategic partners including the National Lottery and Heathrow Airport (DofE, Our supporters, 2019). In the Netherlands, the International Award had a partner company which financially supported the organization for three years. However, the company unexpectedly ended the partnership with the International Award in February 2021 and does not want to be recognized as partner of the organization anymore (P. de Ruijter, personal communication, March 18, 2021). Besides that, the organization does not have any partnerships with companies in the Netherlands. Thus, the organization is facing the problem that it does not have any strategic partnerships with companies in the Netherlands.

In order to grow the organization and achieve its mission, having strategic partnerships is crucial. The fact that the International Award does not have strategic partnerships yet, even though it has been operating in the Netherlands for 28 years, is concerning. The following factors have contributed to this issue. Firstly, up until February 2020 the International Award did not have a full-time director which resulted in most activities related to growing the International Award being postponed because the employees were not able to do this without guidance from a director (P. de Ruijter, personal communication, March 18, 2021). Secondly, another factor that contributed to the issue is that the previous director worked for the organization voluntarily which is why the focus has been on delivering the International Award in the Netherlands and not much effort has been put towards growing the organization (P. de Ruijter, personal communication, March 18, 2021). Thirdly, due to the Covid-19 pandemic, many businesses are facing financial obstacles which weakens their interest in sponsoring a nonprofit organization (European Sponsorship Association, 2020). Even without the pandemic it is difficult to find sponsors so considering many businesses are having financial troubles, it makes it even more difficult to convince companies to sponsor a nonprofit (European Sponsorship Association, 2020). This also contributed to the fact that the International Award has not been able to find a new partner in the past year. To conclude, due to the discussed factors, the International Award does not have any strategic partners.

It is crucial for the International Award in the Netherlands to find strategic partners due to the following reasons. The funding which the organization receives from partners is needed for marketing activities and projects and events which are being organized. In addition, the funding is needed to hire employees who will make it possible to grow the organization. In short, without funding the organization cannot continue to expand the International Award in the Netherlands. All in all, it is crucial to find new partners who can support the International Award financially as well as publicly. If no partners will be found, the organization cannot continue to grow and fulfill its mission of offering the Award program to as many young people as possible.

1.2 Company Objective

The International Award in the Netherlands has created a strategy for 2021-2024. This strategy includes the following three main goals: publicity, participation, and partnerships. Publicity refers to increasing brand awareness whereas participation refers to increasing the number of participants and lastly, partnerships refer to finding new sponsors for the International Award (P. de Ruijter, personal communication, March 18, 2021).

The purpose of this research aligns with the strategy regarding partnerships as the objective is to investigate what type of partnership the most effective for the International Award is so that it can develop a strategy for creating strategic partnerships with companies in the Netherlands. Strategic partnerships are referred to as agreements between two parties to cooperate with each other and to help each other achieve their goals (Cambridge Dictionary, 2021). The organization seeks to find one company that will be the main strategic partner for the International Award. The objective is to have found a partner by 2024. There is no specific amount of funding which the organization requires but the aim is to build mutual trust and support and to create a valuable and long-lasting partnership with a company. While the partner company will support the organization financially, the International Award will offer the company visibility as well as a program of engagement (P. de Ruijter, personal communication, March 18, 2021).

1.3 Research Question

Following the business issue and company objective, a research question has been formulated in order to solve the issue and achieve the company objective. The research question is devised as follows.

What type of partnership is the most suitable for The International Award for Young People in the Netherlands for strategic partnership development?

The research question includes the following variables. First, the type of partnership refers to the different kinds of partnerships for nonprofit organizations which will be analyzed. As aforementioned, the International Award in the Netherlands does not have any partnerships at the moment. Therefore, before searching for possible partner companies, it is crucial to investigate what type of partnership fits the organization. This will ensure success of the partnerships which will be formed. Furthermore, the research question also includes strategic partnership development since the organization aims to create strategic partnerships which are based on trust and support as mentioned before.

Considering the scope of this research, this research will exclusively focus on researching what type of partnership suits the International Award best. A detailed strategy for approaching companies or an analysis of potential partner companies will therefore not be included.

Chapter 2 – Exploration

The purpose of the exploration is to analyze the possible causes and solutions of the business issue. Therefore, the following questions will be analyzed to gain more insight in the organization as well as the types of partnerships.

- *What is the internal situation of the International Award?*
- *What partnerships does the International Award have worldwide?*
- *What does the International Award in the Netherlands want in a partnership?*
- *What can the International Award offer companies?*
- *What are companies' motives for engaging in a partnership with a nonprofit?*
- *What are the different types of partnerships and which type suits the International Award best?*

2.1 Internal situation - McKinsey Capacity Assessment Tool

First, it is important to analyze the International Award's internal environment. This helps to identify the main points of improvement of the organization which need to be addressed. Therefore, the McKinsey Capacity Assessment tool will be utilized. This tool evaluates an organization's capacity on several dimensions (Weiss, 2005). The Capacity Assessment tool will be used in this research because it has been specifically designed for nonprofit organizations (Weiss, 2005). Since non-profit organizations operate differently than regular businesses, analyzing the internal environment requires different tools which is also why this tool will be chosen for this research. The tool includes 59 elements spread over four dimensions (Marguerite Casey Foundation, n.d.). The first dimension, leadership capacity, refers to the capability of the leaders of an organization to make decisions and inspire and motivate their employees. Adaptive capacity indicates the organization's ability to react to internal and external changes in its environment. Management capacity means efficient and effective use of an organization's resources and lastly, operational capacity refers to the ability of the organization to implement operational tasks (Marguerite Casey Foundation, n.d.). Each dimension is rated by employees of the organization on a scale from zero to four, four being the highest (Marguerite Casey Foundation, n.d.). Consequently, the scores can be analyzed, and conclusions can be drawn about the organization's capacity. Although the tool is useful for determining an organization's strengths and weaknesses, it must be stressed that it has a few shortcomings. Namely, it does not provide a complete assessment of the organization because the answers of the respondents are subjective and can therefore influence the outcome of the assessment. Furthermore, the scores only show major differences and do not consider small changes or progress (Weiss, 2005).

The filled in assessment tool and the detailed scores for the International Award can be found in *Appendix 1*. All in all, the results show that, the International Award scores best in the leadership capacity dimension. The International Award has a clearly defined mission, vision, and strategy. On the other hand, the International Award is not able to inspire its community. Secondly, the management capacity dimension scored second highest. The International Award has clearly defined goals and volunteers who are motivated to help. However, the employees are very dependent on the director. Thirdly, in the operational capacity dimension it has been determined that the volunteers of the International Award are highly skilled and committed. However, the fundraising is insufficient. This is a consequence of the lack of partnerships. Lastly, the adaptive capacity dimension scored lowest which is mainly due to the lack of partnerships. To conclude, the most noticeable strengths of the International Award are that it has clearly defined goals and strategies, and its volunteers are highly capable and motivated. On the contrary, its

weaknesses are that its funding model and partnerships are almost nonexistent. Thus, this shows that the weak funding model is a major cause of the business issue.

2.2 Worldwide partnerships of the International Award

As mentioned earlier, internationally the International Award has established a large global network of participants, alumni, employees, and partner companies. Especially in the UK, where the organization was founded, it has a great network including many strategic and supporting partners (DofE, Our supporters, 2019). Among others the partners include, the Royal Bank of Canada, Abellio and Aston Martin Lagonda Ltd (DofE, Our supporters, 2019). But also, in the US the International Award has established corporate partnerships with companies such as HUB and CNA (The Duke of Edinburgh's International Award USA, 2021). It is obvious that these companies operate in very different industries which shows that companies do not need to be operating in a specific industry to be supporting the International Award. As it is a nonprofit organization, any kind of company, organization or individual is welcome to support the International Award. For the International Award in the Netherlands, according to the National Director, an option would be to search for large, international companies that already support the International Award in different countries and also have a presence in the Netherlands. As these companies are already aware of the International Award, it is more likely that they are interested in partnering with the organization. However, a conversation with Laura Tomlinson, Head of Partnerships of the International Award Foundation, showed that it would be better to start with approaching local companies as they are more likely to support a local nonprofit organization (L. Tomlinson, personal communication, May 14, 2021). Considering the organization in the Netherlands is still establishing a local brand presence it is more realistic to start with approaching local companies and once it has created a stable brand presence aim for larger, international companies to cooperate with.

Furthermore, considering the size of the companies supporting the International Award in the UK and in the US, it can be concluded that the organization is doing well and is known internationally since many large companies support the organization. Considering this, a possible solution for the International Award in the Netherlands could be to compare the international partnerships of the International Award to each other in order to create an effective partnership strategy for the Netherlands. Another option would be to compare the partnerships of the International Award in the Netherlands to the partnerships of the International Award in a different country. This option would be more specifically related to the International Award in the Netherlands.

2.3 What does the International Award want in a partnership?

In order to create an effective partnership strategy, it must be clear what the International Award is looking for in a partnership. The following characteristics of a partnership are important to the International Award according to the National Director. The organization aims to establish a relationship based on mutual trust and support. The relationship should be based on sharing resources with each other such as financial resources but also expertise. The financial resources it will receive from its partner company can be used to further expand the organization in the Netherlands which is one of the main goals of the organization in the Netherlands for the upcoming years. Lastly, through a partnership with a well-known company the International Award hopes to gain publicity which will improve its brand image and increase its brand awareness (P. de Ruijter, personal communication, March 18, 2021).

2.4 What can the International Award offer companies?

From conversations with the National Director of the International Award in the Netherlands it has been established that the main reason that companies would want to collaborate with the organization are the association with a good cause (P. de Ruijter, personal communication, March 18, 2021). From partnering with a nonprofit organization, a company receives a good reputation which is becoming increasingly more important. Moreover, Corporate Social Responsibility (CSR) has become increasingly more important. This is because it can improve the customer's perception of a company but also investors value ethical corporate behavior so companies with a strong CSR policy appear more attractive to potential investors (Forbes, 2020). Thus, by partnering with the International Award, a company can improve its CSR strategy which will benefit the company and its stakeholders. Another benefit from partnering with the International Award is the connection to the international community (P. de Ruijter, personal communication, March 18, 2021). The International Award is a worldwide organization which is well-known in many countries. Hence, this provides a company with a connection to an international network which it can benefit from greatly. Additionally, many companies want more than a simply philanthropic partnership which includes just providing donations to its partner organization. Therefore, the International Award can offer companies to be involved with projects and events which are being organized. These benefits show that the International Award can offer companies more than a partnership solely based on charitable donations.

2.5 Companies' motives

Next, companies' motives to cooperate with a nonprofit organization will be discussed. From a conversation with the Head of Partnerships of the International Award Foundation, Laura Tomlinson, it has been established that there are three reasons why companies choose to cooperate with a nonprofit. The first reason is related to reputation. A nonprofit can help a company to improve or maintain a good reputation (L. Tomlinson, personal communication, May 14, 2021). This is important for companies since having a good reputation for its stakeholders is crucial for a company. The second reason why companies cooperate with a nonprofit is to either retain its employees or attract new ones. By cooperating with a nonprofit, companies want to engage their employees and demonstrate their good work (L. Tomlinson, personal communication, May 14, 2021).

"That's something globally that lots of employers are looking for in a partnership is the way that they can engage and how they can engage their employees directly with the activity."

The third reason for companies to cooperate with a nonprofit is to improve a company's market share. This is important for a company in order to stay ahead of its competition (L. Tomlinson, personal communication, May 14, 2021). This company motive has also been supported by a study about the nonprofit sector which states that companies have become more interested in cooperation with nonprofit organizations due to the high competitiveness between companies (Ladkawalla & Philipson, 2006). If a company is cooperating with a nonprofit organization and through that is able to improve its reputation and market share, other companies in the industry will also want to work together with a nonprofit organization to achieve the same.

Moreover, the study also claimed that company's motives are either related to nonpecuniary objectives or companies are profit maximizers. Nonpecuniary motives refer to objectives which are not related to profits. Instead, companies are interested in sharing more valuable resources such as skills and training in business practices which is mutually beneficial (Ladkawalla & Philipson, 2006). Other nonpecuniary motives include gaining

trust from customers by supporting a nonprofit organization (Ladkawalla & Philipson, 2006). On the other hand, profit maximizers seek partnerships to increase their profits through for instance increasing their brand awareness and consequently increasing sales. Therefore, these companies only engage in partnerships for their own benefit. Nonetheless, according to Laura Tomlinson, investing in a partnership is always a financial decision for a company (L. Tomlinson, personal communication, May 14, 2021). This would mean that companies do not have non-pecuniary objectives but will always look at the financial advantages of creating a partnership with a nonprofit first.

Two different perspectives on companies' motives have been discovered. It is however believed that although the study claimed that there are non-pecuniary motives, in the end companies are always concerned about their financial performance. This is because even if companies cooperate with nonprofits for non-pecuniary objectives, they are mostly related to their CSR policy which in the end also benefits a company financially because it attracts potential investors and customers as mentioned before.

2.6 Types of Partnerships

Another study showed that the capability of nonprofit organizations to fulfill its mission depends highly on its corporate partnerships and partnerships are crucial for generating funds. (Álvarez-González, García-Rodríguez, Rey-García, & Sanzo-Perez, 2017). For the International Award, this would mean that the organization cannot fulfill its mission because it does not have any partnerships. Considering its mission is to make the Award program available to as many young people as possible, it is a challenge to achieve this without funding from corporate partners. Thus, this study can be considered applicable for the International Award. In addition, once more it stresses the importance of solving the business issue and proves that it is crucial for the International Award to invest in partnerships. There are four different types of partnerships for nonprofit organizations. These are the following.

1	Philanthropic partnerships
2	Transactional partnerships
3	Integrative partnerships
4	Transformational partnerships

Table 1 - Types of partnerships. Retrieved from
https://www.researchgate.net/publication/240698586_Strategic_Collaboration_Between_Nonprofits_and_Business

With philanthropic partnerships, nonprofit organizations receive monetary donations from a company. Thus, the company is minimally involved with the organization, just through transferring donations. Over the past decade, philanthropic partnerships have become more popular because companies are more motivated to make donations to nonprofit organizations because it can bring them added value (Mullen, 1997). Transactional partnerships include more valuable resources being transferred such as time and expertise. Integrative partnerships go even further since partners share missions, strategies and values and thus create value together. Lastly, transformational partnerships consist of partners creating benefits together through sharing decision-making, problem solving and management. These types of partnerships include the highest involvement of the company (Austin, 2000).

Based on this theory, the type of partnership which would suit the International Award best is a transactional partnership because this would allow the International Award to receive financial donations as well as share resources and support without engaging in joint decision-making or value creation as this requires much effort from the organization. Moreover, the International Award aims to create a mutually beneficial relationship with its partner company which can be achieved through a transactional partnership. Nevertheless, this is just an assumption based on the theory which has been analyzed.

Therefore, a pre-test has been conducted in order to discover which type of partnership fits the International Award from an expert's opinion. A semi-structured interview with the Head of Partnerships of the International Award Foundation has been conducted. This interview gave an interesting insight in the global partnership strategy of the International Award. A transcript of the interview can be found in *Appendix 2*. For analyzing the outcome of the pre-test, a coding method has been applied which deals with analyzing data from an interview and categorizing it to identify themes and relationships (Alyona, 2020). A detailed overview of the coding process can be found in *Appendix 3*. From this process several conclusions have been drawn. Most importantly, regarding the best type of partnership the interviewee claimed that the best kind best kind of partnership is the one that is really invested, embedded, and engaged. The more invested the relationships is the better because it makes businesses more likely to stick to the partnership (L. Tomlinson, personal communication, May 14, 2021).

"The best kind of partnership for me is the kind that is really embedded."

Moreover, it is ideal if the business and the nonprofit can create a joint mission and vision statement for the partnership. This ensures that the parties involved are emotionally connected and invested in the partnership (L. Tomlinson, personal communication, May 14, 2021).

"The best partnership for us is when you can effectively develop a shared vision for a partnership."

Furthermore, the key thing with this is finding alignment between the two parties. It is crucial that through the partnership the objectives of the business as well as the nonprofit are considered (L. Tomlinson, personal communication, May 14, 2021).

"You need to be really clear that any partnership you are getting into is helping you to meet your objectives."

In summary, the characteristics of a partnership as mentioned by the Head of Partnerships of the Foundation relate mostly to integrative partnerships. Considering the knowledge and understanding of the organization of the interviewee is far more reliable than an assumption based on theory, it can be concluded that an integrative type of partnership has emerged to be the most suitable for the International Award.

2.7 Visualization

All in all, from the exploration the main factor which has been identified as cause of the business issue is the weak funding model of the International Award as established in the Mc Kinsey Capacity Assessment Tool. Regarding possible solutions it has been suggested that the global partnerships of the International Award could be compared to each other in order to identify which partnership type would fit the International Award in the Netherlands best. Another option could be to compare the global partnerships to the partnerships of the Netherlands. Both solutions include a strategic comparison analysis between different countries which in the end will provide useful insights in partnership

strategies for the International Award. The independent variables which have been determined are the different types of partnerships, namely philanthropic; transactional; integrative; and transformational partnership. The following figure shows a visual representation of the discussed variables.

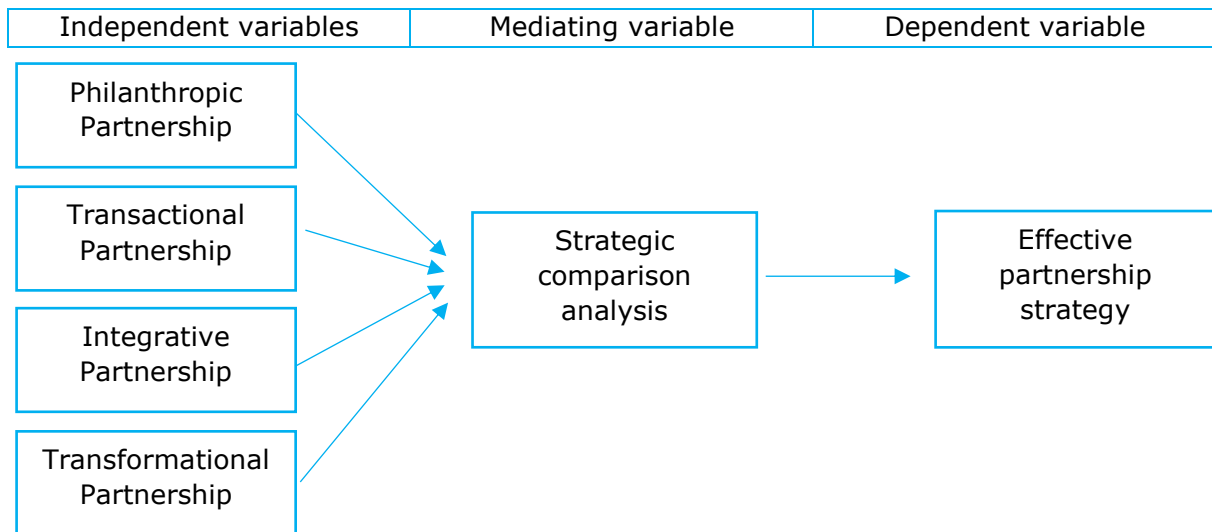


Figure 1 – Visualization

As just mentioned, the independent variables are the different types of partnerships. Through conducting a strategic comparison analysis, the most suitable type of partnership for the International Award can be determined. This strategic comparison analysis acts as the mediating variable. Eventually, the analysis will lead to an effective partnership strategy since by having determined the best type of partnership an effective partnership strategy for the organization can be developed. This is the dependent variable as it reflects the desired outcome of the research.

Chapter 3 – Proposed Solution

Based on the exploration, it has been established that the most suitable type of partnership for the International Award in the Netherlands is an integrative partnership. By creating integrative partnerships with companies in the Netherlands, the organization can receive donations as well as create a joint mission and vision with a company to achieve its objectives related to publicity, participation and partnerships as mentioned before in *Chapter 1.2 Company objectives*. Nevertheless, before recommending this as a solution to the International Award's business issue, it must be verified whether an integrative partnership is actually the best option for the organization. The goal is to achieve an outcome which consists of a type of partnership which has been proven to help the International Award in the Netherlands to achieve its objectives.

Therefore, the proposed solution will be to do a strategic analysis by comparing the partnerships of countries other than the Netherlands in which the International Award is present. It is expected that through conducting a strategic comparison analysis, it will be clear whether the organization in the Netherlands should create a strategy based on integrative partnerships or if a different type of partnership has emerged to be more suitable. Conducting a strategic analysis is an entirely new approach for the International Award. Since the organization has just started working on growing the International Award in the Netherlands, it is the first time that a strategic analysis will be done to compare performances and learn from other organizations. Thus, it is expected that the strategic analysis will provide a useful outcome as this approach has not been used before by the organization.

As mentioned earlier, it has been identified that internationally the organization has many successful partnerships. Thus, performing a strategic comparison analysis will show what types of partnerships these successful partnerships can be categorized as. Consequently, a similar type of partnership could be implemented in the Netherlands if it has been proven to be successful in different countries. Because the organization in the Netherlands is not very experienced with partnerships yet, it makes sense to look at successful examples from which it can take in valuable insights.

Moreover, it has also been mentioned in the exploration that a possible option would be to compare the International Award in the Netherlands to the International Award in a different country. However, as the partnerships in the Netherlands are almost nonexistent it would not make sense to compare it to another country because there is not enough data available. Therefore, it has been chosen to compare countries in which the International Award has already established successful partnerships with each other. This will promise the best possible outcome for the organization.

Chapter 4 – Methodology

4.1 Research Method

In order to test the proposed solution, a mix of qualitative and quantitative research has been conducted by applying a combination of a case study method and a matrix method. This is a multi-method research strategy meaning that more than one research method is being used as well as a mixed method research as both quantitative and qualitative research has been conducted (Saunders, Lewis, & Thornhill, 2015). The research is partially quantitative because quantitative data has been analyzed in form of a matrix and partially qualitative because information has been filtered and categorized.

The case study and matrix research methods have been chosen due to the following reasons. Firstly, a case study method can be applied when dealing with “what” type of research questions (Choguill, 2005). As this is the case for this research a case study method can be applied. Furthermore, a case study is used to gain in-depth understanding of a specific topic which has been done in this research by thoroughly analyzing the global partnership strategies of the International Award (Saunders, Lewis, & Thornhill, 2015). The matrix method has been chosen as it provides a way to logically present the data which has been gathered (Choguill, 2005).

In addition, this research used a theoretical replication approach. This implies that theory predicts different results and thus multiple cases have been analyzed to find a solution (Ebneyamini & Moghadam, 2018). From the theory which has been examined, it has been predicted that a transactional partnership would suit the International Award best. However, the pre-test showed that an integrative partnership would be the better choice. Therefore, two different results have already emerged. For the case study analysis, it has thus also been predicted that it would show different results as well. Hence, this approach can be categorized as theoretical replication.

4.2 Research design

The purpose of this research was to gain insights in the global partnership strategies of the International Award. Thus, this can be classified as exploratory research as the aim was to clarify the understanding of the partnership strategies (Saunders, Lewis, & Thornhill, 2015). Through applying the case study and matrix method, primary data has been collected. This data consisted of information regarding the partnerships of the International Award. For instance, data about the type of partnership or the amount of donations has been gathered. This data helped to identify the type of partnerships in different countries which allowed a suitable strategy to be recommended to the organization in the Netherlands. The process of the application of the methodology has been as follows. Initially, the countries and its top three partnerships have been selected. The countries have been chosen based on the sampling strategy which will be elaborated on in the next paragraph. Subsequently, information regarding the partnerships has been gathered and analyzed. The data has been gathered from annual reports of the International Award in different countries as well as from the organization’s websites about their supporters and partnerships. The data which has been collected and analyzed resulted in certain conclusions. In the end, the most suitable type of partnership for the International Award in the Netherlands has been presented as outcome of the research.

4.3 Sampling

To distinguish the sample, a quota sampling strategy has been used. This is a non-probability sampling strategy which uses a non-random sampling method. The sample group is being chosen by the researcher based on specific characteristics of the group

representing the population (Business Research Methodology , n.d.). For this research, the following characteristics were important. The International Award had to be operating in every country which had been chosen and it had to have at least three partnerships with companies. This is because by having three partnerships to analyze per country a pattern could be recognized in the type of partnerships. Moreover, there had to be information available from each country. The required information had to be either published in an annual report; on its website; or a contact person had to be available to gather additional information from. Lastly, the countries had to be similar to the Netherlands from a social and economic perspective. This is because countries with very different cultures and economic systems operate differently which might also affect the partnership strategy. For companies especially, their partnerships must be socially and politically acceptable because their partnerships form a significant part of their reputation. Therefore, social, and economic similarity between the countries was key in determining the choice of countries.

For non-probability sampling which has been applied in this research, the sample size depends on the logical relationship between the method and purpose of the research (Saunders, Lewis, & Thornhill, 2015). Therefore, for this research a sample size of five has been selected. This has been decided because due to the scope of the research a larger sample size would not have been feasible. In addition, sufficient data can be gathered from five countries in order to propose a suitable solution to the organization in the Netherlands. Thus, through applying this sample size and these characteristics, the countries UK, USA, Canada, Australia, and Germany have been selected.

4.4 Limitations

A crucial part of a case study research method is to define the boundaries of the research. Therefore, certain boundaries have been established for this research. It has been chosen to analyze the partnerships of five countries in which the International Award is operating due to the scope of this research. Consequently, this has led to a possible limitation of the research because the sample size is relatively low. This means that the sample must be very effective to make sure that the outcome of the research is reliable and valid. This limitation has been dealt with by determining specific and effective sampling criteria. Furthermore, a researcher bias might have occurred in this research which might have affected the validity of the results. When it comes to doing research, there is always the possibility that the researcher might have unconsciously influenced the outcome of the research. This bias has been dealt with by staying close to the data and by being objective to avoid influencing the outcome.

Chapter 5 – Results

5.1 Approach

As aforementioned, for each of the five selected countries the top three partnerships have been examined. First, data about each of the selected partnerships has been gathered. Below a short description of each partnership is presented followed by a matrix which includes the most important findings about the partnerships which have been gathered.

St. James' s Place Wealth Management is a company that provides wealth management advice to individuals and businesses. Together with the International Award in the UK the company has created a joint mission to stimulate the financial education of young people in the UK. In 2016 the company invested £6.3 million in young people through the International Award (DofE, Support SJP , 2021). Thus, this partnership can be classified as an integrative partnership because both the organization and the nonprofit work together on a shared mission to achieve shared objectives.

Pears Foundation is a charitable trust which has supported the International Award in the UK for 15 years. The company is especially focused on Award completions, accessibility, and inclusion. The partnership is highly valued according to the International Award as the company guides and supports the organization' s development (DofE, Support Pears Foundation, 2021). This partnership can be categorized as transformational since the two parties engage in shared decision-making.

RSM is one of the largest accountancy companies in the UK. The company has been supporting the International Award for 14 years. As of this year the company has become a strategic partner of the organization which means that they will increase their support for the organization (DofE, Support RSM, 2021). As this partnership does not include a joint mission between the parties, it will be categorized as a transactional partnership.

In the US, the International Award has a corporate partnership program called the Charter for Business Champions. Through these partnerships, companies support at-risk or low-income youth by giving monetary donations. The financial commitment of companies for the program is \$150,000 which is payable over three years (US Award, 2020). As this partnership is solely based on donations, it is a philanthropic partnership. The top three companies in the US who are part of the Charter for Business Champions program are CAN, HUB, and Legal & General Investment Management America (US Award, 2020).

In Australia there are different ways of supporting the International Award for businesses and individuals. For businesses, the Charter for Business program is available which is the same program as in the US. Another option is to simply donate to the organization. The top three companies which sponsor the International Award in Australia are Herbert Smith Freehills, Providence Wealth and Support Xpress (DukeofEd, Annual report 2019/20, 2020). As there is not more information available about their support for the organization other than their financial donations, these partnerships will be categorized as philanthropic partnerships as well.

In Canada, the International Award also has the Charter for Business Champions program. Here the program is exactly the same as in the US. Companies donate \$150,000 over a three-year period and thereby support at-risk youth in their country. Three companies of the Charter for Business program in Canada are CIBC, Scotiabank and Great-Westlifeco (DukeofEd, Charter for Business, 2021).

Lastly, in Germany companies can support the International Award with a donation of €5,000 per year and create a program of engagement together with the organization. For

instance, with the Bürgerstiftung Berlin the International Award works together to motivate young people to volunteer in their community (Duke Award, 2020). These partnerships can be categorized as transactional partnerships.

5.2 Results

The findings from the research are presented in the matrix below.

Country	Partner company	Type of partnership	Donation amount per year	Duration of partnership
UK	St. James' s Place Wealth Management	Integrative	£6.3 million	5 years
	Pears Foundation	Transformational	£2.5 million	15 years
	RSM	Transactional	£700,000	14 years
USA	CNA	Philanthropic	\$50,000	3 years
	HUB	Philanthropic	\$50,000	3 years
	Legal & General Investment Management America	Philanthropic	\$50,000	3 years
Australia	Herbert Smith Freehills	Philanthropic	\$32,980	8 years
	Providence Wealth	Philanthropic	\$10,560	5 years
	Support Xpress	Philanthropic	\$5,665	7 years
Canada	CIBC	Philanthropic	\$50,000	3 years
	Scotiabank	Philanthropic	\$50,000	3 years
	Great-Westlifeco	Philanthropic	\$50,000	3 years
Germany	Tech First Deutschland GmbH	Transactional	€5,000	1 year
	Bürgerstiftung Berlin	Transactional	€5,000	1 year
	Bundesministerium für Bildung, Jugend Brandenburg	Transactional	€5,000	1 year

5.3 Outcome

The research resulted in the following outcome. A pattern has been noticed in the partnerships of the US, Canada, and Australia. These countries all offer the same partnership program for companies. As these partnerships are mainly based on monetary donations, they have been categorized as philanthropic partnerships. Since these countries are very similar to each other it makes sense that they operate similarly. However, it is noticeable that the US and Canada receive far larger donations. This could be because they have set a specific amount which companies must donate if they want to become partners. On the other hand, the partnerships in Australia are overall longer lasting partnerships. This shows that the organizations either decide to have a certain income for a few years or a varying income but for a longer period of time. Regarding the partnerships in the UK, it has been noticed that the UK has the longest partnerships; receives the largest donations; and has the most embedded and invested partnerships as the top three partnerships are either transactional, integrative, or transformational. Lastly, in Germany the partnerships are mainly transactional as the organization receives a donation and creates a program of engagement with its partner company.

Overall, it is obvious that the International Award in the UK has the most effective and successful partnerships. Nevertheless, when creating a strategy for the Netherlands it must be considered how established the organization is in the country and what would be realistic to achieve while maintaining the objectives of the International Award.

5.4 Limitations

As mentioned before, case study research comes with certain limitations. One limitation is the researcher bias. It could be possible that the researcher unintentionally influenced the outcome of the research. Additionally, a researcher error could also have occurred. This entails that the researcher unconsciously made an error in the research. These limitations have been handled by avoiding making assumptions and focusing on the data. Lastly, another limitation of this research was that not more than five countries could be analyzed due to the scope of this research. Nevertheless, interesting findings which are very relevant for the International Award have been discovered. Therefore, it can be concluded as a successful research.

Chapter 6 – Conclusion

From the research the following conclusions can be drawn. First of all, from a theoretical perspective it had been predicted that a transactional partnership would fit the International Award best. However, after conducting a pre-test in form of a semi-structured interview with the Head of Partnerships of the International Award Foundation, it had been established that an integrative partnership is the better kind of partnership as it is more invested which will ensure that a company stays with the nonprofit organization. Subsequently, a combination of a case study and matrix analysis showed that most of the partnerships of the International Award in other countries are philanthropic. Nevertheless, the impact of partnerships in which the company and nonprofit are more involved with each other is far greater. This is shown through the larger amounts of donations which companies make in a more involved partnership and the duration of the partnership which is much longer for more involved partnerships.

Thus, the conclusion is that, for the short-term a philanthropic partnership is best and for the long-term an integrative partnership is advised. The proposed course of action for the International Award in the Netherlands is to start with creating philanthropic partnerships for the upcoming years. This will ensure quick and easy wins for the organization as they will receive donations from a company which can be used to expand the organization in the Netherlands and achieve its short-term objectives. Once it has created philanthropic partnerships in the Netherlands it can be looked into investing in these partnerships to eventually create integrative partnerships. As discovered from the pre-test, an integrative partnership can ensure that a company stays with the organization since it is very invested in the organization. This would be best for the International Award because the organization seeks to create a long-lasting relationship with its partner company. Moreover, from the research conducted it was obvious that integrative partnerships generate more donations which the International Award can use to further grow the organization. Thus, this proves that an integrative partnership is the best type of partnership for the organization. However, considering the International Award wants to grow the organization and achieve its set objectives in the upcoming years, a philanthropic partner can provide guidance in terms of donations which can ensure that the organization can quickly achieve its objectives for the short term.

It can be concluded that the proposed course of action is the first step towards solving the International Award's business issue in the Netherlands as partnerships have not yet been created but this research provides the first step towards creating partnerships. Now that the best type of partnership has been determined it can be worked on a strategy for approaching companies. To answer the research question, ultimately the best type of partnership for the International Award is an integrative partnership as it aligns with the organization's as well as most companies' wants and needs in a strategic partnership.

From a larger perspective, for the International Award organization as a whole this research could be helpful as it provides insights in the different types of partnerships which the organization has in some of the major countries in which it is present. This could be useful for the countries which have been analyzed as they can examine their own partnerships and possibly adapt it if they notice that another type of partnership, that other countries have, might be more suitable for them.

Another possible solution would have been to directly start focusing on integrative partnerships as it has been established that this is the best type of partnership for the International Award specifically. However, considering the organization in the Netherlands does not have any connections with companies yet, it seems more realistic to start with

creating philanthropic partnerships and eventually build integrative partnerships from that. It will take longer for the organization to achieve its objectives, but the advised strategy must remain realistic as the organization is not yet well-known among companies which makes it more difficult to create very invested and engaged corporate partnerships.

Due to the scope of this research, it was not possible to analyze more partnerships in more countries in which the International Award is present. Nevertheless, the research resulted in very interesting findings which are highly relevant for the International Award. For future research, it would be interesting to research the types of partnerships in more countries. As now companies which are socially and economically similar to the Netherlands have been analyzed, it would also be interesting to investigate how the organization manages partnerships in countries which are very different from the Netherlands. Although this might not be as relevant for the purpose of this research, it is assumed that the organization in the Netherlands can learn from every franchise of the International Award which has achieved to establish strategic partnerships.

In summary, it can be concluded that the countries which have been analyzed mostly have philanthropic partnerships but the partnerships with the most impact for the organization are the integrative partnerships. However, to achieve such a partnership, the International Award will first have to establish a relationship with a company which is why it has been advised to start with philanthropic partnerships as this is the easiest way to create a connection with a company and receive donations which are much needed for the achievement of its short-term goals.

Chapter 7 – Recommendation

Following the conclusion, two recommendations for the International Award will be provided. The first recommendation is the proposed course of action for the short term. For the short term, until the end of 2024, it will be advised to create a philanthropic partnership with a company in the Netherlands. By creating philanthropic partnerships, the International Award can generate quick wins through receiving donations which it can use to expand the organization in terms of publicity, participation and partnerships as mentioned in the company objective. Furthermore, by creating philanthropic partnerships the organization does not need to be as much involved with the company which gives it more time to work on achieving its objectives. Philanthropic partnerships also take into consideration that the organization currently does not have the resources available to create a detailed program of engagement and invest a lot of time and effort into creating engaged partnerships. Therefore, a philanthropic partnership is optimal to achieve the short-term goals of the organization.

Consequently, for the long-term it will be recommended to create integrative partnerships in which both parties are more involved with each other. This type of partnership has far more impact in terms of donations and duration of the partnership. Therefore, this will be advised as the desired goal for the International Award in the years following 2024. It is assumed that by then, the organization has developed a presence in the Netherlands which will make it possible to approach companies in order to create an invested partnership. Companies in integrative partnerships will be able to provide more funding for the International Award which will make it possible to expand the organization even further in the Netherlands. As proposed course of action, the International Award should now approach companies in the Netherlands and present them a plan including what kind of partnership it is looking for and what it can offer as it has been established in this research.

For the International Award in the Netherlands, this approach towards creating strategic partnerships is completely new. Since the organization has not had much experience with corporate partners, it is the first time that a research about the best type of partnership for the organization in the Netherlands has been done. Therefore, it shows that the organization is taking a step in the right direction by specifically analyzing its wants and needs in order to succeed as a nonprofit organization in the Netherlands. All in all, the recommendation includes a strategy for the short term which consists of creating philanthropic partnerships with a view on the long term in which the objective will be to create integrative partnerships.

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Appendices

Appendix 1 - Capacity Assessment Tool

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
	Enter a rating (1,2,3,4, or N/A) for each capacity element	Indicate the four (out of 59) capacity elements your organization is most interested in strengthening	Calculate your average rating for each of the four dimensions

1. Leadership Capacity

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
1.1 Mission	4		2.9
1.2 Vision	4		
1.3 Goals	4		
1.4 Strategy	4	X	
1.5 Beliefs and values	4		
1.6 Board composition & commitment	2		
1.7 Board governance	2		
1.8 Board involvement & support	2		
1.9 CEO experience	3		
1.10 CEO organizational leadership	3		
1.11 CEO analytical & strategic thinking	4		
1.12 CEO financial judgement	3		
1.13 Board & CEO appreciation of power issues	2		
1.14 Community presence & standing	1		
1.15 Ability to motivate community	2		

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
	Enter a rating (1,2,3,4, or N/A) for each capacity element	Indicate the four (out of 59) capacity elements your organization is most interested in strengthening	Calculate your average rating for each of the four dimensions

2. Adaptive Capacity

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
2.1 Strategic planning	2		
2.2 Evaluation/ Performance Measurement	3		

2.3 Evaluation & Organizational learning	3		2.2
2.4 Use of research data to support program planning & advocacy	3		
2.5 Program growth & replication	3		
2.6 New program development	2		
2.7 Monitoring of program landscape	2		
2.8 Assessment of external environment & community needs	2		
2.9 Influencing of policymaking	2		
2.10 Partnerships & Alliances	1	X	
2.11 Organizing	2		

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
	Enter a rating (1,2,3,4, or N/A) for each capacity element	Indicate the four (out of 59) capacity elements your organization is most interested in strengthening	Calculate your average rating for each of the four dimensions

3. Management Capacity			
3.1 Senior management team	2		2.4
3.2 Staff	3	X	
3.3 Dependence of management team & Staff on CEO	1		
3.4 Shared references & practices	3		
3.5 Goals/ Performance targets	4		
3.6 Program relevance & integration	3		
3.7 Funding model	1		
3.8 Fund development planning	2		
3.9 Financial planning/ budgeting	2		
3.10 Financial operations management	2		
3.11 Organizational processes	2		
3.12 Decision making process	1		
3.13 Knowledge management	3		
3.14 Interfunctional coordination & communication	3		
3.15 Human resources planning	2		
3.16 Staffing levels	3		
3.17 Recruiting, development & retention of management	2		
3.18 Recruiting, development & retention of general staff	3		

3.19 Volunteer management	3		
3.20 Constituent involvement	3		

	Capacity Element Rating Levels	Prioritization of Capacity Elements	Capacity Dimension Averages
	Enter a rating (1,2,3,4, or N/A) for each capacity element	Indicate the four (out of 59) capacity elements your organization is most interested in strengthening	Calculate your average rating for each of the four dimensions

4. Operational Capacity			
4.1 Operational planning	3		2.3
4.2 Skills, abilities & commitment of volunteers	4		
4.3 Fundraising	2	X	
4.4 Board involvement & participation in fundraising	3		
4.5 Revenue generation	3		
4.6 Communications strategy	2		
4.7 Communications & outreach	3		
4.8 Telephone & Fax	2		
4.9 Computers, applications, network & Email	2		
4.10 Website	2		
4.11 Databases / management reporting systems	1		
4.12 Buildings & office space	3		
4.13 Management of legal & liability matters	2		

Appendix 2 - Interview Transcript Laura Tomlinson

I: Thanks for taking the time for this interview. Let me just give you some background information and then we can start with the questions. The interview will take about 30 minutes.

L: Alright, sounds good.

I: My name is Iman; I am currently doing my graduation internship at the International Award in the Netherlands. I am studying International business. My task is to research how we can improve the partnership strategy in the Netherlands because currently we don't have any sponsorship or partnerships. We did have a partnership with a company the last three years but they ended the partnership so my task is to research how we can get new sponsors. Since the Award in the UK for example has many sponsors, I thought maybe it would be good to get some insights from you. So, should we start with the questions?

L: Yeah, I will just give you a quick overview of my role. So, you are right that the UK team has lots of partners I actually work for the International Foundation so although my office is in the UK, I represent the umbrella body over all the operators of the Award. So, my role, I don't directly work in the UK partnership team my role is global partnerships so international businesses that can support generally the International Foundation, so it is kind of the global funding. But I have been doing this for a number of years and I have worked with other charities that have successful partnerships with companies as well so hopefully I can still be helpful.

I: I think it will be very helpful.

L: Great, I am happy to start with the questions.

I: Okay, so my first question is: what you think the Award can offer a company in a sponsorship?

L: There are typically three ways in which a charity can benefit a business, and they are looking for benefits for their business to help improve their bottom line, one way or another, it is always a financial decision for them. And there are three different ways that we as a charity can help them to do that. One is helping them to have a good reputation or improve their reputation if there is a bit of a reputation challenge. So that can be through comms and media, talking about partnerships, talking about the amazing work they are doing through funding so that is helping them with their reputation and that's probably the more traditional way where you talk about their work and you provide them with content for their website and you make them look good. The second one is about their employees so thinking about how we as a charity can help them to either retain their existing employees or to attract new ones so how can we make them look good for their employees. And that again can be a comms piece, it can be internal communications demonstrating case studies of the work they have supported and talking about the impact of their funding and making them look good in that way. Sometimes it can be about giving their employees opportunities to engage with our work. That could be to give them opportunities to mentor young people or engage with young people in other ways. And that's something globally that lots of employers are looking for in a partnership is the way that they can engage and how they can engage their employees directly with the activity. It can be hard to deliver because they are giving you some funding but you have to equally deliver a program of engagement so it's really important to make sure that you're comfortable that when you are delivering a program of engagement that is costing you a small amount of the donation and the rest of your donation is going towards the work of your organization. So that's always something to bear in mind. And the third element is about market share, so helping a business to improve their market share which effectively means making them look better than their competitors. And again, that can come down to a comms piece, making them look to their customers like they are a company that has great ethics that is doing this great work to support young people. It might be by promoting the partnership on their sales page so potential customers are seeing the good things they are doing, and they want to invest in that company. So that's the three things reputation, employees, and market share. These are the things that businesses are looking for to make a partnership. So, for me I would always be looking at a company and working out which of these things is important to them, it might be more than one, and once I have identified effectively what their need is, I can start and identify how I can offer them a solution, how I can tell them that our charity is the best solution and can offer them what they are looking for.

I: So really looking at what a company wants and then how you can offer it to them?

L: Yeah.

I: So, what kind of partnership does the Award prefer? Is it just philanthropic so just based on monetary donations or is a more valuable relationship with a company preferred?

L: The very best form of partnership is probably the one that you would come across the least and that would be purely they write a check; they give it to you, and you simply spend that money and you're saving money for the organization or bringing in more money so that you can do more work. It doesn't really happen like that anymore, it used to when I first started doing this, 13 years ago. People did just write checks, and then they felt like, I have done my good thing and they would want you to put their name on your website and that was enough for them. And that's really rare now and companies tend to look for what I would call a strategic partnership which includes everything that I just said, they have their own vision. More often than not they feel like they can give you money but they also giving you their time and resources. They often think that they are the first company in the world to have thought of that, but they all do. What they are looking for and what becomes the best partnership for us is where you can effectively develop a shared vision for a partnership. So, what is their mission, what is it they want to achieve and how can we write a joint mission and vision statement for the joint partnership, that not only helps us to meet our aims but also helps them to meet some of theirs. And that is more typically their CSR aims and often around skills development, employability, helping young people from disadvantage backgrounds to thrive, those sorts of things. And if we can write a joint vision statement with them and we can really embed that and get them emotionally connected to our work you want our brand and their brand to become connected. The more invested and embedded you can make the partnership the better because the more embedded it is in their organization the more likely it is they will stick with you. The best kind of partnership for me is the kind that is really embedded. So, you might have to do some delivery or do some work to support the partnership but its more likely to be sustainable and to stay with you long term. So, it just comes back to the point I made at the start that is really important that you always make sure that when you agree on what the delivery is going to be that you are comfortable that the value of the donation is far greater than you have to spend for the delivery that they want. One thing I would add to that is the sort of partnerships I don't like or I don't think are very sustainable, I said that businesses often want to use their skills and expertise, you will get businesses that they don't give money, they simply give their time and expertise and they might come up with a great thing that they are going to do for you but it's never truly free because they are going to deliver a project and it then takes time and resources from our side to make that work. If that project is something that is in the charity objectives that you have agreed to for that year and by an other organization doing it for you you are saving money then that's fine. What isn't good is if there is a good project but its slightly separate to our objectives, and its going to take some time and effort to do. So, before you know it you have to commit time and resources to something that they want to do that is slightly separate to your objectives. I would call that mission creep. So, you can get distracted by something that seems really shiny, but you need to be really clear that any partnership you are getting into is helping you to meet your objectives.

I: So that it fits with the mission and vision of the organization?

L: Yes, and my personal attitude is that I don't accept any partnership that is offsetting my budget in any way. So, I would accept it if they were offering to do something for me

for free that I would otherwise have paid for. But if its not saving me money I would never accept it. It is called pro bono and it is really something to watch because it can be a distraction and before you know it charities have done all this pro bono work, but they haven't really done their core business.

I: Okay, that is interesting. So how do you go about searching for new partners and are you just looking at maintaining partners or are you also looking for new partners, what is your strategy for that?

L: Both, the battle is never over when an organization writes its first check because you want them to write that check again a year later so you then have to deliver great relationship management and constantly show them their impact, so you keep that income coming in the following years. In the UK context I would operate with an assumption that I would retain 70% of my income year on year. You do naturally lose some partnerships even if you have been amazing they might decide they want to do something else. So, you constantly need a funnel of new opportunities coming in as well. And in terms of identifying those opportunities, I research companies that have a shared agenda this might be their CSR strategy, they might talk about young people, you might see an organization has a partnership with a charity that is similar to ours, so you know if they are interested. There are lots of indicators on websites that show you if companies are interested in the skills and development of young people. The benefit is that everyone is talking about youth development, it is a pretty hot topic, so we are in the right charity at the right time. The other thing that I would say is even if an organization doesn't implicitly say that they are interested in youth development, every business is thinking about its future work force and every business is thinking about the skills they will bring with them and how will recruit their future workforce. So, we are in a good position that even if it is not entirely clear that the organization is talking about young people they are likely to be thinking about their future workforce. So, you can come at it from a future workforce perspective, or you can come at it from a CSR and their commitment to social ability and youth empowerment perspective. So, you got two ways in.

I. Okay, that is very interesting. So, would you change anything about that approach in different countries or is it always the same for every country?

L: That's a tricky one because I don't know the specific context different countries. There will be specific trends in charitable giving in different countries that I am not aware of but when I speak to international businesses so for example HSBC I assume they have a presence in the Netherlands, I have a partnership with them and they are looking for the same sorts of things internationally in every market and its my belief that when a trend in CSR takes place in international business it then also takes place in local businesses as well. Especially because I said we are in a good position talking about youth and development, I would certainly begin with the same approach with local businesses I am just mindful that I don't know the specific context.

I: But you are mostly looking at companies that are represented in many different countries right?

L: I am because that is my focus. Whereas my advise for you would be to specifically start with companies that are headquartered in the Netherlands or that are Dutch owned. So, you can have a really specific conversation with them about young people in the Netherlands and the impact of the charity on young people in the Netherlands. International businesses are more likely to want something broader rather than separate relationships with different countries.

I: For a country such as the Netherlands would you advise looking for local companies, instead of using a benchmarking approach? Because we were thinking about looking at companies that sponsor the Award in the UK for example that are also represented in the Netherlands but maybe those companies are too big, so they won't be interested in partnering with the Netherlands because we are still a very small organization here and not that well known. So, your advice would be to look at more local companies right?

L: If you had all of the time and resources in the world you would do both things because what you want to do is approach as many businesses as possible so I'm not telling you to not look at businesses that are partners with the Award in the UK and have a presence in the Netherlands but I do think that you have to prioritize the time you have so you got businesses that are based in the Netherlands that will be particularly interested in investing their philanthropy in the Netherlands whereas often when you are going to global businesses you might not have one person that is representing CSR in the Netherlands but more likely you get somebody that is responsible for all of the European region so it can be harder to get somebody specifically interested in one country unless you can replicate that in multiple countries. It is not to say that it wouldn't work but I personally would start with local companies and thinking about their investment in their young people locally.

I: Yes, it is difficult to start if you don't have any connections with any companies, you ask yourself where do I start and how do I find companies.

L: How you would start is with a powerful letter written by your CEO or your share of trustees. Especially if the share of trustees is a businessperson. You start with a powerful letter about the impact of the Award to someone in a senior position, so a senior-to-senior introduction is far more effective. I have been doing this for 13 years and I still don't send the first introduction I would let someone senior send it to their peer and that's really effective. And they would then introduce the CEO and then they would go to a meeting and you might go along with them, so you start to pick up on doing of the work, but you need that senior connection. There is a word in English I would call it smooshing which is like the peer-to-peer encouragement.

I: So, establish a personal connection?

L Yes. So that kind of networking and making them feel good about them self like personally they should invest in the Award.

I: We already talked about this a lot, but my last question is what is the most important to consider when creating a strategy for finding partners especially when there are no partnerships existing yet? So, what is your best advice?

L: The key thing is finding alignment between the two organization. What I said about writing a joint vision if you are building a partnership you would build a vision together and that would be your partnership statement but when I am writing to businesses I will always look at what can I find out about them, how can I tell them in this letter that we care about the same things. And I often close with a sentence like given our shared commitment to promoting young people and skills development it would be fantastic to have a call to find out what we can do together. So, something that says, I know because I researched you that you have a commitment to this and imagine if we did something together imagine the impact that we could have.

I: So, it's all about having a powerful message and creating a personal connection is that correct?

L: Yes and doing your research and really understand what that company is about. As I said if there is not anything on their website, but you are really interested in a business I would frame it as I know that you will be thinking about your future workforce and where your talent of tomorrow is going to come from and how they have developed to be world ready. So, if you can't find anything that aligns you can fall back on that.

I: Okay so those are all my questions at the moment. It was very helpful and very clear.

L: If you got any more questions, I do get quite busy so if you want a follow up conversation let me know.

I: Yes, I will. Thank you very much. Have a nice day!

L: Take care, bye!

Appendix 3 - Coding process

Codes:

Emotional connection

Embedded/Invested relationship

Shared commitment

Research companies

Future workforce perspective

CSR/ Commitment to social ability and youth development perspective

Know specific context in each country

Different trends in charitable giving in different countries

CSR trends in international business also in local business

Specific conversation

International businesses don't want separate relationships with different countries

Prioritize time you have

Local companies more likely to invest in local young people

Local companies invest their philanthropy locally

International companies want to replicate partnership in multiple countries

Powerful letter

Senior-to-senior connection

Develop joint mission and vision

Joint partnership

Achieve both objectives

Peer-to-peer encouragement

Make the business look good

Improve Reputation

Improve Market share

Employee engagement

Retain & attract employees

Financial decision

Identify businesses `needs

Strategic partnership

Not just money also give time and resources

Watch out for mission creep

Don `t accept pro bono work

Retain 70% of income each year

Constant funnel of new opportunities

Finding alignment

Grouped codes:

1

- Make the business look good
- Improve Reputation
- Improve Market share
- Employee engagement
- Retain & attract employees
- Financial decision

2

- Emotional connection
- Embedded/Invested relationship
- Shared commitment
- Finding alignment
- Strategic partnership
- Develop joint mission and vision
- Joint partnership
- Achieve both objectives

3

- Know specific context in each country
- Different trends in charitable giving in different countries
- CSR trends in international business also in local business
- International businesses don `t want separate relationships with different countries
- Local companies more likely to invest in local young people
- Local companies invest their philanthropy locally
- International companies want to replicate partnership in multiple countries

4

- Prioritize time you have
- Watch out for mission creep
- Don't accept pro bono work
- Retain 70% of income each year
- Constant funnel of new opportunities

5

- Research companies
- Identify businesses' needs
- Peer-to-peer encouragement
- Powerful letter
- Senior-to-senior connection
- Specific conversation

6

- Future workforce perspective
- CSR/ Commitment to social ability and youth development perspective

Themes:

1 Company's motives

2 Type of partnership

3 International vs local partnership

4 Best practices

5 Strategy

6 Different perspectives