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CAUSE-RELATED MARKETING FOR BREAST CANCER: INVESTIGATING TOOLS FOR PARTNERSHIPS

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CAUSE-RELATED MARKETING FOR BREAST CANCER:
INVESTIGATING TOOLS FOR PARTNERSHIPS

A Thesis
Presented to
the Graduate School of
Clemson University

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts
Professional Communication

by
Katherine Victoria Hunter
May 2007

Accepted by:
Tharon Howard, Committee Chair
Karyn Ogata Jones
Steven Katz
ABSTRACT

The thesis outlines cause-related marketing (CRM) campaigns and examines the effectiveness and implications for the organizations involved. CRM campaigns are when corporate entities partner with philanthropies in order to advance the “cause” for which the philanthropic organization supports. SWOT methodology is used to analyze three cases: a short term success, a long term success, and a “failure.” From these three cases, best practices and learning points are observed which can be used to develop successful campaigns. Ethical implications such as Yoplait’s tactics in the “Save Lids to Save Lives” campaign are discussed to better understand CRM’s repercussions. The conclusion addresses how to organize a CRM campaign highlighting the learning points developed from each chapter.
DEDICATION

I dedicate this work to my parents. To my mother, you are my educational inspiration. From my childhood, you have encouraged me to chase my dreams and work hard to achieve my goals. I am truly blessed to have such an intelligent and driven woman as a role model.

Dad, thank you for pushing me to be a fighter and persevere under circumstances beyond my control. I can not show you enough appreciation for keeping me on the semester payment plan – we never thought I would get this far and I’ve got you to thank!
ACKNOWLEDGMENTS

First, thank you Drs. Jones, Howard, and Katz. You have been an amazingly helpful committee, offering guidance and recommendations that fell far beyond my expectations of committee members. The weekly phone calls and meetings kept me focused – without which I would not have completed this work.

Thank you so much to my support network. My family and friends have been a tremendous source of encouragement, giving me the push I needed to finish! You have kept me grounded and motivated and I appreciate every email, phone call, and late night chat.
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CHAPTER ONE
INTRODUCTION TO CAUSE-RELATED MARKETING

An innovative new marketing technique has recently become mainstream in the marketing industry. For-profit companies are pairing with non-profit organizations allowing a consumer to donate funds to a charity through an event, purchase, or activity sponsored by their corporate counterparts. This relationship is called “cause-related marketing” (CRM) and offers a unique opportunity for big business and not-for-profits to share a mutually beneficial experience.

It is important to distinguish between general marketing and cause-related marketing. “Marketing” is defined by Broom, Center, and Cutlip as the “management function that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions that deliver products and services in exchange for something of value to the provider” (2006, p. 7). Marketing is a general term that covers appealing to the desires of the consumers. “Cause-related marketing” has a more specific meaning. Varadsrajan and Menon define the cause-related marketing movement as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives.” (1988, p. 60). Cause-related marketing is established by a corporation that wishes to continue its philanthropic efforts by choosing one organization, or cause, with which to associate. Simply, it is a partnership between a corporate
organization and a non-profit where there is a mutually beneficial relationship encouraging sales of a product or positive attitude for an organization and fundraising opportunities for a charity.

The term “cause-related marketing” was coined by a trailblazing organization that was one of the original driving forces of the movement—American Express. The organization was searching for a way to boost their public image and founded the movement to inspire potential credit card customers. In 1983, American Express launched an innovative new marketing technique. This method allowed consumers to contribute to the renovation of The Statue of Liberty by simply continuing to use their credit cards. Consumers were asked to do nothing additional—just purchase goods and services on their American Express cards—and the company would donate a penny for each use (and a dollar for each new American Express Card account opened) to the restoration fund (Deshpande & Hitchon, 2002). American Express was paid off for their efforts, experiencing a 28% increase in the use of their cards (Dean, 2004).

Review of Previous Research

Cause-Related Marketing

To understand the history of the CRM movement, it is important to document the work of others who have contributed to the field. While the CRM movement began with the American Express Lady Liberty restoration campaign, it has become a commonly used marketing technique in today’s industry. But the movement is still fairly new to the marketing industry, causing many to question
the ethics and long-term effects of CRM. One recent trend in research questions
the consumers’ ideals and perceptions of CRM campaigns. Deshpande and
Hitchon (2002) found that public service announcements (PSAs) launched by
corporate organizations for their non-profit partners are more influential than
conventional advertising tactics. In this same study, they also discovered that
PSAs “produce greater perceptions of credibility” than their advertising
counterparts. Corporate organizations are integrating different marketing tactics to
promote their partnerships and products.

Cause-related marketing can be a win-win situation when performed
appropriately and ethically. Companies are contributing to philanthropic causes,
while deserving organizations are receiving much-needed support. Consumers
benefit from the movement since they are sponsoring a charity without extra cost.
Each facet of the CRM has the potential to reap benefits: “Increasing the firm’s
return on giving makes good business sense, especially if corporate donations can
help society, consumers, and the firm, resulting in the elusive win-win-win
strategy” (Polonsky & Wood, 2001, p. 8).

Lafferty, Goldsmith, and Hult (2004) describe the new trends in public
awareness after the recent deception concerning the use of funds collected by the
Red Cross after the September 11th attacks. In the United States, citizens are
conscious of the organization’s philanthropic efforts, and they want the
corporations that they purchase their goods from to be active and honest in their
practices. Indeed, most marketers appear to believe that Americans are looking
for organizations that are a driving positive force in their communities.
Unfortunately, however, no conclusive empirical research can be found that demonstrates the effects of CRM on increasing sales, due mainly to the fact that there has been so little research conducted (Lafferty, Goldsmith, and Hult, 2004). Despite this lack of research, however, it is widely believed that CRM efforts have a strong positive impact on both consumer perceptions of the company as well as brand awareness.

Problems can occur from the way the corporation chooses to give financial support to the non-profits. For example, when a large corporation decides it will donate a percentage of its profit to a charity, the organization may feel it is not obligated to give monetary assistance if they make no profit. This occurred in 2001 when “The Miracle of a Million Lights” event claimed that they would donate a percentage of their profits. When confronted about their lack of support, the organizers stated, “There was no profit, I don’t think, any year. We’re not going to say we’re guilty because we’re not” (Brown, Olsen, and Pracejus, 2003, p. 3). Yet, in the court of public opinion, the organizers were found guilty and agreed to donate a lump sum to the charity. State officers also felt the organization had a social responsibility, as Oregon Attorney General Hardy Meyers, said, “When a for-profit entity represents that proceeds from an event or product sale will be donated to charity, the law requires the entity to actually make a donation” (Brown, Olsen, Pracejus, 2003, p. 3). To prevent such problems, Pracejus, Olsen, and Brown, suggested a solution after conducting several studies on CRM and consumer behavior: “We would argue that consumers selecting product/service alternatives that possess a CRM offer are
acting in good faith. Therefore, to the extent possible, the faith should be
maintained via the presentation of CRM offers in straightforward understandable
formats” (2003, p. 9). They also noted that “it is suggested that when at all
possible, enterprises identify CRM offers either in the form of a dollar value per
unit, or as a percent of the sales price. Such a policy would reduce the variance in
estimates, and therefore diminish the potential for confusion caused by abstract
formats” (Brown, Olsen, Pracejus, 2004, p. 9).

Benefits for the non-profit

For a successful working relationship with for-profit partners, non-profits
must understand the history of CRM as well as the corporate organizations with
whom they wish to pair. Procedures and policies must be determined before the
program is implemented. For example, will the company donate a percentage of
the proceeds or all income from the campaign to the non-profit, and is there a
minimum or maximum amount that the organization will donate?

Many non-profits rely heavily on either grants or philanthropists to fund
the work of their organizations. Those who do not have grant funding survive
only through the generosity of society. Their corporate partners provide financial
assistance to the organizations so that they may offer support to as many
community members as possible. Because fund-raising is a resource-consuming
activity for non-profits, one of the most beneficial results of CRM is that the
organization does not have to solicit potential donors, at least not as frequently.
With the support of the corporation, the financial dependence of non-profits on
donors can decrease, and they may focus their manpower on other community efforts. This independence may occur through the marketing efforts of the organizations boosting the community awareness of the non-profit as well as through increased monetary donations from the corporate partner (Polonsky and Wood, 2001).

It can be a difficult process to establish a valid non-profit organization. Small, local charities are often overlooked due to their lack of presence in their field. They need not only funds, but also increased public awareness and trust. For non-profits that do not have the advantage of a large national presence, receiving the support of a corporation can legitimize their community efforts. The corporation offers a sense of practicality to the organization, lending their own brand awareness in the eye of the public to the not-for-profit group (Polonsky and Wood, 2001).

Another important benefit the non-profits receive is free promotion of their organizations. A large corporation generally makes their philanthropic efforts known through publicity events and news releases. The non-profits in turn receive publicity through the extra attention created by the corporate partner, resulting in more public knowledge of the charity. As Polonsky and Wood write, CRM “may create a larger presence in the market and thus be able to generate more consumer-based donations” (2001, p. 12).
Benefits for the for-profit

It is imperative that non-profit managers understand not only how their organizations can benefit from cause-related marketing, but also what advantages for-profit organizations receive from the partnerships. Polonsky and Wood (2001) determined two areas where corporate benefactors can receive an edge in their market due to CRM’s effects:

First, consumers perceive that in purchasing the good, they are also contributing to society. This may also remove any cognitive dissonance associated with purchasing the product. Second, the link between nonprofit and for-profit organizations may serve to differentiate firms in consumers’ minds and provide the “just noticeable difference” enabling customers to distinguish between two equal products. (2001, p. 12)

These benefits clearly give the corporate partners a much-needed competitive boost in their respective industries. Van Yoder further describes several additional benefits that a corporation can use to their benefit by employing cause-related marketing strategies: “[i]ncreased sales, increased visibility, increased customer loyalty, enhanced company image, and positive media coverage” (p. 1).

A CRM relationship can increase the consumer base for the corporate partner by leveraging the positive association the public has with the not-for-profit partner. For example, a young woman is purchasing bottled water. She has a choice of two products, equal in size and price. The young woman sees a pink ribbon on one label and reads that that brand donates a percentage of their profits to breast cancer research. The woman has recently had a close relative die from
breast cancer, and she has a strong urge to support the cause. Because one bottle offers monetary support to a charity she supports and the other does not, she chooses the water with the pink ribbon on the label. Corporations know that they can use pathos to appeal to a customer. Research (Pracejus, Olsen, and Brown) supports the idea that consumers are more likely to choose a product that has been marketed to a cause. “Choice between brands is one such important behavior. Results here strongly indicate that the amount of the donation can have a significant impact on choice” (Pracejus, Olsen, and Brown, 2004, p. 8). If consumers are more apt to notice, and possibly choose, a product specifically because it supports a cause, corporations can take advantage of that knowledge and use different methods of marketing their product to capture those consumers. For instance, corporations can use the pink ribbon on the front portion of their packaging to draw the interest of those who support breast cancer research.

A study conducted by Roper Starch in 1996 found that “not only do most Americans expect big businesses to be socially responsible, but that brand loyalty can be affected by cause-related marketing” (Krol, p. 1). The study also found that an astonishing “92% of respondents believe it’s important for marketing to seek out ways to become good corporate citizens, and they are most interested in those that get involved in environmental, education and health issues” (Krol, 1996, p. 1). This support of causes could account for the large number of corporations that choose to support research into breast cancer and heart disease; these causes are ones that consumers consistently find most interesting or worthy.
Since its inception in 1983, “CRM has grown rapidly from almost nothing . . . to an estimated worth of U.S. $500 million in 1997” (Polosky & Wood, 2001, p. 12). This swell in growth shows the increasing relationships between corporations and non-profit organizations. By developing more relationships with non-profits, the corporations are boosting their sales by building their reputations in the public eye.

Benefits for consumers

It is important for non-profits to recognize one of their key audiences—consumers. Consumers will determine the success of the campaign by engaging in the programs or purchasing products. Consumers benefit from CRM because they have the opportunity to donate to a cause with little or no additional monetary cost. While some consumers resent being pursued by charities through mail and telephone campaigns, purchasing products or attending events of their choosing allows consumers to be socially empowered without extra cost or time commitment.

Purchasing products that use CRM is also a time-saving way for the consumer to stay socially active. “The consumer purchases from product categories that are most probably already included in [her] normal shopping routine. The only major decision relates to brand switching, which when done for a good cause is no real choice” (Polonsky and Wood, 2001, p. 13). In today’s fast-paced world, many consumers do not have the ability to donate a significant amount of time to the aid organization of their choice. By purchasing products
that donate to charities, consumers are able to give to an organization without sacrificing time and energy.

A consumer can also increase his or her social awareness by purchasing or participating in philanthropic events. When he or she purchases a product associated with CRM, they are supporting a cause, thus creating a bond between the consumers and the cause. Consumers purchase a product because they have an affirmative relationship with the supporting organization. When this relationship is positively reinforced by the good feeling of donating to charity, the consumers are more likely to engage in the behavior again, becoming repeat customers.

**Cause-Related Marketing, Komen, and SWOT Methodology**

CRM benefits all involved. The corporate organization benefits from the positive public relations and increased sales; the non-profit receives increased public awareness and monetary donations; and the consumer can contribute to philanthropic causes with little time, effort, or cost. With breast cancer’s awareness/research newfound “trendiness” as a cause to support, corporations are jumping on the cause-related marketing bandwagon to support fundraising efforts. From scarves to wristbands, galas to walks, potato chips to yogurt, American marketers understand that their public is more likely to purchase a product or participate in an event if they are giving to a breast cancer-related charity. There are an abundance of cause-related campaigns flooding the market. I have chosen three categories to analyze, thus breaking the market into segments: athletic events, purchase of products, and participation in a non-sports related event
focusing specifically on partnerships with Susan G. Komen for the Cure. Non-profit groups need guidelines for successful cause-related marketing campaigns, and this work is intended to serve as one of those references.

Since its inception in the 1980s, cause-related marketing has created a niche market in the corporate industry. Commercial businesses have increased their promotion efforts to publicize their giving to various philanthropies. With this increase in publicity and giving comes a social responsibility necessary to maintain a successful business practice as well as to build positive community relationships.

The methodology that will be used to analyze these campaigns in the current study is a SWOT analysis. The SWOT tool analyzes the strengths, weakness, opportunities, and threats that occur during a campaign. By breaking down each campaign and determining its strongest and weakest points, non-profits can learn from their predecessor’s mistakes.

The strengths and weaknesses use similar data for study. Was the CRM plan executed successfully? That is to say, was the company able to donate funds/time/goods to the non-profit? Did the business receive an increase in sales during the campaign and was this information publicized? What was the public’s response? If the campaign was not executed effectively, what caused this event or action to fail? This data can be measured by studying research papers, public relations documents, chat rooms, and other documents that are available to the public.
This thesis will explore opportunities for the company to grow, including future market share positions as well as expanding branding. By studying similar companies’ positions in the field, I will identify potential growth processes for the organization and their philanthropy that can be explored. More specifically, this thesis will explore several different campaigns of Susan G. Komen for the Cure. Komen is the ideal candidate for an analysis of how a philanthropic organization can use CRM because Komen is recognized as a leader in the non-profit field. As of April 2007, Komen was a participant in over eighty CRM campaigns. They have a wide range of CRM activities including Lowe’s Plant for the Cure, BMW’s Ultimate Drive, and Ford’s Warriors in Pink. Their budget also demonstrates the organization’s growth. In 2006 the total liabilities and net assets totaled $238,152,086—an increase of over $50,000 from 2005’s budget of $185,842,401.

Komen donates hundreds of thousands of dollars to organizations across the globe. The two charts below demonstrate the financial distribution of these funds. The first diagram shows Komen’s distribution of funds in 2006, noting costs of $27.1 million to health screening services and just over $13.4 million to treatment services. This is an increase from the 2005 results of $20.3 million for health screening and $12.3 million to treatment. Most notable, total expenses rose 20 million from 242,835,606 in 2006 to 232,922,055 in 2005.
In particular, this thesis will focus on a short-term success, a long-term success, and a “failure.” Komen demonstrates several levels of CRM success because they are breaking new ground and have made mistakes and learned lessons which we can evaluate. And since Komen’s cause will be used throughout the study, it is important that some background into the organization’s origins be provided.

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Komen 2006 Year End Financials

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### Table 1.2
Komen 2005 Year End Financials

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In particular, this thesis will focus on a short-term success, a long-term success, and a “failure.” Komen demonstrates several levels of CRM success because they are breaking new ground and have made mistakes and learned lessons which we can evaluate. And since Komen’s cause will be used throughout the study, it is important that some background into the organization’s origins be provided.
Komen was founded when Susan (Suzy) Komen, at the young age of 33, found a lump in her breast and was diagnosed with breast cancer. Her loyal sister, Nancy Brinker, stood by her side during her treatment and made a pact with her sister to help find a cure for the cancer. Nancy Brinker started the foundation with a grassroots effort and now, 25 years later, the Komen Foundation is one of the most influential and recognizable non-profits in the world. Headquartered in Dallas, Texas, Komen has affiliates across the globe working together to educate the public and fight breast cancer. This network is an important distinction and plays a factor in the Lee National Denim Day Campaign.

Komen is also a trendsetter in branding. Branding is an integral part of establishing an organization with the community;

But branding is more than a logo and it’s more than image.

Branding is the process by which you create an emotional connection with your audience; it’s the way you get and keep their attention. It’s the way that you get people to think of you first when they have a need or a concern that you address. The mark you use or the image you promote is only a representation of that relationship. (Hutchinson, n.d.)

Tired of using an undistinguished logo and theme, in January 2007 Komen released a new image changing their name from Susan G. Komen Breast Cancer Foundation to Susan G. Komen For The Cure. This launch was highlighted with a website overhaul and a new logo. This new logo gave Komen their own version
of the pink ribbon in order to establish branding and name association with their organization.

![Komen Logo](image)

**Figure 1.1**
New Komen Logo

In conjunction with its 25th anniversary and name change, Komen also launched a new fundraising idea. Similar to the Lance Armstrong LiveStrong bracelets, Komen created a “Promise Ring.” This ring was added as a product line to expand fundraising and education efforts. Komen states that the “Promise Rings are a unique and trendy way for activists to outwardly support the cause. Unveiled during Promise Week, Komen Promise Rings represent the promise millions have made to save lives and end breast cancer forever” (Marsden, 2007).

The two-toned pink ring symbolizes the link between two sisters, Nancy Brinker and Susan Komen. The organization continues to use new and innovative ideas to keep their cause on the forefront of non-profit news.

The position of the organization in the market will determine not only current areas available for studies, but will also provide an interactive model to expand their market for the future. For example, while the Avon 3-Day Walk chose to sever their relationship with their event planner, which caused confusion over the future of the project; this split permitted Avon to create their own similar walk and gave them the opportunity to take complete control over their philanthropic events.
An organization also must be aware of potential threats to their campaigns; thus it is important to review the press the for-profit and non-profit receive, the introduction of new campaigns in the field, and even major economic issues such as national spending habits. How a company responds to a crisis can severely affect public opinion of an organization, shifting spending behavior accordingly. In addition, many corporations are jumping onto the CRM bandwagon, potentially causing an overflow in the market. Such factors will be studied to determine any underlying issues that could contribute to the failure of a campaign.

To conduct a thorough SWOT analysis, I researched each organization and their respective philanthropies in addition to studying the campaigns themselves. Within each campaign, I analyzed the methodology of the CRM tactic used and the advertisements that the organization presented to the public. I also researched public relations documents the company used to further their CRM efforts.

**Ethical Implications of CRM**

Some community members question the ethicality of CRM campaigns. If a corporation wants to give money to a not-for-profit organization, why not just outright give them the money? Why launch a campaign highlighting the partnership when the resources and funds used for marketing could have been donated to the philanthropy? While the non-profit involved does receive financial support for participating, most often for-profit companies have the most to gain.
Critics of CRM cried out when Campbell’s soup changed their labels from the traditional red and white, to pink for Breast Cancer Awareness Month. The organization gave a small percentage of sales (3.5 cents per can) back to the philanthropy. ABC launched an investigation and found that “most of these promotions led to increased sales and windfall profits that dwarfed the moderate donations that the extra sales generated” (Reisman, 2006). An *Advertising Age* article released later in the year interviewed the company’s spokesperson who admitted that Campbell’s was aware of the potential implications: “We certainly think there is the possibility of greater sales since our typical soup consumers are women and breast cancer is a cause they’re concerned about” (Reisman, 2006). Reisman (2006) also reported that the *Advertising Age* article cited “a 2004 survey on cause marketing in which 90% reported that they would “consider switching to another company if it’s aligned with a cause.”

As the previous statement shows, organizations are well aware that if they partner with a non-profit, they will are more likely to receive customer support. In 2006, Stole noted that while for-profits and non-profits may both benefit from CRM’s, often the corporate partner benefits from the publicity and constituent pool from the philanthropy. In her article, “Cause-Related Marketing: Why Social Change and Corporate Profits Don’t Mix,” Stole notes a failed partnership:

In the summer of 1997, the AMA agreed to endorse nine products in Sunbeam’s “Health at Home” line, including blood-pressure monitors and thermometers. In return, Sunbeam would pay a percentage of sales to the AMA in the form of "royalties," to be
used for the AMA’s research and education programs. For Sunbeam, the AMA seal of approval would provide a competitive advantage that could significantly boost sales. But there was an immediate outcry both from consumer groups and medical professionals. The former questioned whether the AMA would evaluate honestly the efficacy of products. They were also uncomfortable with the organization encouraging consumers to buy products that might be more costly, but not necessarily better, than competitive products. Moreover, the ordinary consumer might see the AMA name on a product and think that Sunbeam was a philanthropic donor to the AMA, instead of a participant in a marketing deal. Others suggested that the AMA would be violating its own code of ethics by, in effect, recommending a product in which it had a financial interest. (2006)

Sunbeam and the AMA did not think through the ethical implications of supporting one another. Whether intended or not, the two organizations will be affiliated and linked by consumers. It is an important distinction to note that corporations walk a fine line between ethical and unethical when participating in a CRM partnership.
Research Question

This thesis recognizes the need to create a set of CRM development guidelines for the non-profit industry. I focused on analyzing the success or failures of three breast cancer cause-related marketing efforts, and the research is centered on demonstrating how a cause-related marketing campaign must be implemented for the success of all parties involved. To address this issue, the relationships between the corporate affiliate, the non-profit, and the consumer were examined. Using philanthropy to further business has become commonplace in industry, but at what costs? Do the potential threats to the campaign outweigh the strengths?

The line between accepting social responsibility when adopting a philanthropic cause and embracing the organization for public relations can be difficult to distinguish. This study seeks to determine the extent to which these relationships, and the practice of CRM, are beneficial to all parties involved, thus, the research question for this study is:

- What are the strengths, weaknesses, opportunities, and threats of some recent cause-related marketing campaigns designed to raise funds for breast cancer awareness and research?
CHAPTER TWO
METHODOLOGY

Introduction

What is SWOT?

The SWOT analysis tool has progressed from an educational theory to a method of practice common in management communications. Shinno, Yoshioka, Marpaung, & Hachiga (2006) explained that SWOT “is an effective means for analyzing internal and external environments in order to attain systematic approaches.” SWOT is a methodology developed to analyze an organization’s Strengths, Weaknesses, Opportunities, and Threats. By breaking down the method behind a successful campaign’s construction, one can gain insight into trends that can shape future movements. The framework’s widespread use in public relations practice is a testament to the successful nature of the application.

And yet, while SWOT analysis has become a common tool for measuring an organization’s strategic planning, few have used SWOT as a tool for public relations research, and virtually none have applied the planning and evaluation framework to a systematic evaluation of cause-related marketing (CRM) campaigns. Oftentimes “in competitive intelligence, SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis is . . . used to turn information into actionable intelligence,” (Gale, 2006) meaning that organizations or campaign planners can use the tool to move from knowledge of issues to practice.

Kaufman et al. define the four sections of the SWOT analysis in Strategic Planning for Success:
a. Strengths: Analyze those internal strengths that will allow future strategies and tactics to be implemented successfully.

b. Weaknesses: Analyze those internal processes, resources, and cultural elements that will be barriers to achieving objectives.

c. Opportunities: Analyze those external demands and influences in the environment that could be used in the future to develop better methods and means.

d. Threats: Analyze those external demands and influences in the environment that could be barriers to future results. (2004, p. 259)

Strengths and weaknesses are considered internal factors which are affected by domestic issues such as an employee’s expertise in the field. Opportunities and threats are external factors. These could be, for example, an addition of a similar non-profit organization to the area. In essence, internal factors can be controlled while external factors are somewhat unpredictable (“SWOT Analysis: Lesson”).

Amundson outlines an example of a professional organization’s SWOT analysis in his article “SWOT Analysis.” The example outlines potential organizations’ strengths, weaknesses, opportunities, and threats examining both internal and external factors:

**Strengths:**

- Our members value the professional designation.
- We have a lower course fee structure than similar programs.
- We provide good customer service.
Our instructors are highly-regarded in the profession.
We have a small staff and low overhead.

**Weaknesses:**

- We are slow to make decisions and adapt to changes that affect the profession.
- The professional designation is rarely included as a condition of employment.
- We are overly dependent on key volunteers who developed and teach our certification courses.
- We do not have the resources to research the market and promote the designation.

**Opportunities:**

- The employment market for our members is expanding rapidly.
- The government has indicated a willingness to review our Act.
- There is significant interest in accessing our programs from the Caribbean, and southeast Asia.

**Threats:**

- On-line education technology will produce more competition for courses.
- Since NAFTA, interest in the American certification is growing.
- A private company with a successful web site and conference is taking advertisers and sponsors away from us.
- Based on this SWOT Analysis, the association is better positioned to take appropriate and effective action (Amundson, 2003).

By creating this SWOT analysis, the organization can take this knowledge and create an action plan resulting in an increased focus for the organization. Specifically, a cause-related marketing partnership can take the knowledge from this study to best target their philanthropic efforts.

**History of SWOT: Conflicting Reports of Origins**

The history of the SWOT analysis includes various foundations and conflicting reports of origins. Slocum, McGill, & Lei report that in 1980s, Jack Welch used SWOT to analyze General Electric (GE) organization. According to Slocum et al., the goal of SWOT for GE is to inspire their existing managers into constantly striving for new ideas—never falling into a strategic rut and keeping competitive within their market. GE’s output rates soared since implementing the SWOT analysis and the company still practices the tool today both nationally and internationally (2004). Gordon et al. (2006) also reported that GE adopted SWOT methodology and started a trend, inspiring the industry to follow in GE’s footsteps.

Others (“Performing a SWOT analysis”) report that the Stanford Research Institute initially founded the idea in the 1960s from exploration in corporate communications (2006). During the same time period, Segal-Horn reported that
the Harvard Business School began using “strengths” and “weaknesses” as well as “opportunities” and “threats” in one of their courses. This business course eventually helped to shape the framework for what we now know as SWOT (2004, p. 3). Most research (“Performing a SWOT analysis”, Segal-Horn [2004], Slocum, McGill, & Lei [1994]) tends to agree that the analysis method developed through the years and became more polished in the 1970s and 1980s. Today, SWOT is frequently used as a strategy tool in corporate communications to educate organizations about the potential in their markets. More common in praxis than theory, management and corporate communicators alike have embraced the SWOT tool.

Benefits of SWOT

By using a methodology that has been tested by successful corporate leaders, the SWOT analysis is given credibility. The relationships that have been developed over time between managers and the methodology allow a tried and true practice to emerge for future research. One of the most beneficial factors of SWOT is that the method requires a gathering of both internal and external data. For example, many (environmental) analyses do not put enough focus on internal strengths/weaknesses. Several major corporate industry leaders share the common goal of investing in internal areas. Wal-Mart, Southwest Airlines, and Nucor Steel all boast increased profits despite declining industries (Mazzucato, 2002). According to Mazzucato (2002), the Steel industry has reported a level or decreasing profit margin since the 1980s; yet, Nucor Steel has experienced
increasing stock throughout this time period. The airline industry is another example of a decreased market, and yet Southwest Airlines has boasted increased profits since the 1990s. The Wal-Mart chain has also reported double the amount of sales of any of its competitors over the last two decades. What is the major linking factor between these three organizations? All three companies invested in internal analysis in conjunction with an assessment of external factors affecting overall performance and sale (Mazzucato, 2002).

Another of SWOT’s major advantages is that the methodology permits several methods of data collection, allowing for a more comprehensive study. While it is imperative to generate “hard data” for research purposes, SWOT also allows the production of soft data, or interpretive information, about issues external to the organization. Kaufman et al. (2003) listed many benefits of the tool, including:

The present methods and means are audited to establish their effectiveness, and new solutions identified . . . New methods and means are generated to achieve required results and overcome barriers and problems. . . SWOT analysis helps to identify the major influences on behavior and results in the organizations (2003, p. 262).

Overall, SWOT methodology promotes action through knowledge. By researching their strengths, weaknesses, opportunities, and threats, organizations (and public relations campaigns) have the chance to adapt their behavior to ever-evolving demands of the public. These benefits of the SWOT analysis outline the
overall positive aspects of the evaluation tool, highlighted by the evolved methodology and acknowledging influential factors contributing to a campaign’s success or failure.

**Critics of SWOT**

The SWOT analysis is not without its share of criticism. While little data has been provided to document unsuccessful SWOT analyses, Kaufmen et al. (2003) discuss the method’s shortcomings in their book *Strategic Planning for Success*. While Kaufman et al. recognize the potential strengths of the tool’s outcome, they also highlight several critical drawbacks, including: “Unless highly structured and well-planned, tends to elicit soft, unverifiable data . . . Can generate too much data and not enough information” (Kaufman et al., 2004, p. 261).

One of the drawbacks of the methodology is illustrated above by Kaufman. The results of a SWOT analysis can vary in interpretation from researcher to researcher. One examiner’s weakness could be interpreted as another investigator’s opportunity. The authors also acknowledge that “[p]articipants often mix internal with external data and can waste time and achieve ‘paralysis by analyses’” (Kaufman et al., 2004, p. 261). To combat these issues, it is important to break down a campaign’s history, background information, and SWOT without oversimplifying or overanalyzing important characteristics.
Why SWOT?

Cornelissen writes, “The result of a SWOT analysis should be a thorough understanding of the organization’s status, of its standing with important groups in its environment and of the factors in the environment that may infringe upon it” (2005, p. 106). Cornelissen’s thoughts parallel the goals for many of the intentions of the corporate organization and their non-profit partners: Companies and non-profits wish to maintain an edge in their respective markets through internal and external awareness. By conducting a SWOT analysis, the organizations gain a holistic perspective.

SWOT provides a framework that is easy to identify with, allowing lay readers to focus attention on outcomes rather than over-complicated theory. Those who have not been exposed to the methodology before understand SWOT’s basic terminology without further explanation. The method also does not focus simply on the organization itself or the methodology behind the campaign, but in its design, providing opportunities to analyze both. The author of the article “Performing a SWOT analysis” recognized several ways to find strength in the community, such as an informed and gracious staff as well as engaging involvement through people skills. This publication also lists corporate concerns such as the loyalty to the brand, investment in the organization, an increased social responsibility, and cost management (2006). These factors all give insight into SWOT issues so that campaign planners may adapt their promotions to the best interests of the organization and clients.
In addition to providing a framework for determining the basic strengths, weaknesses, opportunities, and threats, the SWOT methodology also serves as a “learning-based strategy” (Slocum, McGill, & Lei, 2004). This means that while the tool will find results, it can help the organizations and non-profits shatter the assumptions from previous cause-related marketing experiences or campaigns and offer new growth and potential. This allows the partners to push their creative and strategic thinking, always looking for new opportunities.

**Applying SWOT to CRM**

Due to SWOT’s history as a standard of practice, the method can easily be applied to an actual CRM campaign. By systematically evaluating cause-related marketing campaigns, including internal management, advertisements, and public perception, we can gain insight into the internal and external reasons for a campaign’s success or failure from a public relations perspective.

Strategists have offered suggestions on creating successful SWOT analyses. One of the leaders in SWOT methodology, Kaufman has created his own set of principles. Emerging out of Kaufman’s critique of SWOT are six strategies for an effective SWOT analysis:

1. Keep the purpose of the SWOT clear—to help generate data for developing strategies and tactics to achieve the required results.
   
   Be sure one does not do the SWOT analysis as an end in itself.
   
   Take it only as far as required to get the answers you must have.

2. Develop a classification system for data to be collected internally and externally. Rate the data for importance.
3. Discriminate between soft and hard data and ensure recording documents reflect the difference.

4. Identify the relationships between internal strengths and weaknesses and external opportunities and threats so that strategies and tactics can be developed to achieve the required results.

5. Allow sufficient time for the data to be collected, preferably well before the planners meet to plan.

6. Involve as many representative planning partners as possible in data generation (2005, p. 263).

I will address each of these ideas holistically through the next three chapters, assessing three different CRM campaigns which all address the same cause. One of the most notable trends in American philanthropy is breast cancer awareness and research. By focusing my efforts on breast cancer CRM, and specifically the organization Susan G. Komen for the Cure, I was able to find a common theme throughout all of the different campaigns. I chose to include three campaigns to analyze: Lee National Denim Day, Yoplait “Save Lids to Save Lives,” and the Avon 3-Day Walk.

The campaigns each demonstrate three areas of the CRM market as well as a short-term success, a long-term success, and a failure. The Yoplait “Save Lids to Save Lives” campaign encourages consumers to buy a specific product and a percentage of the profits will be donated. The second campaign, Avon 3-Day Walk, is a sporting event which encouraged participants to raise a sum of
money and walk three miles in support of breast cancer research. The third campaign, Lee National Denim Day, started the casual Friday revolution when Lee executives started their campaign encouraging organizations to allow employees to wear jeans to work in exchange for a five dollar donation. After introducing each campaign, I will apply the four step process outlined below.

The first step in determining the effectiveness of CRM campaigns designed to raise funds and awareness for breast cancer is to examine each organization’s strengths. It is important to note here strengths that separate the CRM campaign from others internally.

For example, Ford Motor Company and the Susan G. Komen Breast Cancer Foundation paired together and received a Halo Award, the cause marketing award system, for their efforts in their campaign, Ford Get Tied to the Cause. In order to illustrate how to apply Kaufman et al.’s principles to the Ford campaign, I will begin by giving a brief background of the campaign through each of the four phases. Starting with strengths, I will examine the campaign’s public relations documents to determine the communications released to the public. The website is clear and easy to navigate—the organization’s missions and accomplishments are highlighted (fordcares.com). The timeline establishes the long commitment Ford has developed with the Komen Foundation. The corporate organization has also donated over $87 million in the relationship’s history, showing their passion for serving their community. I will continue to use this example as I walk through each of the criterion for SWOT analysis.
Identifying and analyzing weaknesses is the next step in conducting a SWOT analysis. By listing and studying the weaknesses, we can identify the areas that the organizations should focus on correcting or improving in future CRM efforts. These evaluation strategies benefit organizations by helping them determine specific components or areas that, through focused efforts to reduce existing weaknesses, can then be converted to “opportunities” and even “strengths.” Questions to ask here could include “what obstacles prevent progress,” “what needs improving,” and “where are complaints coming from” (“Performing a SWOT analysis,” 2006). It is important to recognize during this phase that weaknesses are internal, considering personal issues as a weakness at this step in the analysis. Potential weaknesses for the campaigns, such as a lack of sales success, will be considered and discussed.

Looking at the Ford Get Tied to the Cause campaign, I will study and note the location of the implemented campaign advertisements and whether there was a lack of visibility in certain target markets. Did the planners allot the necessary time and commitment to the campaign and respond to change? For example, in 2004 the sales of the scarves topped $2 million, but in the follow-up year, sales only reached $1.6 million. What strategies changed? What significant internal areas changed and were reflected in the support of Komen?

The third step in the SWOT analysis will be investigating the opportunities of the campaign. In the article, “Performing a SWOT analysis,” the authors write:
This step is designed to assess, among others, the socio-economic, political, environmental and demographic factors which affect organizational performance. The aim is to identify circumstances which the organization can exploit and to evaluate the possible benefits to the organization. (2006)

Opportunities for the campaigns can identify new audiences and engineer expansion within their markets. At this point, it is important to note the “strengths and weaknesses of competitors” and capitalize on the opportunities that arise from competitors’ shortcomings (“Performing a SWOT analysis,” 2006). The opportunities will be compared to the ratings of Kaufman et al.’s scale. When addressing opportunities I will first determine if the campaign met the intended goals. If not, what can be learned and what steps could/would be taken to combat the issue when applying a new public relations spin to the next phase or new campaign? For the Ford campaign, the pairing with star designer Lilly Pulitzer increased sales of the breast cancer awareness scarves greatly. Would using the designer to create a series of scarves be more profitable (i.e. allowing Ford to contribute more to the Komen Foundation)? The campaign has also received support from television shows such as “ER” and “Grey’s Anatomy.” Is the public responsive to this type of publicity? If so, should the campaign take advantage of this sponsorship type of pairing? Currently, the campaign’s method of publicity promotes the initiative contributing to the success of the CRM campaign.

The fourth and final step of conducting a SWOT analysis is to identify potential threats to the campaign. By recognizing barriers, competitors, and
market shifts, the CRM partnership can gain insight into obstacles that may arise
during the campaign’s term. Looking specifically at the public’s needs can offer a
glimpse into impending threats. For example, is the economy on a downswing,
discouraging spending in occurrence with high unemployment rates? If so, these
are notable threats to a campaign and are worth acknowledging when determining
the successes or failures of a campaign. They are not internal factors that can be
controlled; but they are external threats that can affect the campaign’s success.
After conducting a thorough investigation into the threats, I will be able to
determine the success of the campaigns.

To determine any threats to the Ford campaign it would be beneficial to
research the history of the Ford organization. One quick search tells the story of a
Ford company that is significantly in debt and must fire hundreds of employees in
an attempt to return the company to profitability. This is a great example of how
public opinion can shape the contributions to the organization. Will the layoffs
affect contributions to the Ford campaign? Possibly, but not certainly, which
acknowledges that, while not a major threat to the organization, it is worth the
effort of researchers to evaluate the possible outcomes.

For those organizations that adopt SWOT methodology for their own
campaigns, the next step is to recognize the chance to integrate the opportunities
into their campaigns and consider the strengths, weaknesses, and threats when in
the design phase. The logic behind the SWOT analysis is to encourage new
behavior, not punish unsuccessful attempts to change. The organizations should
permit creative solutions to opportunities. The following sections will contain the
SWOT analyses of the Yoplait “Save Lids to Save Lives”, Avon 3-Day Walk, and Lee National Denim Day. The purpose of the research is to demonstrate the practice of campaigns using SWOT methodology. The three common bonds of the campaigns, breast cancer, CRM, and the Komen Foundation, demonstrate the various functionality of a SWOT methodology.
CHAPTER THREE
THE LEE NATIONAL DENIM DAY CAMPAIGN

Introduction

Lee National Day is a highly publicized one day event that encourages employees across the country to wear denim to work on a specific day for a donation of five dollars. Susan G. Komen for the Cure and Lee Denim experienced great success receiving support from participants nationwide. The partnership between Lee and Komen lasted for ten years, garnering a short-term success. While Lee gave millions of dollars to Komen each year in what seemed like a happy relationship, in 2006 Lee announced that benefits of Lee National Denim Day would go to the Women’s Cancer Research Fund, a part of the Entertainment Industry Foundation. Thus, the partnership between Lee and Komen was a short term success rather than the long term partnership we will examine in the next chapter. This chapter will look at the background behind the organizations, will provide a SWOT analysis of the campaign, and will develop learning points that can be used to create CRM movements.

Organizational Background

Lee Denim

In a small Kansas town in 1889, Lee Jeans was born manufacturing pants and coats. In its early days Lee created the first pair of overalls, establishing a foothold in the clothing industry. Over time, the company evolved into one of the industry leaders in their market. Today, “Lee Jeans is a leading international retailer and manufacturer of casual wear and work wear. Headquartered in
Merriam, Kansas, near Kansas City, Lee currently employs more than 400 people across the United States” (“Our Company,” 2007). The company is the largest publicly traded clothing company in the world and available for retail in over 20 countries. In 1996, Lee jeans decided to launch a cause-related marketing (CRM) campaign to improve their position in the clothing market (“Our Company,” 2007).

*Susan G. Komen For The Cure*

As discussed in Chapter 1, Komen’s story dates back 25 years ago when Nancy Brinker made a promise to her dying sister, Susan G. Komen, to end breast cancer. The Foundation has made the following pledge as a commitment to fighting the disease:

- **INVEST** more than $600 million in education and community health groups to ensure quality care for all and to help underserved women overcome the social, economic, cultural and language barriers to quality breast care and treatment.

- **INVEST** more than $400 million in innovative breast cancer research, with the goal of answering the most urgent questions in the fight against this disease - what causes breast cancer, how can it be cured, and, ultimately, how can it be prevented?

- **MOBILIZE** more than 10 million neighbors and friends – through events like the Komen Race for the Cure Series - to energize and empower a new generation of women and their families in the fight against breast cancer.
• SAVE LIVES - our mothers, daughters, sisters and friends - through increased early detection and new treatments that spare future generations the pain of this disease. (“Our Global Reach,” 2007)

To help inform the public and raise funds, Komen hosts several major cause-related marketing campaigns as well as sponsoring events such as the Race for the Cure (“One Promise. Two Sisters,” 2007). It is important to note that Komen is active in many event CRM campaigns and has experience working with many major American corporations.

The Womens’ Cancer Research Fund of the Entertainment Industry Foundation

The Entertainment Industry Foundation (EIF) is a collaborative effort of entertainment employees that address a wide variety of philanthropic needs. The EIF hosts five national programs: EIF’s National Colorectal Cancer Research Alliance, EIF’s Women's Cancer Research Fund, Hollywood Unfiltered, Diabetes Aware, and EIF’s National Art Education Initiative. The Women’s Cancer Research Fund was founded “to support innovative research, education, and outreach directed at the development of more effective approaches to the early diagnosis, treatment and prevention of all women's cancers” (“About the Women’s Cancer Research Fund,” 2007). The Fund often uses celebrity endorsements to publicize their messages which are an important factor of their relationship with the Denim Day Campaign. In addition to the CRM relationship with Lee’s National Denim Day campaign, the Women’s Cancer Research Fund

**Campaign Background**

Breast Cancer is one of the most widely recognized and widely publicized diseases among Americans. Former First Lady Betty Ford was one of the first celebrity females to share her journey through breast cancer treatment with the public, stating “maybe if I as First Lady could talk about it candidly and without embarrassment, many other people would be able to as well” ("Elizabeth Bloomer Ford," n.d.). Ford’s attitude has been shared by countless other public figures since today; many Americans have banded together to offer funding for research and treatment for breast cancer.

One of the most widely know breast cancer CRM campaigns highlighted two young actors from the series *Desperate Housewives* modeling denim in support of Lee Jeans’ “National Denim Day” (Bullock & Accurso, 2006). This campaign was launched in 1996 by Lee Jeans and has become one of the largest cause-related marketing campaigns to date. Lee Jeans was one of the first organizations to adopt breast cancer as a philanthropy, launching the casual Friday campaign to the work force to support their cause.

According to Bullock and Accurso (2006), executives at Lee were searching for a way to expand their business, and decided that if they could add another casual wear day to the work week, profits could greatly increase. The executives adopted breast cancer and planned a campaign that asked other organizations to allow their employees to wear jeans to work one day in October
in support of the Komen Fund. Lee asked contributors for individual donations of five dollars. Most businesses jumped on the idea, eager to support Lee National Denim Day, a cause potentially increasing public relations for their companies. These tactics were marketed in a way that implied that employers who did not allow employees to dress down for work did not support breast cancer research. What organization could benefit from the negative form of press? To date, Lee Jeans has donated over $52 million to the Komen Fund for breast cancer screening, treatment, and prevention, noting that “Net proceeds from Lee National Denim Day will support groundbreaking breast cancer early detection and treatment research with application to other women’s cancers, as well as local community breast cancer programs” (Bullock & Accurso, 2006).

However, in 2006, Lee Jeans broke their long connection to the Komen Foundation, instead establishing a new relationship with the Women’s Cancer Programs of Entertainment Industry Foundation (EIF). No public statements were issued explaining the break of relationships—only announcements about the new partnership. In analyzing the shift, the alliance between Lee and the EIF seems to be a natural fit. Lee heavily depended on celebrity spokespersons for awareness of the campaign and EIF had the resources and drive to help with the common goals:

Through EIF’s National Women’s Cancer Research Alliance and EIF’s Revlon Run/Walk For Women, EIF funds some of the most promising research being conducted today to develop new and more effective approaches to the treatment of women’s cancers . . . EIF grants have also
supported other state-of-the-art therapies bringing new and innovative treatment approaches to breast cancer worldwide. (Accurso, 2007)

The web site for the event, www.denimday.com, links the new relationship with EIF to the existing event. The site is dedicated to sponsoring the event offering promotional materials such as an idea book featuring posters, advertisements, and certificates in addition to sample email messages and press releases. Below is a sample “paycheck stuffer” that employers can add to their employees paychecks to educate their staff about the event.

![Figure 3.1](image)

**ON OCTOBER 6, $5 WILL GO FURTHER THAN EVER.**

It may go all the way to finding a cure for breast cancer. Friday, October 6 is Lee National Denim Day®. Simply donate $5 and wear your favorite jeans and Pink Ribbon Pin to take part. Donations go to the Women's Cancer Programs of EIF to fund groundbreaking breast cancer research and treatment programs.

The information housed on the web site boasts the seasoned history of the event and flashes images of celebrities and the Women’s Charities of EIF. Participants can register online and receive a participation kit as well as shop for clothing to support the cause.

The following sections will track the strengths, weaknesses, opportunities, and threats of the Lee National Denim Day campaign. Through documenting each area of the campaign, one can gain insight into the background and gauge the success rate of the campaign.
**SWOT Analysis**

*Strengths*

Lee Denim is a household name recognizable to the American public. This notoriety alone establishes credibility with the brand. Kaufman et. al, listed one of the criteria for strengths, “Can be copied by competitors.” Considering America’s fondness for denim, this statement would appear to be a downfall of the Lee National Denim Day. But due to Lee’s original foothold for the campaign no other jeans company has tried to compete with Lee. During the initial launch, casual Friday was a revolutionary idea. The idea of wearing denim in the workplace was unique – most employees found the opportunity to take advantage of the break in formality appealing. As shown below in the *Number of Participants* graph, the participating members almost tripled from 1996, the first year of the program, to 1997. From the statistics generated by Lee, this shows that Americans embraced the denim company’s campaign from the initial stages. Currently, they have built a group of dedicated community members who will participate in the event each fall.

History also shows that Lee is committed to the philanthropy. Lee created the three charts below to demonstrate the success of the program. The graphs display the considerable increase in dollars raised, participating companies, and number of participants showing America’s trust and relationship with the event. Lee National Denim Day meets consumer’s needs to participate in a fundraising
event without much extra effort. The website is also easily accessible using friendly navigation to allow a streamlined online registration process eliminating telephone or mail processing.

Figure 3.2
Dollars Raised From Lee National Denim Day Campaign

Figure 3.3
Number of Participating Companies in Lee National Denim

Figure 3.4
Number of Individual Participants in Lee National Denim Day Campaign
Based on the above discussion, the campaign meets the needs of the consumers in a unique way allowing donors to contribute through an event with little time and effort. The overwhelming success in dollars (5.5 million in 2006 alone) demonstrates consumer’s overall happiness with the campaign.

Weaknesses

The major weakness of this campaign is the removal of Komen and addition of EIF. Severing a relationship with a well-known organization could hurt the campaign’s true intentions of philanthropy. Lee began their campaign supporting the Susan G. Komen Breast Cancer Foundation in 1996. The pairing used each of their outlets to publicize the promotion. Komen would highlight Lee on their web site and in their printed brochures. Lee would contribute all proceeds from their Denim Day to Komen. As shown from the above figures, this relationship blossomed into a successful venture for both organizations. The 2006 shift in partnerships leaves consumers wondering if they could change their alliances again. This is demonstrated in the public’s support of the 2006 Lee National Denim Day versus the previous year. In 2005, Lee donated approximately 8.5 million to the Komen Foundation. Just one year later in 2006, the Women’s Cancer Research Fund received 5.5 million dollars from Lee’s 2006 event. (Bullock and Accurso, 2006; Women’s Cancer Research Fund: An Entertainment Industry Foundation, 2007). 3 million dollars is a major loss in revenue and the only notable change in the campaign is the partnership shift from Komen to the EIF’s Women’s Cancer Research Fund.
When Lee changed philanthropies for their event, they lost a major source of grassroots advertisement. Komen’s resources were expansive, including local affiliates and national campaigns. The Susan G. Komen Breast Cancer Foundation encouraged affiliates to add the event information to their websites as well as becoming active participants in Lee National Denim Day. The loss of this type of advertising could explain the loss in revenue. Lee and the Women’s Cancer Research Fund must find a way to bring that publicity and awareness back to their event. Komen was tied to the local community unlike the Women’s Cancer Research organization—currently the EIF has no satellite offices. Finding that common ground between the Research Fund and the average American will be one key to making this campaign work. While the campaign has several notable limitations, overall the campaign can overcome these areas of weaknesses and turned their new relationship into a successful partnership through focusing on increasing publicity of the EIF’s Women’s Cancer Research Fund.

**Opportunities**

With the new adoption of EIF’s Women’s Charities come new opportunities to make connections. One such connection exists with the donors that currently volunteer or donate with the EIF. By cultivating those established relationships, Lee and EIF can promote their paring with a fresh edge to constituents. Lee and EIF can also take advantage of the new relationship with the entertainment industry and use celebrity spokespersons to increase awareness. For the past several years, Denim Day has used a celebrity spokesperson for the event making this step natural. Through the new relationship, Denim Day will have
increased exposure and relationships with the people who are viewed the most by Americans—actors, actresses, and models.

The following advertisement has been taken from the 2007 campaign, demonstrating the Denim Day’s recognition of this opportunity and the future of the campaign’s publicity efforts. Pierce Brosnan, best known for his role as the cultural icon James Bond, models denim for the advertisement. The pink ribbon is strategically located on the lapel of his denim jacket, reminding readers of the campaign’s purpose. While this can be an opportunity, it is important to note that some members of the public find more value in a “common” citizen rather than celebrity.

Figure 3.5
Denim Day Advertisement
In “Using a Strategic Planning Tool as a Framework for Case Analysis,” Lai and Rivera documented possible opportunities and threats including demographic trends such as a more educated public and economic trends for instance changes in personal income and spending (2006). One such trend, education, is on the rise. Americans are more educated than ever. The 2000 census demonstrated that “Eighty percent of Americans are graduates of high school or higher, compared with 75.2% in 1990” (Henry, 2002). The CRM players can take advantage of that education. As the public becomes well-educated, they become more socially aware. In turn, this awareness can result in change. This campaign has the opportunity to move those newly aware individuals into active participants. They must find the connective tissue to link the prospective participants to their event or activity, whether it is through the cause or the act of wearing denim, and use that motivation to encourage the planned behavior. While there are no overwhelming opportunities available at present, and the campaign will not suffer because the planners did not take advantage of an opportunity, there are prospects for moving in positive directions.

Threats

Most American women who are knowledgeable of breast cancer have at least heard of the Susan G. Komen Breast Cancer Foundation. It is possible that those with strong ties to Komen could boycott the current event due to the removal of Komen as the beneficiary of the fundraising efforts. Neither Komen nor Lee has released information on the split, leaving consumers to wonder what happened.
Another threat to the campaign is the “business casual” movement. Many major employers in industry now allow their employees to wear denim to work every day. If employees are currently allowed to dress in a casual way, what motivates the employees to pay to wear denim? Lee must consistently push the benefits of the EIF to motivate participants – simply wearing denim to work is no a significant perk. There is no current opportunity to address this area but this is a valid concern as industry continues to evolve to a casual-dress environment.

A third threat to the campaign is that through EIF, Lee has paired with the makers of Herceptin. This new drug is a treatment option for women diagnosed with infiltrating breast cancer that has spread to more than one spot in their body (Genotech, Inc., 2006). Accurso noted that the EIF offers funding through grants that “have helped accelerate research that has contributed to the development of a breakthrough gene treatment called Herceptin®, the first successful drug that seeks out a particular gene found in one of three cases of the most aggressive form of breast cancer” (2006). This affiliation could prove problematic. Since partnering with a specific drug, Lee and the EIF risk association with not only the pharmaceutical industry, but also the drug itself. If there are major side effects or severe reactions to this drug in the future, Lee and EIF will be tied to funding and in turn tied to the reactions. An educated public might question the objectivity of the partners based on their association with campaign donations.

It is also important to note on the graphs titled Number of Participants and Dollars Raised that the year 2000 boasted significantly higher results than the following 3 – 4 years. This decrease is very likely attributed to the events of
September 11th 2001. Because Lee Denim Day is hosted in October of each year, the year’s events took place after the tragedy – when the non-profit world was still very unsure of their direction. Hearts & Minds.org documented this change:

Many of the charities that combat diseases like Alzheimer’s and diabetes, and social problems like poverty and homelessness, received fewer and smaller contributions since the terrorist attacks. Many once-committed donors now wanted to spend money assisting myriad relief funds. Funding problems were worsened by a lagging economy.” (The Effects of 9/11 on Non-Profits, 2007)

Thankfully, in the following years non-profit’s began to once again see an increase in their giving and today many community organizations have surpassed their struggles. This is a theme for all non-profits, but the noticeable trend in the above charts draws attention and must be discussed. This issue delves deeper than just one event. As America’s economy rises and falls, the current state of philanthropy can not be taken for granted. Non-profits must plan ahead to predict what might happen if we are struck with another major catastrophe and arrange for the future of their organizations.

These issues are serious and must be addressed to ensure continued success with the campaign. While they are critical, they do not demand immediate action. More research must be conducted on these subjects before decisions can be made. Overall, the Lee National Denim Day is a successful campaign whose strengths and opportunities in their market outweigh the weaknesses and threats. The Lee National Denim Day Campaign has received positive notoriety from the
American public. Each year there are hundreds of thousands of willing participants demonstrating the flourishing investments by EIF and Lee for years to come.

**Ethical Implications**

When Lee decided to promote the Denim Day Campaign, they chose a unique way of marketing. Their approach implied that those companies which did not participate in the campaign, did not care about breast cancer or women’s issues. This negative form of advertising could lead some consumers to question Lee’s tactics. An employee may truly be interested in giving to breast cancer funding but would prefer to give five dollars directly to their local Komen affiliate. The employee still cares about breast cancer research and treatment, but has a different way of expressing that interest. “Guilting” organizations and their employees into participating does not encourage the public to become engaged in campaign activities.

There are also ethical questions raised when Lee reports on the successful monetary donations to their campaign. Komen does not release statements quoting their exact monetary support from Lee, so Lee is the sole resource for the public’s information. Can Lee’s reports be trusted if there is no confirmation that their reports are accurate? How do we know what Lee counted as contributions for the campaign? Did Lee count Gift-In-Kind donations like t-shirts and marketing tools? It is hard to use Lee’s results as the only voice of statistical results for analysis.
Applying Lessons Learned from this SWOT Analysis

Based on the Lee National Denim Day Campaign, a series of learning points can be developed. These educational factors can help to shape a budding CRM campaign by serving as guidelines and best practices for creating a successful partnership. Through the following learning points, a non-profit will have a better scope of what can create the best partnership possible.

Creating A Plan to Focus on Expectations

One of the most beneficial lessons that can be learned from the Lee National Denim Day draws from a weakness in the campaign. When Lee Denim and the Komen Foundation broke their tie in 2006, they did not release information to the public about the nature of the split. All parties involved in the CRM union would benefit from creating a contract or agreement with their corporate sponsor. This contract would demonstrate a timeline, how much/what percentage the company will donate to the non-profit, as well as advertising and marketing issues. By mapping out this information from the start of the partnership, all parties involved focus on guidelines and can create goals with a common theme. Centering on an implementation date as well as an exit strategy will also allow the project to stay on task. Consider factors such as the length of the project and what happens if any contractual obligations are broken, such as should the relationship be severed if the expectations are not met? Talking about potential outcomes before they occur will make sure that everyone involved in the process has the same goals and expectations.
Finding a Good “Fit”

When a non-profit chooses to create a partnership with an organization that requires a purchase of product or an act (such as wearing denim), the non-profit should focus on creating a research plan that will help target those constituents that they would most like to participate in their campaign. By conducting research thorough a detailed survey or series of focus groups, a non-profit can determine the link between their mission and the for-profit’s product or service. Ensuring that the non-profit and the corporate partner have a similar audience is a factor for a mutually beneficial relationship. For the Lee Denim Campaign, their staff determined that most consumers purchase and enjoy wearing denim. They built their event based on something that the American public actively enjoyed, producing a very successful campaign. Lee Denim was also sympathetic to the cause creating a relationship built over time that resulted in millions of dollars. Consider treating the corporate partner as a potential donor. It is necessary to find that bond that links the corporation to the non-profit. This could be an internal link, such as a family member being touched by a disease, or even a shared interest in an outside source as farfetched as athletics with the corporations CEO. Whatever link that is the basis of the relationship, use the fundraising technique of moves management to cultivate that relationship and move the corporation to an active participant that is invested in the project plan.

Taking the Stigma out of Social Organizations

Also factoring into the CRM market is what type of foundation or non-profit corporate America chooses to sponsor. While for-profits have publicly
supported breast cancer groups, other health related groups, and even various
types of cancers, do not receive the same support. Special jeans, yogurt, t-shirts,
stickers, bracelets, etc. offering a portion of percentage of profits can be found for
purchase at the local mall. No results were found using an internet search for
mental health or drug rehabilitation apparel. While increasing awareness is also
on the agenda of many organizations, such as Gap, Inc.’s new campaign
sponsoring AIDS research, a few very specific causes hold a firm grasp on their
market. What holds Americans back from making the partnership? In the past 20
years, we’ve been touched by the many public figures who’ve documented their
fight with breast cancer. No longer do cancer patients have to hide in their homes
– they receive support from the public. Thanks to public speakers like Betty Ford,
Olivia Newton John, and Sheryl Crow, women are no longer stigmatized by
breast cancer. What other health organizations have to do is find a way to take the
stigma out of their cause.

Consider conducting a SWOT analysis to determine the social
organization’s focus. SWOT analyses are not solely for campaigns. In fact, most
SWOT analyses are based on strategic planning principles. Take advantage of the
literature available and conduct this research. Then it will be possible to look to
the future and plan successful actions that will increase a non-profits visibility.
For example, the campaign could use regular people in an advertisement to
establish ethos in a campaign utilizing either celebrity sponsorships. This would
highlight average Americans that have rehabilitated from a history of abuse for a
drug and alcohol clinic would increase overall awareness and in-turn, help to take
away that shame. By encouraging public figures to share their struggle, community members who do not have voice are given that voice. These actions provide the public with the knowledge and awareness necessary to contribute to the organization.

Focusing on Communication

One of the most fundamental of all communication is the act of listening. While most organizations are wrapped up writing their proposals, consider hosting a session that allows all parties to talk about their shared interests. Don’t just assume that the CRM plan will have certain goals, expectations, or outcomes. Listen to the partners involved in the process and what they would like to achieve. It is possible to create a business plan that reflects these goals. It’s also important at this stage to manage overall expectations. If it is not possible to deliver the necessary public relations or staff to the event, make this known as soon as possible. It is far better to forecast a potential problem and develop an action plan than have to focus on crisis management after the problem occurs. For example, Lee’s true focus is to sell more jeans – donating to a non-profit is a secondary need. If Lee does not sell more jeans will the CRM campaign end? Talking through these issues as they arise will ensure the partnership stays on task.

Branding Together

Consider the implications in pairing a corporate with a non-profit organization. The names of both organizations will be linked with the consumers and participants that engage in the encouraged behavior as well as any individual that is exposed to the marketing for the campaign. This branding affiliation is
demonstrated through advertisements with actors wearing denim (Figure 3.5) and breast cancer’s signature colors as well as the EIF’s logo. When people look at the advertisement they link the two organizations. The non-profits name will be associated with the product being sold or activity encouraged. Consider if this is worth the potential benefits and outcomes. Because Lee wished to continue their support of breast cancer after the partnering with Komen, Lee announced their new joint venture with EIF Women’s Cancer Fund to continue their support of breast cancer research and treatment.

With this new venture, Lee also established relationships through EIF’s ties. The EIF contributes funding to the pharmaceutical Herceptin. If Herceptin is found to cause major health-related issues, both Lee and EIF are linked to that problem. Lee gives money to the EIF who in turn gives to a pharmaceutical. On an encouraging note, Lee is also positively associated with contributing to breast cancer through their Denim Day campaign. These relationships can be either beneficial or toxic to an organization and it is important to weigh the costs and values of the shared branding.

Conclusion

Komen and Lee began their partnership ten years ago and experienced great short-term success. But the lack of communication with the public about the relationship is suspect. What caused the break and why was the public left in the dark? The 2006 Lee National Denim Day resulted in thousands of participants but did not reach the results of previous years when Komen was the recipient of
donations. The EIF and Lee must work together and focus on the new partnership creating the same excitement and participation levels the event previously experienced to keep the campaign successful.
Introduction

Unlike the previous chapter which highlighted a campaign that was a short-term success, this chapter will look at what has made this CRM campaign successful for a long period of time. When in the dairy section of the grocery store, you can’t stop your eye from wandering to the yogurt with the bright pink lids. These lids are part of the marketing appeal for Yoplait Yogurt and the Save Lids to Save Lives campaign. The Yoplait Save Lids to Save Lives Campaign has been a long term success for both Yoplait and Komen. This chapter will look at what factors have kept this CRM movement so successful and what factors threaten to hurt the campaign’s future.

Organizational Background

Yoplait

Yoplait is a subsidiary of food giant, General Mills. General Mills was founded around 1860 by two flour mills that combined to create the organization. Cadwallader C. Washburn started the company on the banks of the Mississippi River. Americans were looking for a healthier option for breakfast, and General Mills began creating their products to meet that need. After years of outgrowing facilities with the ever-expanding business, the company finally became a publicly traded company in 1927 (General Mills, n.d.). The organization’s products range from Wheaties to Pillsbury Crescent Rolls, from Betty Crocker’s
recipes to the Jolly Green Giant’s green beans. Of the General Mills’ subsidiaries, Yoplait is “a leader in the $2.9 billion U.S. yogurt category with products such as Yoplait Original, Yoplait Light, Go-GURT, Colombo yogurts, and Nouriche Smoothies” (Yoplait, 2007).

General Mills continues their dedication to wellness offering tips and programs on their website. Yoplait is a national sponsor for Susan G. Komen’s Race for the Cure each fall, in addition to the Yoplait “Save Lids to Save Lives” Campaign that contributes over one million dollars to breast cancer research each year. Yoplait also sponsors the Yoplait Champions recognition program, acknowledging twenty-five women who make significant contributions in their local communities to fight breast cancer. Today, General Mills carries the healthy initiatives that spurred their early success in support of several health related campaigns.

Komen

As we have seen, Komen is one of the leading non-profits in American philanthropy. The organization has received several Halo Awards for outstanding campaigns in cause-related marketing, demonstrating their success launching a variety of different campaigns. The “Save Lids to Save Lives” campaign was one of those recipients acknowledging the innovative and successfully nature of the campaign.

Campaign Background

In 1997, the Save Lids to Save Lives campaign was launched. The campaign can be traced back to when “a yogurt plant in California agreed to
donate some of its product to a breast cancer fundraiser. The next year, Yoplait went national and since has become the national presenting sponsor of the Susan G. Komen Breast Cancer Foundation Race for the Cure series” (Cause Marketing Forum, 2003). Yoplait created pink foil lids for many of their yogurt products and pledged to donate ten cents for every lid collected. Once consumers buy the product, they save the pink lids which can then be mailed to Yoplait’s headquarters. The company matches each lid up to 1.5 million dollars with a minimum donation of five hundred thousand dollars. Each year, the organization sponsors the lids for two three month periods, most recently September through December of 2006 (Yoplait, 2007).

In 2005, Komen and Yoplait celebrated the ninth anniversary of the Yoplait “Save Lids to Save Lives” Campaign. Over the years, the campaign gained notoriety not only from the American public, as proven not only by the participation in the campaign, but also from the marketing industry: “In 2003, General Mills and the Komen Foundation received Golden Halo Awards for outstanding leadership and achievement from the Cause Marketing Forum, an association of marketers and charities who come together to share best practices” (Save Lids to Save Lives, 2007). This award is given once per year to an organization and non-profit “for their leadership and outstanding efforts in the field of cause marketing” (Cause Marketing Forum, 2003). The two organizations paired for a highly successful and accomplished campaign.

The Yoplait website is also the hub of communication with the consumer. On the website, potential participants can download a “Lid Collection Toolbox”
to help promote and collect lids for a group. The toolbox includes a variety of resources including a lid-o-meter, an email template, door hanger, t-shirts iron on, and computer background wallpaper. The following are the poster and lid-o-meter from the website. Like many other organizations that support breast cancer research, Yoplait employed the pink color and ribbon of branding that has become associated with breast cancer fundraising efforts.

Both items demonstrate the branding used throughout the Komen and “Save Lids to Save Lives” campaign. Through the use of the color pink, especially the pink ribbon, the campaign is easily identifiable to breast cancer and to the yogurt company. Yoplait is also encouraging consumers to start campaigning their family, friends, and co-workers by posting the advertisements in public places.
For example, the figure on the left can be posted in a company break room with the contact information of a fellow employee. The lid-o-meter can demonstrate team support for the cause, keeping participants motivated to reaching a goal. This is essentially free advertising for both Yoplait and Komen.

**SWOT Analysis**

*Strengths*

One of the strengths of the campaign is that many consumers currently purchase yogurt, the only additional cost they incur is a stamp for mailing. Yoplait has an established base of consumers and only builds on that existing base when citizens wishing to support Komen are involved. One of Kaufman et. al’s criteria for an ideal strength is that it “defines uniqueness.” No other yogurt company offers a similar CRM effort and Yoplait has experienced a positive response from consumers, as demonstrated in overall sales, since the inception of the campaign.

Another strength of the campaign is the decision to support breast cancer. While research (Mosca, Johnson, et. al) has found that heart disease is the number killer of American women, breast cancer is a disease that strikes a chord with the public. Women cringe at the thought of losing part of their body that many feel gives them their femininity and want to offer support to those struggling with the disease. As discussed in the previous chapter, many CRM efforts focus on the use of the pink ribbon. For example, only once has the Campbell’s Chicken Noodle Soup changed its colors from the classic red and white. In October of 2006, Campbell changed their traditional colors to pink and white for Breast Cancer
Awareness Month. The company created a limited run of pink and white labels to offer support for breast cancer. Reisman described the scenario in her article, “Breast Cancer for Fun and Profit”:

The truth is that breast cancer is a *sexy* illness to exploit for fun and profit. Do women want to look at pictures of fatty hearts and clogged arteries when they shop for Campbell's Chicken Noodle Soup, Yoplait Yogurt, Estee Lauder Pure Color Crystal Lipstick, Totes umbrellas, BMWs, Cartier watches, New Balance sneakers, or any other of the many fine products in which a purchase during October results in a donation to breast cancer causes? Does anyone? (2007)

One of Yoplait’s most fundamental strengths was the decision to support Komen ten years ago, and today, they reap the rewards of pairing with a popular cause.

In its tenth year of existence, the campaign is well established and consumers are becoming more familiar with the campaign. The marketing behind the campaign empowers each user to take responsibility for finding a cure for breast cancer. The advertisement below (Figure 4.4) embodies a hand asking the public “if you held the cure in your hand, would you throw it away?” This language encourages the behavior to not only purchase the Yoplait product, but return the lid—either offering strength to those who participate in the campaign, or guilt to those who have the power to cure the disease and do not participate.

The leader in professional fundraising efforts, the Association of Fundraising Professionals, defines marketing as:
A process designed to bring about the voluntary exchange of values between a not-for-profit organization and its target market, such as the transfer of a donation in exchange for addressing a social need, recognition, or a feeling of good will. (2002, p. B-7)

The Yoplait advertisement meets this definition through the use of addressing a social need, breast cancer, and a feeling of good will, returning their labels for fundraising.
Weaknesses

The main weakness in the campaign lies within the return of the lids. Consumers can only turn in the lids during a specific time each year. Within that time period, only pink lids can be returned to Yoplait. If consumers miss the three month window of return, Yoplait will not accept their lid, even if the returned lid...
was purchased during the designated time period. Yogurt with pink lids can continue to be sold in retail stores after the completion of the campaign, forcing consumers to research the campaign deadlines for return. This window is often confusing for the consumer. Yoplait must find a way to educate the public on the campaign details to encourage repeat behavior.

A third weakness of the program is the decline in money given per lid. In 1999, the company claimed that 50 cents per lid collected would be given to charity. In 2007, Yoplait offers ten cents per lid to Komen. Why the drastic reduction in the amount of giving from Yoplait to their partner? Yoplait does not release the number of lids collected, and this leaves consumers wondering just how much their purchases impacts Yoplait’s giving. It is easy to gauge returns if the donation to Komen does not reach the maximum of 1.5 million. It becomes harder to estimate the amount of lids collected when Yoplait offers the maximum of 1.5 million. The potential giving could spill well over the current cap of 1.5 million.

Opportunities

One opportunity that stems from a weakness is to consider making the project year-round. This would help clear confusion for consumers about the dates the labels should be returned. Another opportunity to help with the confusion is to add a date on the label and allow consumers that purchase the product within the specified date range the ability to return their label for contribution. Both of these suggestions would help appease the weaknesses and threats of the campaign.
Expanding the product line of lids would also encourage more consumers to participate in the campaign. While Yoplait explains “All Yoplait yogurt packaged in either 4 or 6 oz. cups will feature a pink lid during the collection period. This includes cups in Multi-packs and Fridge Packs. It also includes Yoplait beverage products” (Yoplait, 2006). Yoplait Grande and go-gurt currently are not available as part of the promotion. Yoplait could expand the campaign to all of their products, offering their support and promoting maximum goods in return for consumer participation.

Threats

As the CRM industry grows, so do the companies that wish to jump on the breast cancer bandwagon and exploit America’s philanthropists. Several aspects of the “Save Lids to Save Lids” have raised red flags with community members, seriously threatening the validity of the campaign. In 1999, Cathy Cox, the Georgia Secretary of State, launched an investigation into the campaign concluding that it was “deceptive and misleading to Georgia consumers” (Riggall, 1999). The cause of concern focused on the amount of giving per lid. While Yoplait pledged to give Komen 50 cents per lid, they agreed to donate a maximum of $100,000 to the organization. This information was not available to consumers until after they purchased the product and read the fine print under the lid. Reisman found that during the 1999 campaign, if Yoplait would have donated the full 50 cents from each lid without a maximum donation level of $100,000, the organization would have donated $4.7 million to Komen (2007). The resulting investigation forced Yoplait to donate an additional $63,000 dollars to
Komen based on the percentage of lids that were returned from the State of Georgia (Riggall, 1999). This threat questions Yoplait’s’ true intentions – are they only interested in making a profit or do they really care about breast cancer research?

Another threat of the campaign is that many community members buy the lids with the intention of returning the labels but in fact do not return the lids. Yoplait does not offer redemption after the three month limit expires. The company does not track the donations through the number of products purchased, but through the lids collected. This type of marketing suggests that Yoplait intends for consumers to purchase the lids and forget to return the labels. If Yoplait offered the donation at purchase, donations would be greatly increased. This threat also questions Yoplait’s true motives for involvement. It is unclear just how much the Save Lids to Save Lives Campaign has contributed to sales, but because of the amount of participation in the campaign, it can be deduced that the efforts have positively affected their sales.

The threats to the campaign are notable, but overall Save Lids to Save Lives has experienced a positive outcome. While the ethicality may be in question on several issues, the American public has continued to support the campaign by purchasing the yogurt. Yoplait should address the threats that could potentially cause public perception to shift.
Comparing CRM Campaigns

CRM campaigns can take a variety of different approaches, from participating in an event to purchasing a product. The different types of participation allow community members options for supporting non-profits. Will they participate in Relay for Life or buy Dyson’s limited edition pink vacuum? The opportunities for supporting breast cancer through CRM are overwhelming. Komen alone currently participates in dozens of these campaigns. If Komen can take advantage of the variety of giving options, other non-profits should be able to learn from Komen and use corporate America’s support to their benefit.

The Save Lids to Save Lives and Lee National Denim Day campaigns share (d) breast cancer, specifically Komen, as their cause. As noted in the previous chapter, Lee experienced a significant decline in participation and gave a lower amount to their new philanthropy the year they broke their relationship with Komen. Yet Yoplait has reached their maximum giving level for the past several years. This trend in donations should be noted. Yoplait has stayed loyal to Komen since adopting the organization as a cause, while Lee has severed the longtime relationship with Komen for the Women’s Cancer Research Fund. Could part of Yoplait’s continued success and Lee’s decline of funds given to Lee National Denim Day stem from the public’s perception of the relationships? Without thorough research on the Lee campaign, which is currently unavailable, this is only a hypothesis. It is a theory founded on a trend of giving, allowing speculation to occur.
Ethical Implications

As discussed in the threats analysis, Yoplait’s ethicality has come into question. When Georgia’s Secretary of State demanded that the company donate more funds to Komen, the principles of the campaign were questioned. Why had Yoplait chosen to hide the details and stipulations of the campaign under the lids of the yogurt? If the company was truly interested in giving to a non-profit, why wouldn’t they offer all information about the donation before the purchase of the product? This type of behavior implies that Yoplait does not really care about Komen; they are only interested in the additional sales that can come with a CRM campaign.

Over the years, Yoplait’s funding for the campaign has drastically dropped. When the campaign was launched, Yoplait pledged to donate fifty cents per lid. In 2006, that level of donation fell to ten cents per lid. The major shift in funds leaves consumers wondering if the initial donation amount was only to catch consumer’s attention. If this is the case, then Yoplait’s motives are not driven by philanthropy. To date, Yoplait has not released any statements about the decrease in funding. Unlike the previous example above, no public figures have questioned this practice, allowing Yoplait to continue this action. To keep corporation’s intentions honest, both the non-profit involved and the public must voice their disapproval for such behavior. As we saw from Georgia’s Secretary of State, the public does have the power to force corporations to directly fulfill their obligation to a non-profit.
Applying Lessons Learned from this SWOT Analysis

It is imperative that we learn from these campaigns to gain knowledge into CRM campaigns. With this knowledge, it is possible to take away new opportunities and education for each non-profit.

Using a Partner’s Strengths

Each organization involved must have a mutual respect for the other party. With this general respect will come acknowledgment of the expertise of their partner. For example, in the Save Lids to Save Lives Campaign Yoplait creates their own marketing projects, including the lid toolbox, as a demonstration of their dedication to health as a positive public image. They used Komen’s logo to associate the relationship as well as utilizing the established pink ribbon for breast cancer awareness.

![Yoplait Yogurt Lid](image)

Figure 4.4
Yoplait Yogurt Lid

This is their strength – they are positive, encouraging people to use their product instead of slandering another. Take advantage of partnering organizations strengths. If the associate has had great success with an internet/web site solicitation and your organization has strength in community relations, use one another’s experience to further the partnership.
**Being Honest**

One of the most vital of all lessons is honesty. Be honest about what motivates each partner and then recognize your role in the involvement, acknowledging that the partnership is not only fostering a cause, but also to help business. Without that honesty, objectives can be lost. While many for-profit organizations are generally interested in the well-being of their community, their bottom line is still turning a profit to their stakeholders; a non-profit is focused on their own individual mission. Yoplait will always be dedicated to the promotion of their own brand, and Komen’s mission is to fight against breast cancer; each have their own separate goals, but must acknowledge the other’s contributions to their respective market. Yoplait will never let their CRM efforts overshadow their own profits and domination in their industry. They are a for-profit organization and have a responsibility to their share holders, not to the non-profit that they raise funds for.

**Finding a Tool to Evaluate Effectiveness**

Without measuring the success of the campaign, how can the effectiveness be judged? Develop a process of observing and assessing the campaigns effectiveness. These goals could come from both partners. For example, was one of Yoplait’s objectives to sell a specific flavor or product? If so, it is important to take a baseline of the product sales before the campaign is launched to compare the results. If improved retailing is the goal, then product sales will demonstrate the success. Other causes of effectiveness are not as easy to measure. If one of
Komen’s objectives is to increase awareness of breast cancer prevention a more specific tool must be designed. Using specially designed surveys and focus groups will garner the results of Komen’s intended objectives. Being sensitive and aware of the different types of tools needed will help to determine the potential effectiveness of a campaign.

*Establishing expectations*

A fourth learning principle is based on goals. Both partners need equally satisfying, measurable goals to exhibit success. These goals can then promote and encourage continuous dedication to development. Consider whether or not the company should be fully disclose all the campaign details to the public. For example, Yoplait offers to donate up to $1.5 million to Komen, with a minimum of $500,000. For each time Yoplait sponsors the campaign, Komen has an expected cash flow of at least $500,000. In turn, Komen knows that they will have that expected cash flow to designate to treatment, education, or general expenses. With this expectation in place, all parties involved are aware of their contribution to the campaign. Komen also advertises the campaign on their web site as well as encourages their affiliates to do the same. Yoplait expects that Komen will help spread news of the campaign to their core audience, saving advertising money and time for the yogurt company.
Conclusion

While this campaign is branded a long term success, several issues have been noted by major figures. Georgia legislature found that hiding contribution details under the lid was an unethical practice and as a result, Yoplait was forced to donate additional funds in the state of Georgia. This type of behavior damages a consumer’s perception of CRM campaigns and hurts all organizations that choose this type of marketing. While the relationship is a great success at raising funds and publicity, sometimes this comes at an ethical cost.

The learning points for this chapter demonstrate various techniques for developing a CRM campaign. One of the most practical, creating a tool for evaluation, will allow researchers to determine if the movement is a success or failure and gain insight into factors such as the ethical concerns discussed above. Establishing expectations is another learning point that will help to guide the CRM relationship. Overall, the campaign can be labeled a long term success because of the large amount of donations Yoplait has raised for Komen.
CHAPTER FIVE
BREAST CANCER 3 DAY WALK

Introduction

In the previous chapters, I have outlined two campaigns, one a short-term success and the other a long-term success. But sometimes, we learn the most from our major failures. This chapter follows Komen again through another partnership—this time with Avon. In this example, Komen’s partnership with Avon failed. Approximately seven years ago, Komen and Avon started the 3-Day Walk, which was an intense 60 mile walk lasting three days. Participants were asked to raise a significant amount of money to partake in the event. In return, they would receive an unforgettable experience while raising money for breast cancer in the process. This partnership failed when Avon’s stockholders expressed their displeasure with a mere 60% of profits going to Komen.

One of the major reasons for the failure can be attributed to the failure of management to minimize administrative costs. Had Avon’s management team focused on keeping costs low in order to maximize profits, the original partnership could still be in place today. Instead, the partnership was evaporated and Komen has partnered with Internet powerhouse, Kintera and the National Philanthropic Trust Breast Cancer Fund to create their own 3-Day. Avon formed their own event, the Avon Walk for Breast Cancer, raising funds for the Avon Foundation. The once linked organizations have eerily similar events competing
for the same core audience and funds. Instead of being partners, they are now competitors for the cure.

**Organizational Background**

This campaign has several major players that impacted the success, or lack thereof, of the campaign. We are going to take a brief look at each of these players to gain an understanding of the history of the campaign.

*Avon*

One of the largest cosmetics companies in the world, Avon, was started by David H. McDonnell in 1886. Known as the California Perfume Company, the organization quickly expanded to international capacity within 20 years of its founding. Edwards described the organization as a “woman’s company” cultivating “that image through comprehensive corporate outreach campaigns targeted towards women’s issues: breast cancer (Breast Cancer Crusade); fitness (Avon Running – Global Women’s Circuit); entrepreneurship (Women of Enterprise Program); and overall health (WorldWide Fund for Women’s Health)” (2004).

Avon began their philanthropic crusade with a donation of $400 in 1955. To date, Avon has donated over $500 million to philanthropies worldwide (Avon Foundation, 2006). In 1992, Avon began their relationship with breast cancer research and fundraising. Breast Cancer is Avon’s main philanthropic cause accounting for $450 of the $500 million raised through their organization. This relationship with breast cancer fundraising is important as Avon divides from
Komen and the 3-Day to start a walk of their own also benefiting breast cancer research.

**Palotta Teamworks**

Both breast cancer awareness and AIDS prevention and treatment became mainstream to the American public in the 1980’s. From these awareness campaigns came a major sponsor in events – Palotta Teamworks. Palotta was the second major player in the campaign process. The company was started as an event in 1982 by a Harvard University junior that wanted to help make a difference by biking from Seattle to Boston raising funds for “Ride for Life.” Ten years later, that Harvard student, Dan Palotta started the Daniel Palotta Company; “The company did private foundation grant research and grant-writing, major gift development consulting, and direct-mail design for a variety of charities, including American Oceans Campaign, the Blind Children’s Center, and the Los Angeles Gay and Lesbian Community Services Center” (History, 2004). Palotta started the AIDSRide benefiting AIDS research and treatment and by 2001, the organization had raised over $69 million for charity. Palotta was one of the original sponsors of the 3-Day and was very active in the creation of the event. The organization relied heavily on support from other sources such as Komen and Avon and could not survive on their own – notably from their failure and subsequent closing.

**Komen**

After the previous campaigns have been discussed, it is easy to see that Komen is a leader in the non-profit world both in research and fundraising. The
organization acknowledged this accomplishment in their annual report stating
“Cause-related marketing is a forged partnership with dedicated corporate
citizens…Through the programs we participate in, the foundation benefits, our
partners benefit – and most critically – our key audience benefits…We are proud
of our pioneer heritage in the cause-related marketing world” (Cause Marketing
Forum, 2003). Komen is dedicated to cause-related marketing boasting
partnerships with over 80 organizations:

Komen’s “Million Dollar Council” alone (those companies whose
partnerships have raised at least that amount for the foundation) is
an impressive roster. It includes: American Airlines, BMW of
North America; Ford Division of Ford Motor Company; Hallmark
Gold Crown Stores; Johnson & Johnson; Kellogg Co.; Lee Jeans;
New Balance Athletic Shoe; Occidental Chemical Corp.; Pier 1
Imports; Rally for a Cure; Titleist; Cobra & Footjoy Worldwide;
Women’s International Bowling Congress; Women’s Mortorcycle
Foundation; Yoplait USA; and Zeta Tau Alpha Fraternity. (Cause
Marketing Forum, 2003)

These partnerships are overwhelming and hard for consumers to remember.
Instead of focusing on a smaller amount and managing those well, Komen chose
to partner with a large amount of corporate organizations, letting several CRM
campaigns fall through. This will play into the demise of the original 3-Day Walk.
The National Philanthropic Trust, also known as the NPT, “is an independent public charity dedicated to increasing philanthropy in our society. We help individuals, families, companies and organizations pursue their philanthropic interests to the causes they care about most, removing administrative burdens and maximizing the effectiveness of their giving” (“Breast Cancer 3-Day Fact Sheet”, n.d.). Only ten years old, the NPT has become one of the 150 largest philanthropic organizations creating “individual philanthropic solutions for each donor tailored to their interests” (Breast Cancer 3 Day Fact Sheet, n.d.). The NPT’s unique way of catering donation opportunities to the community has allowed for their continued success in the market. On the cutting edge of donation opportunities, NPT allows contributors to donate through donor advised funds as well as special interest funds. Few organizations have the capability of distributing money through these donation options with success and NPT has found a way of creating their niche market by taking advantage of this distinctive trait. While Komen is the main recipient, the NPT has taken advantage of the sponsorship from Kintera and used the event to publicize their organization as a beneficiary.

Kintera
The educational, non-profit, and corporate software developer, Kintera, is currently the online organizer of the 3-Day Walk. The company specializes in internet solutions such as forums, online donation space, and registration for 3-Day. The organization created “The Giving Experience” model to help improve donations to causes: “The Giving Experience is an ongoing, evolving affinity
between a donor and their cause. When donors know with instant certainty that their gift was received – and are continuously reminded of its impact – they develop a greater attachment to the organization” (About Us, 2007). Figure 5.1 below illustrates The Giving Experience developed by Kintera. This model rewards participants of the walk immediately reinforcing their behavior through acknowledgment.

We’ve now overviewed all the different players of the 3-Day Walk. Now we can look at how their interactions lead to the campaign’s failure.

**Campaign Background**

The Breast Cancer 3-Day began as a partnership between Avon and Pallotta Teamworks, “a for-profit cause-marketer specializing in extreme events” (Edwards, 2004). When the campaign was launched, walkers raised $1900 and walked for an average of 20 miles per day for three days. The event was successful and received a large amount of support from local communities. But in
the fourth year of the event, critics voiced concerns that only 63% of the funds raised were being donated to breast cancer. Just a few months later Avon withdrew support of the 3-Day walk and started the Avon Walk for Breast Cancer. Shortly thereafter, Pallotta disintegrated, leaving walkers for that year concerned about the upcoming events (Edwards, 2004). Avon decided to honor their commitment to the walks in 2002, but in turn alienated many of their one-time loyal participants.

The new Breast Cancer 3-Day requires a minimum donation level of $2200 asking participants to walk the same average of 20 miles per day for each of the three days of the event. The event is like a small city for the duration of the event offering meals, medical support, entertainment, showers, housing, and encouragement to the participants. The new Avon Walk for Breast Cancer requires participants to walk just two days and 39 miles with a minimum donation fee of $1800. The event shares the same community atmosphere of the 3-Day events offering support to participants.

In 2007:

Eighty-five percent of the net proceeds raised from the Breast Cancer 3-Day will benefit Susan G. Komen for the Cure, which is leading the global movement to end breast cancer forever, by funding research and community outreach programs. Fifteen percent of the net monies raised will benefit the National Philanthropic Trust Breast Cancer Fund, a special field-of-interest fund that will provide support for breast cancer initiatives.
including research, treatment, prevention and education. (“Breast Cancer 3-Day Fact Sheet”, n.d.)

The increased donation levels of the event are well-received as the current 3-Day Walk hosts events in major cities across America including Atlanta, Boston, Chicago, Tampa Bay, Dallas, and San Diego.

The 3-Day Walk uses their website as the hub of the event. On this website participants can download information on fundraising and training, donors can learn about the beneficiary organizations, and volunteers can join message boards for opportunities. The posters below are part of a large variety of tools available for participants for distribution. Similar to Yoplait’s “Save Lids to Save Lives,” participants are encouraged to publicize and solicit family and friends for support. This marketing tactic saves money for Komen, NPT, and 3-Day as each participant is encouraged to use public relations tactics to increase community awareness of the event. The smiling women’s emotion draws attention to the posters and the pink signature color of breast cancer highlights the events details.
SWOT Analysis

Strengths

One of the most notable attributes of the 3-Day Walk is the level of commitment and connection with the event’s participants. The message boards are a unique way of bonding the participants to the events, and one another, long before they take their first step in the walk. One volunteer named David described this feeling:

I expected it to be powerful, but describing it just isn't the same as being there and seeing it for yourself. I expected sentiment, some sadness and a lot of feeling of victory and it turned out to be so...
much more: Happiness, Sadness, Memories, a feeling of working
together, feeling a part of everyone else and a feeling of strength
that a cure is possible. (Volunteers, 2007)

Many participants and volunteers share this feeling of connection demonstrated
through the various quotes and photographs from the event. By creating a bond
before the race began, the participants stayed motivated and engaged.

This connection leads to another strength of the campaign: the amount of
resources available to participants, crew, and their supporters. The web site
features an abundance of materials ranging from posters advertising the event to
“How to’s” such as the below document on fundraising. These resources prepare
the attendees offering them a wealth of information available for research. If
participants are unsure of the physical demands, the web site has developed
several training plans. Want to connect to other walkers in your event? Go to the
forums and make new connections. The web site’s information was carefully
thought out demonstrated by the organization and ease of access required to find
information. Walkers can use the web site as their base camp creating their own
web pages for local support. Their family and friends can send encouragement
and check on their friend’s progress. The resources available are great way of
keeping participants informed of the 3-Day Walk events.
Figure 5.4
Tips for Raising Funds

Figure 5.5
3-Day Web Site
Weaknesses

According to consumeraffairs.com, the average American’s salary is “$40,409” (American Workers Pour 2005 Salary Increases Down Gas Tank, 2005). The minimum level of donations required for walkers is $2200. This is a fairly significant percentage of a family’s income. While the event’s web site offers tips on fundraising techniques, this does not ensure that participants will meet the donation requirement. In 2005, Consumer Affairs reported that that same American household will spend 1,341 dollars on gas – in one full year (American Workers Pour 2005 Salary Increases Down Gas Tank, 2005). The cost to participate in the event likely overshadows the benefits to some potential walkers.

The actual length of the event is also a concern for walkers. Enduring sixty miles of vigorous exercise in just three short days is a physically demanding task. Participants must be in top physical shape just to complete the event. To combat physical training hurdles, the event web site features several training plans preparing for the commitment. Even though participants may train for many months, the events time constraints (20 miles each day for three days) is hard to duplicate for the walkers. The difficulty of preparation for walkers makes the event’s physical scope a weakness.

A third weakness was a major downfall for the original walk. The end of Avon’s support in 2002 was triggered by unhappy stockholders. The holders wanted more of the event’s money donated to the philanthropy. Instead of revamping the existing walk, Avon created its own two-day event. The “behind
the scenes” work of the original 3-Day walk overpowered the benefit. Indirect costs of the campaign contributed to the highly profiled event’s downfall. Indirect marketing is the price to create a campaign that cannot be attributed to a specific cost. Examples of indirect costs include:

- Administrative and executive staff: the Executive Director, the director of finance, the receptionist, clerical staff not dedicated to specific programs
- Office space used by those staff: rent, utilities
- Equipment and contracts used by everyone: copiers, phone systems, janitorial service, etc.
- Board of directors’ expenses
- Non-program-specific staff training
- Agency liability insurance
- Fundraising & marketing expenses

(Nilsen, 2005)

Eden, et. al (1986) created a resource for specifically non-profits titled “Indirect Costs: A Guide for Foundations and Nonprofit Organizations. This guide outlines the differences between indirect and direct costs:
Perhaps the expenses were so high because Avon outsourced the event to Palotta, noting that while Avon currently organizes their 2-Day Walk, the current 3-Day Walk has ties to Kintera. By paying another company to work on the event, Avon lost not only control, but also money that could have been given to Komen.
Opportunities

One of the benefits of having an event in a few selected cities is that as participation increases, the number and location of cities involved can be expanded. In 2007, twelve cities will host the event over the course of four months. Major metropolitan areas such as New York City, Houston, and San Francisco are currently left off the 3-Day roster. This leaves the door open for any future opportunities for those cities. The race can continue to grow and reach new participants by expanding to new cities across America.

Threats

The “walk” phenomenon is overpowering the philanthropic event market. With Komen’s Race for the Cure, American Cancer Society’s Relay for Life, Avon Walk for Breast Cancer, and March of Dimes’ WalkAmerica, the 3-Day Walk for breast cancer starts to lose its identity. The event is not easily distinguishable from any other – Avon’s Walk also requires a high donation and commitment to physical exercise. In fact, the two event web sites are surprisingly similar. The 3-Day also shares breast cancer as a philanthropy. So what distinguishes the 3-Day Walk from its counterparts? Currently, the event has not found that niche. With new walks popping up each year, the creators of the 3-Day must find a way to make their walk stand out.

Part of the similarities that occur between the Avon Walk for breast cancer and the Breast Cancer 3-Day are likely due to the origination of the campaign. When the original 3-Day Walk was created, Avon sponsored the event. As discussed above, the split between the sponsor and event occurred in 2002
causing great despair over the walks. Many participants expressed their displeasure with the event on message boards. Some even felt betrayed:

I am a 3 year 3 ‘peater of the Atlanta 3 Day. I don’t think I can say that myself or my donors have ever felt so betrayed over the Trust we have had for the Avon Corporation and the event that your name represented on ‘all’ the clothing I do honorably wore the last 3 years. As my father use to say ‘Don’t trust anybody’. As I have found out that also includes reputable corporations. (Edwards, 2004)

The forums that allowed these participants to bond served as a breeding ground for venting frustration about the event. Edwards was able to divide the responses in three categories: Disenchanteds, Moderates, and Advocates (2004). Without any moderator from Avon or Palotta to operate damage control, the three groups lashed out at the organizations and other users in the quest for answers. This greatly hurt the image of the founder, Avon, but most importantly hurt Komen. As the organization that benefited from the event, Komen lost a major sponsor and gained another competitor in the breast cancer fundraising market.

Comparing CRM Campaigns

The failure of the original relationship with Komen has similar traits to the failed relationship with Lee Denim. While the events of the 3-Day Walk occurred almost four years before the Lee collapse, Komen offered the same strategy – no publicity about the break. The short term success of the Lee campaign
overshadows many of the weaknesses of the campaign, but looking back the staff of Komen could have learned lessons from lack of information from its failure in the original 3-Day Walk sponsored by Avon. Without releasing public statements, Komen risked the potential public relations nightmare that occurred with the Avon 3-Day Campaign.

**Ethical Implications**

This case brings up an interesting ethical question. When Avon pulled their support of the 3-Day, their public image suffered. But what kind, if any, of obligations did Avon have to the Komen and the 3-Day event? When Avon’s stockholders expressed their displeasure with the percentage of funds going back to Komen, the stockholders encouraged Avon to withdraw from the 3-Day Walk. It is notable that Avon realized that more funding should be given to Komen. But was the separation necessary to increase the percentage of funds going to the organization? Why couldn’t Avon and Komen work together to streamline their expenses?

The cosmetics company offered financial and public support for several years helping to establish a dedicated base of participants. When Avon removed its support, the event was thrown into a disarray. The timing of the pull out is also questionable. Should Avon have waited until all planned events were completed to end the relationship? Edwards (2004) noted that many of participants were angrier with Avon—much more so than Komen. The separation made Avon look as if they were not dedicated to the cause, and Komen was “abandoned” for a new
non-profit. All of these questions stem from the public’s expectations of Avon’s loyalty to Komen and their perceived obligations.

**Applying Lessons Learned from this SWOT Analysis**

*Use dual publicity*

One of the most common threads through all three campaigns is the use of dual publicity. While each corporation is providing information on Komen, Komen is extending the same courtesy and publicizing the corporation/partnership on their web sites. On the 3-Day Walk web site a detailed description of Komen and the National Philanthropic Trust is published in conjunction with links to their respective web sites for more information. Both Komen and the National Philanthropic Trust boast information on their website about the event. Van Yoder explains this opportunity in his article discussing cause-related marketing: “As your partnership takes shape, become ambassadors for each other. Talk about the charitable organization and have flyers available. Promote the organization (and your partnership) on your website and in your newsletters. Ask your partner to extend the same courtesies to you” (Varadarajan, R. & Menon, 1998). If both organizations work together to target their separate demographics, the potential community participation can double. For the philanthropy and corporate organization alike this increases visibility offering new audience members. The non-profit can benefit from the marketing expertise employed by a corporate organization while the corporate organization receives increased credibility from the public.
Anticipate Problems

Define problems and explore feasible solutions before they occur differing any potential causes of friction. By creating procedures for problem assessment, all parties involved have a clear view of expectations and solutions available. Consider what could have happened had Avon and Pallotta discussed problems. Avon had to create its own event and Pallotta went bankrupt as a result of the lack of communication. Participants would not have been in limbo for several weeks as the organizations conducted damage control. The disgruntled walkers and donors would never have had the negative experience. The message boards provided a breeding ground for venting, in turn fueling negative ideas and offering misinformation to participants. Developing shared communication techniques and estimating potential problems could have prevented the negative situation that occurred with Avon and the original 3-Day Walk.

Protect confidentiality

Each organization involved must be fully vested in the confidentiality issues associated with the partnership. The partners must agree on a communication technique. Whether information should be withheld, such as with the Yoplait Lids Campaign, or made public like the Lee Campaign, should be discussed. If this information is public, all organizations involved must decide on who should handle public relations documents and the distribution of campaign knowledge. If campaign information is kept confidential, the parties involved must decide how to field questions from the public. The corporate organization
and non-profit should work together to release information to the press collaboratively whether through press releases or a report.

*The Public Holds the Power*

While designing and executing a great cause-related marketing plan is key, at the end of the day the public holds the power to success. For example, in the collapse of the original 3-Day Walk sponsored by Avon, the cosmetics company’s stockholders were displeased with the amount of money given to their cause. All basic aspects of the campaign had been successful – participants were excited to sign up each year and the company had raised millions for their cause. But the public wasn’t happy with the percentage of money allocated and therefore Avon pulled out of the event. The public had the voice and strength to speak to their cause. The lesson learned is that while all aspects of a campaign may be termed successful, if the community is not on board with the campaign, the campaign will not be a true success. By continuing to keep the public involved, whether through research or increased community awareness, campaign planners can keep their community engaged.

**Conclusion**

The short-lived success of this campaign puts a damper on the few years that the campaign was successful. In attempts to satisfy their stakeholders, Avon developed their own walk, creating competition into an overly saturated market creating another competitor for breast cancer research and treatment. Participants of the original event were disappointed and were not sure with whom to align –
would it be with Komen their original philanthropy or Avon the original sponsor?
Both events boast thousands of walkers but one can only imagine how powerful
the event would have been if both original partners held the 3 Day Walk. The
learning points from this chapter were focused on looking at what methods could
be taken to prevent a failed partnership. From looking at costs to save money on
publicity to acknowledging the publics power, recognizing the events failure
serves as a method for growing new campaigns.
CHAPTER SIX

CONCLUSIONS: STEPS TO CREATING A SUCCESSFUL CRM PARTNERSHIP

The previous chapters discussed several cause-related marketing campaigns and their strengths, weaknesses, threats, and opportunities. While Komen was the non-profit partner in each example, the experiences and organizations varied greatly for each campaign. By using the same non-profit, we avoided having to recontextualize every chapter. In conclusion, the types of campaigns that came out of each scenario were very different. We can learn from the experiences of a seasoned professional in the industry by gaining an understanding of their decision-making processes.

Cause-related marketing offers a unique way for non-profits to pair with a corporate organization. These relationships can be mutually beneficial if implemented correctly, and can greatly increase both a non-profit and corporate organization’s exposure in the community. CRM campaigns are becoming increasingly common and it is important that non-profits have a resource to guide them through the sophisticated process of partnership.

Each campaign also offered different levels of engagement and participant. The lowest level was Lee Jeans’ National Denim Day. Participants only had to give a five dollar contribution. No thought or effort was needed after the initial contribution. The next level of commitment is the Yoplait “Save Lids to Save Lives” campaign. Consumers must make a conscious effort to buy Yoplait...
products. After consuming the product they have to remember to wash the product and either drop the labels off at a specific location or mail them. This time-consuming act requires staying committed to the campaign after the initial purchase of the product. The highest level of engagement occurs with the 3-Day event. Not only must participants raise a high donation amount, but they also must be in top performance shape to walk sixty miles. This is a long-term commitment that involves a very dedicated group of participants. These levels of commitment demonstrate the effectiveness of different types of campaigns. High engagement is not a requirement for a profitable partnership. As we saw with Lee, it is possible to raise funds with little long-term commitment.

**Future Research Opportunities**

While this study is an important contribution to the field, there are always additional opportunities for research. This study focused on cases from an outsider’s perspective which limited the amount of research that could be collected. Another approach would use an ethnographic methodology, studying the campaigns from the inside. This would allow a researcher to be involved in all decision making processes, a luxury this study did not have. Because of the limitations of an outsider’s perspective, these recommendations are just that – recommendations. For example, as outsiders in the Lee National Denim Campaign, we do not know why Lee and Komen decided to break their partnership. No public statements were issued, therefore only an insider would have the knowledge of management’s assessment. We can not assume what
decisions were made without being involved in the decision making process.
While the limitations are notable, this study is an important first step in the
process.

**Ethical Implications**

In each chapter, the ethicality of each campaign was examined. Every
campaign had several key factors that were called into question. Because a
corporate organization has to answer to stockholders, a for-profit company has to
focus on increasing profits. Adopting CRM campaigns has become one new way
to drive profits. As discussed in Chapter 1, corporations know that consumers
have stronger ties to companies and products that give back to their communities.
While the ethicality of the marketing implementation did not have direct impact
on any of the campaigns, if the public becomes more informed of the issues that
will arise, they can publicly question the intentions of CRM partnerships.

**Corporate Responsibility**

Corporate organizations also have guidelines that they must fulfill to
maintain a successful CRM partnership. When Avon pulled their sponsorship of
the 3-Day Walk, participants were angry with Avon. The public perception of
Avon was that they did not care enough about Komen to continue the partnership.
When Lee National Denim Day changed the recipient of their funding from
Komen to the EIF, public support drastically dropped. An important lesson
learned here is that the public’s loyalty lies with the non-profit – not their
corporate counterpart.
Steps to Creating a Cause-Related Marketing Campaign

Using the SWOT methodology, we experienced Komen and her partner’s choices. The contributions were significant because they allowed us to gain a series of educational points that any non-profit can use apply to their own CRM movements. This conclusion looks at the choices that were made by the CRM campaigns, and outlines guidelines for creating a CRM partnership.

The first step for creating a CRM campaign is to study yourself as a non-profit organization. Consider using the SWOT methodology to determine your internal and external characteristics. What is it that makes your organization unique and how can you express that to your community? Is the staff ready and willing to partner with a for-profit organization? Can the organization handle the additional workload that is inevitable with partnering with a for-profit?

Researching yourself is the first course of action and will dictate what type of CRM is best for your organization. This will also help determine what type of corporate organizations that mandate additional research for partnership.

In the initial stages of CRM campaigns, research will be a key to long-term success. After studying the internal and external structures at your organization start the same process for possible corporate partners. Have these organizations partnered with non-profits previously or do they currently support any philanthropies? This will give you an idea of their level of interest with non-profits in the community. From those that express interest, research their corporate history and capabilities for partnership. They should be reliable partners who are dedicated to your organization. In the methodology chapter, the SWOT
tool was outlined. Looking at internal factors (the strengths and weaknesses) that can be controlled such as what your organization does well or areas where you are weak. Then examine external factors (the opportunities and threats) such as emerging technologies or competitors. This SWOT will serve as a basis for any additional exploration that you choose to conduct to expand your internal research. As we’ve seen with each analysis, the SWOT tool can show you gaps in your organization and your marketing campaigns. These gaps will shed light on any shortcomings and allow you to highlight strong points of your organization.

Chapter 3 discussed finding a good fit between the non-profit and for-profit organization. The non-profit should take an active role in researching their possible for-profit counterparts by conducting their own research. Think about creating your own survey or focus groups for both your organization and the for-profit and determine if the “fit” will be seamless. Does your mission meet their needs for giving? Are you a health organization and they would prefer to partner with a cultural non-profit? As we saw with Komen’s partnership with Yoplait, General Mills’ had vested interest in health since their inception in the 1800’s. This made pairing with the organization a natural fit because they had a previous interest in the health field.

After narrowing your search to several possible partners, discuss potential tactics. Is the corporate organization interested in supporting an event or would they prefer a purchase of product partnership? Make sure that both organizations intentions are clear for the CRM campaign. As discussed in Chapter 4, being honest and establishing expectations are important for any partnership. Learn
from Avon and Komen’s 3 Day; had Komen identified that Avon needed to donate a certain percentage of profits to their organization, they could have planned on cutting costs or streamlining organizational structure. Knowing an organization’s motives are vital for both partnerships – what does everyone expect to gain?

After choosing a partner(s), creating a project plan is the next step when developing the promotion. Prior to the construction of the campaign, outline the goals, timeline, and strategy to serve as campaign guides. What type of event or product will be marketed? If an event is hosted, what are the logistics? When, where, and how should all be addressed in addition to setting any fees for participants and budget issues. There are many different levels of participation and consider choosing one that is attractive to your target audience. While Lee only charges five dollars for participation in Denim Day, the 3-Day Walk has an entry fee of two thousand dollars. These fees can help cover expenses, but make sure that the majority of revenue is going back to philanthropy. If the corporation needs additional financial support to host the event, approach at least one other organization to underwrite expenses and expand the CRM relationship. If a purchase of product is the goal, decide how much of the sales will be contributed and if there is a need for a cap on donations. You can choose to give a certain percentage of the product such as 10 percent of all sales, or give a specific amount of each product such as Yoplait’s donation of 10 cents per lid.

While all the involved organizations wish the CRM partnership to flourish, anticipating potential problems before implementation will help to
combat any issues that may arise. Consider what would happen if the CRM is not successful. Will the corporate partner pull out of the relationship or reconfigure to adjust marketing strategies? When Avon pulled their sponsorship of the 3-Day Walk, it was obvious that Komen was not prepared to handle the event alone. Had they discussed exit strategies previously, they could have developed a backup plan for challenging situations. On this note, determine what is successful and what needs must be met to continue the campaign. Allotting a timeline for the campaign will allow organizers a period in which they can determine the future of the CRM plan. Giving hard deadlines for organizations will motivate staff members to stay on task. The creation of time lines can raise red flags to issues that may need more time or to adjust matters that moved smoother than planned.

The principle of using dual publicity was outlined in Chapter 5. By using one another’s publicity to collaborate marketing efforts, not only can money be saved, but also additional audiences can be reached. For example, Komen knows that through their support of breast cancer they have become one of the most widely known organizations with publicity such as the pink ribbon campaign. They played on their strength, that they are a widely known and trusted organization, to create a relationship with potential donors. Even before creating a CRM campaign with Komen, Yoplait, Lee, and Avon all had an established consumer base. Komen’s existing base combined two very strong alliances together for each campaign.

After launching the campaign, create a tool and methodology for analyzing the success of the campaign. The expectations set before launch will
serve as a comparison and help to determine the success rate of the campaign.

Whether this tool is a written survey or a set of numbers, should be determined so that all organizations involved can acknowledge achievements or search for new marketing strategies.

Keep in touch with your corporate sponsor on a regular basis. Set up meetings to debrief one another on the action that has occurred during a specified time period. For example, in the initial stages it is important to talk about the design while in the latter stages, the participation is of interest. The expectations can be discussed and solutions can be created for potential problems. If all parties are not committed to focusing on communication, then the campaign will suffer. Avon and Komen illustrated this failure in 2004 when Avon pulled their sponsorship because of public outcry over the percentage donated. Avon had not taken proper steps to communicate with Komen and participants of the race were left in limbo while Komen attempted to reorganize the event. This break in communication caused many participants, supporters, and organizers to lose faith in the event. The aftermath gave Komen another competitor for their walk and tarnished Avon’s clean record for supporting breast cancer. All of this could have been avoided if the proper plan, communication, and exit strategy were implemented before the campaign’s implementation.

Remember that above all, the public holds the power to the success of the campaign. The most well-thought out, organized, and touching campaign will not raise funds and awareness if the public does not embrace or support the movement. Use this knowledge of the community to test several different
audiences. By setting up research sessions, the public has a chance to become involved in the process before the CRM has been implemented. Later in the campaign, ask the public again how they view the campaign. They will offer insight into improvements or accomplishments thus far and their opinions can be used to keep the campaign moving.

When the campaign has completed, your work is not over. First, evaluate the campaign. Did you meet your goal? How did the public respond? Look at the numbers and decide if the profit raised was worth the hard work that was poured into the campaign. Using moves management techniques, remember to thank your donors, sponsors, and participants. You want them involved the next time you implement the campaign. Consider adding them to your newsletter or mailing lists to keep them informed of changes in your organization. If they are actively involved over a long period of time, they will not feel as if you contact them only when you need funding.

Komen and her sponsoring organizations shed light on a saturated market. By researching their success, learning principles were gained which can be applied to many non-profits own CRM movements. This research allowed us to learn from Komen and her partners. By using the SWOT methodology both in this discussion and in a non-profit organization, the structure is exposed and can be either highlighted with achievements or build up weaknesses that need improvement. Taking these ideas and sharing them with other organizations helps those that are anxious to throw their hat in the CRM ring. More non-profits can benefit from guidelines that will help their organizations receive support and
funding. This research presents a unique perspective into a field that offers little guidance. It is important to have this assistance to create the best partnership; thus, streamlining business procedures utilizing all a non-profits resources.
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