Corporate Community Involvement and Social Alliances

A T+Huis case study

Stefan Ouweneel

CORPORATE COMMUNITY INVOLVEMENT AND SOCIAL ALLIANCES

A T+HUIS CASE STUDY

BY

STEFAN OUWENEEL
1552489

GRADUATION ASSIGNMENT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF BACHELOR OF COMMUNICATIONSYSTEMS
OF THE INSTITUTE OF COMMUNICATION AT THE UTRECHT UNIVERSITY OF
APPLIED SCIENCES

UTRECHT, 04-06-2012

Abstract

The concepts of Corporate Social Responsibility and Corporate Community Investment are not clearly defined in literature as of yet. However, considering the recent surge of attention these concepts have gotten, they have become points of interest for the general public, governments, commercial organisation, and non-profit organisations. Currently, the general interpretation is that corporations have an obligation to assess their environmental and social impact and behave more responsible accordingly. As a result, corporations are looking for ways to integrate Corporate Social Responsibility into their core business model. Therefore corporations are looking to engage with important stakeholders in their community in order to improve relations with their direct environment and stakeholders. Additionally, the benefits from investing in the community of the corporation are apparent: it has a positive effect on employee satisfaction and recruitment, and on the reputation of a company, amongst other benefits.

A specific method of engaging with the community of a company is by establishing a partnership with a local non-profit organisation. By doing so the corporation gains access to local knowledge, and can benefit from the knowledge and expertise of the non-profit organisation regarding social issues and solutions. A practical example of such a partnership is that of the non-profit organisation in the case of this thesis: The T+Huis. This non-profit organisation, based in Eindhoven, has taken it upon themselves to design solutions to social problems in underprivileged neighbourhoods, with specific focus on the children. In order to finance their organisation they receive subsidies from the government, and collaborate with several partners. One of these partners is De Lage Landen, a global leasing organisation, part of the Rabobank Group. By engaging in a partnership with De Lage Landen, the T+Huis has gained access to resources in terms of finances, knowledge, and expertise. In return De Lage Landen has been able to meet their goals of investing in society, enhancing their legitimacy, and improve their employee satisfaction and recruitment. Despite the financial support De Lage Landen offers, the T+Huis is expanding as an organisation, and additional financial resources are required to facilitate the organisational growth. Therefore, they are aiming to engage in additional partnerships with corporations to gain access to more resources.

Based on this situation, the theoretical research aims to clarify the concepts of Corporate Social Responsibility, Corporate Community Involvement, and social alliances, as well as to explain the benefits and dangers of these concepts. Subsequently, the practical research aims to determine the added value of the T+Huis, as well as the perceptions regarding a successful partnership from both the point of view of the T+Huis, as well as the point of view of the corporate side, in the form of the current partner of the T+Huis: De Lage Landen. The findings of this research, combined with the theoretical framework, answers the question How the T+Huis can communicate more effectively with commercial organisations in order to form a partnership with them. This led to a communication advice for the T+Huis, which will help them construct a comprehensive strategy to approach commercial organisations to engage in a partnership. Concrete suggestions are made that provide the T+Huis with a clear guideline for future use.

Acknowledgements

The entire process of writing this thesis has been a great experience. Though there were the inevitable stressful periods, I have learned a great deal on many fronts. For this I would first like to thank Heather, Aike, and Dennis of the T+Huis for always taking the time to give me feedback and words of wisdom, and for giving me the opportunity to work with the T+Huis.

I would also like to thank the entire staff, the students, and the children of the T+Huis for making me feel at home at the T+Huis and for simply making the whole experience enjoyable.

Therefore, I would specifically like to thank Fitra for introducing me at the T+Huis. Furthermore, I would like to thank my friends Joan and Fitra for the moral support and encouragement given during this period.

Additionally, I would like to thank my parents and my sister for supporting me in many ways during this period.

Finally I would like to thank Mr. Masoud Banbersta for his guidance during the graduation period.

Table of Contents

List of tables

List of figures

List of illustrations

1 Introduction

1.1 Organisational analysis

The T+Huis is a non-profit organisation founded in 2006 and situated in Eindhoven. The organisation aims to address the needs of the neighbourhood through sustainable and creative social projects, while guiding students to reach their full potential. They are specialised in organising weekly activities in Oud Woensel, a neighbourhood in Eindhoven, for children from 3 to 14 years old. Additionally, they arrange projects in the entire city of Eindhoven for youths from 16 to 28 years old. The T+Huis acts as a learning environment where students from various studies come together in order to organise projects. It allows students to gain experience within their fields of study, develop their interests, and to teach children through various activities. Furthermore, the T+Huis is a social design institute, which designs solutions for social problems. Social design revolves around the motivation to serve the public good and the needs of the user population. Moreover, social awareness and social values within design reflect, to some degree, the emphasis these values are given in society at large (Holm, 2006). In the case of the T+Huis social design revolves around addressing the needs of the neighbourhood and its children. Projects are based on building blocks for children, such as social skills or respect, and building blocks for students, such as responsibility and communication. As such, the projects aim to increase the development of the students and children of the T+Huis. By providing this learning environment for both students and children, T+Huis acts as a centre of education and development. Students are able to do internships and graduation assignments within the organisation, and the neighbourhood children learn from the students.
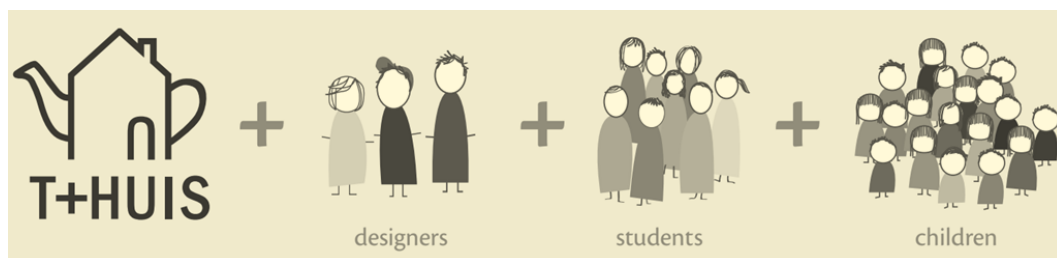
Illustration 1. The formula of the T+Huis.

The students who are doing an internship at the T+Huis, or who are otherwise involved with the organisation, come from a variety of studies. Among those studies are Design, Media Design, Social Studies, IT studies, Social design, and Administrative studies. As such, the T+Huis has a large range of perspectives, which gives them the position to approach projects and issues from many directions. All students are actively involved in the development and activities of the organisation. All opinions and inputs are considered and a pro-active attitude is highly valued. The majority of the students either lead a project, or are part of a team that organises a certain project. As a result, each member of the organisation is involved in the decision making process, which is an influential factor in the development of the students, as well as the organisation.

The organic nature of the organisation is visible in its everyday practice. Many ideas are generated in order to reach the best approach to a certain project or issue. Additionally, unexpected projects may arise from other sources, such as elementary schools. Though this makes planning a complex task, the organisation is always able to cope with it. The organisation has as a policy to welcome all students and children. In order to give structure to the projects and the development of the organisation, the T+Huis works together with local, national, and international stakeholders, and multi-disciplinary teams to organise the infrastructure, people, communication, the interaction with the neighbourhood, and the expansion of their international network.

WIJK
Basisschool 't Slingertouw
Basisschool SPIL Fellenoord
Basisschool de Zevensprong
Domein
SBK Kruidenbuurt
Sportformule
Welzijn Eindhoven

NEDERLAND
ASML Foundation
Capital D
De Lage Landen
Korein Kinderplein
Leger des Heils
LEV Groep
Rabobank
Trudo
VDL

WERELD
Birgit Mager, Professor Service Design
Education for employment, Jordania
Manchester Metropolitan University, England
Netherlands Community Trust, USA
Service Design Netwerk, Germany
Wise Foundation, Qatar

Illustration 2. A sample of the networks of the T+Huis.

The networks of the T+Huis are essential for the organisation. With stakeholders from design, business, education and government, there are many areas from which the T+Huis can draw input. As such, the diversity of the T+Huis, together with its innovative methods, make it a unique organisation.

1.2   Problem analysis

The T+Huis is currently depending on government subsidies in order to finance their projects. However, they are looking into ways to adopt a more self-reliant financial model. So although the organisation has long depended on governmental subsidies to finance its activities, it is now re-evaluating the extent and nature of its relationship with government and commercial businesses. Through partnerships with commercial organisations, the T+Huis is seeking to enhance the level of interaction between the organisation and commercial businesses. Other nonprofits preceded the T+Huis in this development. For example, UNICEF is in a partnership with Unilever in which they conduct joint research to explore the impact of hand washing and soaps on the environment (UNICEF, 2012). Additionally, many commercial organisations are seeking to collaborate with nonprofits in terms of a strategy that addresses the impact of the organisation on society and the environment. For example the social alliance between Starbucks and Fairtrade. Sue Mecklenburg, vice president of Corporate Social Responsibility at Starbucks Coffee Company, states that "partnering with NGOs with strong expertise in areas and regions we care about is an important way the company achieves its social responsibility and

business objectives and ensures the right resources and skill sets are matched to the appropriate areas" (Social Edge, 2005).

Recently two other locations of the T+Huis have opened in neighbourhoods in Eindhoven, with other cities being considered. As such, the organisation is in an important transition phase, which will have a large impact on its future. However, the main goal of the organisation is to provide children and students with a sustainable and inspiring learning environment. Subsequently, due to the expansion of the organisation, and the transition towards a self-sustainable financial model, the T+Huis aims to form partnerships with commercial organisations as a means to establish an exchange of resources with these partners. For commercial companies this is an opportunity to invest in their community, and to integrate a more socially responsibly business model. As a result, these organisations are given the opportunity to invest in society and simultaneously address the increasing demands of the general public, while at the same time gain access to additional knowledge and experience of social issues. Addressing these issues is often a part of the corporate social responsibility agenda of corporations, with which they address the pressure put on them by their internal and external stakeholders (Sakarya et al., 2011). By actively aiming to solve these issues these stakeholders will view the corporation in a more favourable light. The T+Huis on the other hand gains access to additional financial resources that will allow for further organisational development. By combining the resources of both parties, the individual business goals, as well as shared goals, can be met much more efficiently.

1.3   Research structure

The first part of the research of this thesis consists of the theoretical framework. In this section the relevant literature will be discussed, in order to give an overview of the most important definitions and to explain the theoretical background of this research. The concepts of Corporate Social Responsibility, Corporate Community Involvement, and social alliances will be explained and discussed. The benefits of these concepts, their challenges, and practical examples will be given, as to build a foundation for the practical research of this thesis. The practical part of the research will consist of a focus group, a survey, and two expert interviews. The findings of this research will be applied to the case study of this research: the T+Huis. In the following chapter the research questions will be explained.

2 Research Questions

2.1 Problem definition

At this moment in time, the T+Huis is dependent on the government for its subsidies. However, they are aiming to move towards a more self-sustainable financial model, with which they are able to meet their goals of development and growth. In order to pursue these goals, the organisation is looking to form partnerships with commercial organisations to gain access to additional resources. Subsequently, the advisory question and research question this thesis aims to answer is the following:

2.2 Advisory question

How can the T+Huis communicate more effectively with commercial organisations in order to form a relationship in which there is a fair exchange of resources that benefits both parties.

2.3 Research question

What is the most effective approach of communicating the tangible and intangible assets of the T+Huis to potential partners.

2.4 Sub questions

Subsequently, in order to be able to give a comprehensive answer to the research question, the following sub questions will be answered.

- What Corporate Social Responsibility (CSR), Corporate Community Involvement (CCI) and what are social alliances?

In order to be able to explain the drivers behind the desire of a commercial organisation to engage in a partnership with the T+Huis, or any non-profit organisation, the theory behind the practice will be analysed and explained. Relevant definitions and theories will be explained to give the reader the background behind this thesis.

- What are the benefits for commercial organisations to form a social alliance with a non-governmental organisation, and vice versa?

Continuing from the theoretical section, the questions of why a commercial organisation will want to engage in a social alliance, and why a non-profit organisation would want to form a partnership with a commercial organisation will be addressed. The benefits of such a partnership will be explained to give a comprehensive overview of the reasons for such a collaboration.

- What are the expectations of each party in a potential social alliance?

Subsequently, when the benefits are known, the expectations of each party must be understood prior to engaging in the formation of a partnership. Additionally, for the construction of a communication advice, it is important to understand the organisational goals to be met through a collaboration from both parties.

- What is the added value of the T+Huis organisation to potential partners?

Besides the benefits put forward by literature and theories, what can the T+Huis specifically offer commercial organisations. What are their current assets and their future assets they are able to offer in a potential partnership?

- What is the difference between tangible and intangible assets, and how can they be measured?

Considering the nature of the T+Huis and its activities, not all of its assets can be easily translated to a financial figure. As such, the difference between assets of an organisation must be explained and methods to measure intangible benefits should be explored.

- What do both parties consider to be a fair exchange of resources?

Once the added value of the T+Huis has been evaluated it may be communicated to external parties. However, what would the T+Huis expect in return, and what would commercial organisations be willing to give in exchange? These questions are necessary to be answered prior to taking the next step towards a partnership.

- How do non-profit organisations, and the T+Huis currently communicate with commercial organisations?

To offer the T+Huis a constructive communication advice the current and past methods of communication between nonprofits and commercial organisations must be analysed, as to avoid making mistakes made in the past. For the same reason the communication between the T+Huis and external parties must be evaluated in order to be able to offer the T+Huis a useful advice.

- How can the effectiveness of a potential partnership be measured to demonstrate its success or failure?

Once a partnership has been established it will be important to evaluate its success or failure. As such, methods of measuring the success of a partnership will be explored.

- What are current successful, and unsuccessful, partnerships between nonprofits and commercial organisations?

As George Santayana (1863 - 1952) once said "Those who cannot remember the past are condemned to repeat it". Past partnerships between nonprofits and commercial organisations will be analysed to make use of its successes and to avoid its failures.

2.5   Research objective

This thesis aims to address the complex nature of concepts such as Corporate Social Responsibility in order to provide commercial organisations with an insight into the challenges they face when dealing with increasing public pressure. It also analyses the tangible and intangible benefits of these concepts, and their potential dangers. Subsequently, the practical research of this thesis focuses on the perspective of a specific non-profit organisation: the T+Huis. In this case study the methodology will be applied to this organisation and its environment, in order to construct a communication advice for the T+Huis with which they are able to address their rapid expansion and need for additional financial assets.

3   Theoretical Framework

In order to reach a comprehensive communication advice, which aims to establish a social alliance between the T+Huis and a commercial organisation, three elements must be analysed and evaluated: the corporate identity, the corporate image, and the future corporate strategy of the T+Huis. The corporate identity of the T+Huis consists of their core activities: community involvement, and social design, which is derived from their internal stakeholders: the design team, the students, and the children. These core activities are communicated to external stakeholders in order to establish their corporate identity. Subsequently the external stakeholders will compose an image of the organisation, which is the perception that the external stakeholders of the T+Huis have of the organisation. In order to create a corporate strategy for the T+Huis, it is necessary to first construct a business-to-business communication message that promotes the potential corporate social responsibility and corporate community involvement of the commercial organisations that might partner with the T+Huis. These three elements combined will allow the corporate communication advice to be made. Figure 3 illustrates the natural flow of concepts and theories towards the end result of this research.
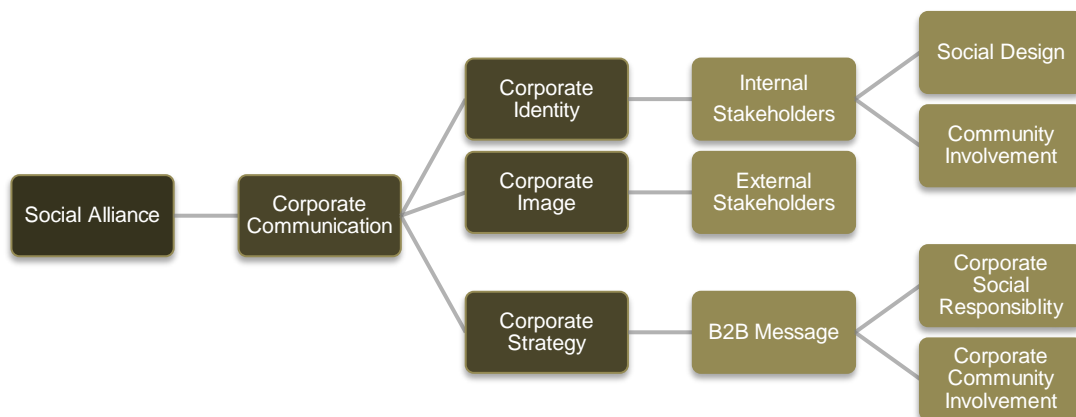
Figure 1. Theoretical framework flowchart.

3.1   Corporate Communication

Corporate communication is the managerial framework that offers managers a method to coordinate and execute all internal and external communication in order to establish or maintain favourable relationships with all internal and external *stakeholders* that may have an impact on the organisation in any way ([Cornelissen, 2008] and [Van Riel & Fombrun, 2007]). These *stakeholders* are "any group or individual who is affected by or can affect the achievement of an organization's objectives" (Freeman, 1984). Organisations typically want to maintain a favourable relationship with their stakeholders. Their short-term goal by engaging in corporate communication is to establish a positive *corporate image* in the minds of the stakeholders. The *corporate image* is the immediate mental picture consumer has with a company in response to signals or messages from or about an organisation at a single point in time (Cornelissen, 2008). Through corporate

communication companies are able to manage the perceptions on their *corporate identity*. The identity of a corporation involves the construction of an image of the corporation to differentiate itself in the eyes of stakeholders (Cornelissen, 2008). It refers to the personality of an organisation and its core values and competencies (De Boer & Doornbos, 2010) and its main principals are the company's strategy, its philosophy, and the corporate culture (Gray & Balmer, 2002). All these components make up the corporate identity, and together with the corporate image and reputation it forms the essence of corporate communication. By aligning these elements, a corporation is able to communicate a powerful, consistent message to its internal and external stakeholders. Moreover, if a corporation fails to align these elements it is in risk of employee disengagement, customer dissatisfaction and general organisational atrophy (Cornelissen, 2008). An important aspect to keep in mind however is that it is not what the corporation intends to communicate which is the most important, but what the stakeholder interprets as the meaning of the communicated message (Belz & Peattie, 2009). It is important to maintain a consistent and clear message, while keeping the target audience of the message and their desires and values in mind at all times. Otherwise it will not be clear what the main message is, which in turn will render the communication ineffective.

3.2   Corporate Social Responsibility

An increasingly popular way to engage with stakeholders is the concept of Corporate Social Responsibility (CSR). Many organisations have been shifting to a stakeholder engagement model that incorporates CSR activities in recent years. The activities of corporations that can be classified as socially responsible go by many different names, including corporate social responsibility, corporate citizenship, corporate philanthropy, corporate giving, corporate community involvement, community relations, community affairs, community development, corporate responsibility, global citizenship, and corporate societal marketing ([Kotler & Lee, 2004] and [Cornelissen, 2008]).

For the purpose of this thesis we will look more closely at the concepts of Corporate Social Responsibility and Corporate Community Involvement. However, what exactly is Corporate Social Responsibility? There is an ongoing discussion in the field of corporate social responsibility about the various CSR definitions currently used in literature. Despite the similarities between the various definitions there is no definitive definition available, which leaves room for debate. However, a widely recognised definition is Carroll's (1979) statement that "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time". While this definition covers a broad area, it does not specifically indicate what is expected of organisations with regards to their CSR activities. Philip Kotler (2004) on the other hand defines CSR as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resources". This description leaves less room for interpretation, though it is not a definitive guideline for corporations to adopt. Therefore corporations have to investigate what the most appropriate interpretation is for their business.

This recent surge of popularity of CSR came with the recognition of external stakeholders of the need for corporations to evaluate and improve their social and environmental impact beyond profit-making alone. At the European Summit in Lisbon in March 2000, the European Council made a special appeal to companies' sense of responsibility, and

linked CSR closely to the Lisbon 2010 strategic goal of a knowledge-based and highly competitive, as well as socially inclusive Europe (Cornelissen, 2008).

Furthermore, consumers have become more sophisticated in their purchasing and investment decisions, demanding greater accountability and transparency about company activities (Rochlin, 2000). Additionally, employees have begun to demand that their workplaces have sound ethical values and positive community interactions. Also, governments' approach to social policy and the provision of social services has placed an increasing emphasis on collaboration with the corporate sector through alliances and partnerships (Cronin & Zappalá 2002). In October 2011, the European Commission published a new policy on corporate social responsibility. It states that to fully meet their social responsibility, enterprises "should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders". This indicates that corporations are expected to integrate CSR activities into their core business operations. As such, they are expected to invest into the restructuring of their business.

Although the primary responsibility of businesses has always been to provide a profitable financial return to their shareholders, recently there has been a great surge of pressure put on commercial organisations to invest in a more socially en environmentally business (Sakarya et al., 2011). Firms are expected to evaluate and address the impact they have on society. As such, businesses are looking for ways to meet these demands, while maintaining a profitable business. This challenge proves to be difficult to overcome, and has yet to be clearly explained in current literature. The concept that allows organisations to systematically integrate socially and environmentally responsible business structures is the concept of Corporate Social Responsibility. While this is by no means a new topic, the focus of the general public towards the impact of corporations has shifted in recent years, and companies are now viewing CSR as a corporate strategy, as opposed to mere philanthropy. Companies face many challenges when implementing CSR however. In the current age of CSR, the needs of the stakeholders, consumers, employees, national as well as international regulators, watchdogs, NGOs, and activist groups have to be satisfied (D'amato et al., 2009). It has proven difficult to address these issues in a credible manner. Organisations are often accused of merely adopting socially responsible business activities as a PR method, called 'green washing'. Though, due to the growing public and legal pressure placed on organisations, it is imperative that they do address these issues, despite potential damage to their reputation. For if they wish to survive and succeed as a business, they have to take into consideration the interactions between the organisation and its stakeholders (Sakarya et al., 2011).

While most CSR definitions and descriptions focus on the importance of implementing processes and methods to address social and environmental impact, and indeed some companies simply believe their CSR efforts are part of being a good global citizen, CSR activities brings a variety of potential corporate benefits as well. The integration of CSR can play an important role in the strategic approach to a company's competitiveness through five major business benefits:

Positive effects on company image and reputation. The corporate image, as mentioned before, is the immediate (short-term) mental picture consumer has with a company in response to signals or messages from or about an organisation at a single point in time (Cornelissen, 2008). Whereas the corporate reputation refers to the enduring (long-term)

perception held of an organisation's attributes by a consumer (Gray & Balmer, 2002). By engaging in CSR activities, both the image and reputation of an organisation can be influenced positively, and subsequently increase the company's competitiveness (Weber, 2008).

Positive effects on employee motivation, retention, and recruitment. The employee perceptions of CSR activities, both internally and externally, have a major positive impact on organisational commitment (Brammer et al., 2005). Furthermore, CSR helps to recruit and retain employees. Many organisations consider these reasons as some of the most significant benefits of an active CSR program (Sprinkle & Maines, 2010).

Cost savings. This could be the result of improved contacts to certain stakeholders, such as regulators, resulting in time savings or improved access to human and financial capital due to a higher sensitivity of investors to sustainability issues (Weber, 2008). Additionally, in addition to employee motivational benefits, as a result of a reduction in labour costs, by making use of sustainable materials, packaging, or fuel, companies are able to reduce production costs. Furthermore, local, state, and federal agencies frequently provide tax credits for CSR and sustainability efforts (Sprinkle & Maines, 2010).

Revenue increase from higher sales and market share. It is often argued that CSR can lead to an increase in revenue. This could be achieved indirectly through an enhanced corporate image or reputation, or directly through CSR-driven product or market development (Weber, 2008).

CSR-related risk reduction or management. CSR may also be used as a means to reduce or manage CSR-related risks such as the avoidance of negative press or customer/NGO boycotts (Weber, 2008). Furthermore, CSR may help manage such risks by ensuring that reputable and sustainable business practices are being followed throughout the supply chain (Sprinkle & Maines, 2010).

Finally, voluntary CSR activities also encourages more social and environmental responsibility from the rest of the corporate sector at a time when the crisis has damaged consumer confidence and the levels of trust in business (EU, 2011). While there are likely more benefits to be gained from adopting CSR activities into the business structure of an organisation, they may be less obvious and more difficult to attribute directly to CSR activities at this point in time. Additionally, when analysing the assets of an organisation that may be affected by CSR activities it is often difficult to distinguish between assets for which the benefits of CSR activities are easily measured, and assets that are difficult to measure, not to mention the effects of CSR activities. By making a distinction between assets an organisation finds it more comprehensible to determine which assets to measure in order to determine the success of their CSR activities. As such, they make a distinction between intangible assets, such as competence, attitudes, knowledge, reputation, information, and relationships ([Baxter & Matear, 2004], [Iasplus, 2012], [Dahan et al., 2009] and [Allee, 2011]) and tangible assets such as knowledge, human capital, production capabilities and market access (Dahan et al., 2009).

3.3   Corporate Community Involvement

A particular corporate strategy, and a core element of CSR, aimed to address the increasing pressure for corporations to behave more responsibly, that has seen its

popularity rise in recent years is the investment of organisations in their community, or Corporate Community Involvement (CCI). This strategy refers to the structures and strategies companies have implemented that address the state of the relationship between the company and its community. It involves programs that advance the goals of both the organisation and its community by offering donations, contributions of time and expertise, employee volunteerism and community partnerships, usually with non-profit organisations ([Burke, 1999] and [Zappalá, 2002]). When engaging in CCI activities, organisations are able to meet external pressure to address their social and environmental impact (Cronin & Zappalá, 2002). Moreover, they are able to benefit from the same perks that have been discussed with regards to CSR. Investing in the community of a corporation is becoming standard practice at an increasing rate. Furthermore, key stakeholders increasingly expect companies to be responsible corporate citizens. Especially during the current economical crisis and with consumer trust at an all-time low, many individuals do not believe corporations are doing enough for their community. This has a direct effect on the behaviour of consumers towards a company. Not only does it reflect badly upon the reputation of a company when it does not invest in its community, competitors who do act responsibly will reap the benefits from it and gain a competitive edge (Rochlin, 2000). The major criteria used by corporations to invest in a cause are pointed out in the following table.

Criteria	% of Cases
Local Cause	62.5
Relevant to Business	43.8
Relevant to Staff	31.3
Size of Organisation	18.8

Table 1. Major criteria used to invest. Source: Sargeant, 1999, p-153.

These criteria give an insight what to focus on for nonprofits. Local corporations are likely to be more inclined to invest in a non-profit organisation than global corporations. On the other hand, in order to help companies in the design and management of a strategic approach to corporate community involvement, and to make sense of the plethora of definitions of CSR and CCI, the Center for Corporate Citizenship (2012) at Boston College has developed the Standards of Excellence in Corporate Community Involvement. The seven management standards are:

- *Leadership.* Senior executives demonstrate support, commitment and participation in community involvement efforts.
- *Issues Management.* The company identifies and monitors issues important to its operations and reputation.
- *Relationship Building.* Company management recognizes that building and maintaining relationships of trust with the community is a critical component of company strategy and operations.
- *Strategy.* The company develops and implements a strategic plan for community programs and responses that is based on mutual issues, goals and concerns of the company and the community.
- *Accountability.* All levels of the organization have specific roles and responsibilities for meeting community involvement objectives.
- *Infrastructure.* The company incorporates systems and policies to support, communicate and institutionalize community involvement objectives.

- *Measurement*. The company establishes an ongoing process for evaluating community involvement strategies, activities and programs, and their impact on the company and the community. This point is further discussed in the measuring chapter.

These standards are designed to help connect a corporation's community activities to core business goals. They aim to set a global standard for excellence in corporate citizenship. Not only is this framework able to guide corporations, it may also serve as a method of reporting to stakeholders.

One specific form of CCI is the creation of long-term sustainable partnerships between companies and non-profit organisations. Such partnerships, often called social alliances, may combine several CCI practices such as financial investment, gifts-in-kind, joint projects, and cause related marketing. While partnerships can increase the impact and return on philanthropic activity, in many cases it requires a more intensive commitment of planning and resources from both parties (Cronin & Zappalá, 2002). According to research done by the World Business Council for Sustainable Development, which included both business and non-business stakeholders, community involvement includes such things as responsibility for skills training and ensuring that proper health and safety systems are in place to protect the community. Partnerships are seen as an important part of corporate social responsibility, particularly partnerships involving the local community. Philanthropy and charity were mentioned frequently, but many participants emphasized their preference for collaborative projects and placed greater stress on mutuality than on simply giving. The over-arching message was clear. Regular contact with the local community and ample opportunity for dialogue are extremely important. Companies may feel as if they are part of the community but until the rest of the community accepts them, there is much work to be done (WBCSD, 2000).

3.4   Social alliances

Cross-sector alliances between business and social enterprises are formed explicitly to address social issues and causes that actively engage the partners on an ongoing basis (Selsky & Parker, 2005). As a form of cross-sector partnerships, social alliances are voluntary collaborations between business and social enterprises to address social causes and they emerge as tools for tackling complex, indivisible social problems that single organizations find difficult to cope with alone (Waddock, 1991).

There are many benefits to partnerships between nonprofits and commercial businesses. Combining and leveraging their relative strengths through collaboration can allow corporations, nonprofits, and other non-traditional business partners to each achieve their individual organizational goals more fully (Dahan, 2010). In this two-way business model commercial organisations, with their financial and organisational expertise and their managerial and marketing knowledge, can enable nonprofits to enhance their own organisational performance and corporate reputation, increasing the social value of the organisation. While nonprofits on the other hand often have a deeper understanding of social issues, which enables them to assist commercial organisations in developing appropriate strategies with ambitious, yet attainable, goals (Dahan et al., 2010).

Research on social alliances between commercial organisations and nonprofits suggests that each partner benefits when one brings resources, capabilities, or other assets that

the other cannot easily attain on its own (Dahan et al., 2009). Generally speaking, no commercial organisation or non-profit organisation possesses all the tangible and intangible assets required to successfully address social or environmental issues.

Generally speaking, commercial organisations are able to provide capital, managerial capability, large-scale and global production capabilities, legitimacy with other private sector-players, global sourcing, purchasing power and brand value with customers (Dahan et al., 2009). On the other hand, companies are motivated to engage in social alliances with nonprofits due to a variety of reasons. These reasons include gaining or maintaining legitimacy or a license to operate, improving reputation or brand, avoiding and responding to negative campaigns through risk management, avoiding binding governmental regulation, improving operational and production efficiency, (co-) creating new products or services through innovation, improving employee recruitment, satisfaction and retention, developing investor relations, gaining local knowledge, and advancing community relations ([Oetzel & Doh, 2009], [Austin, 2000], [Zappalá, 2002], [Dahan et al., 2009], [Marano & Tashman, 2011] and [Kourula, 2009]). For the purpose of the case study in this research we will look more closely at the following factors as they are highly relevant to the organisation of the case study:

Gaining local knowledge. Nonprofits are in a position to help corporations understand their community and the expectations of local society as to what is appropriate business behaviour regarding local issues. Local nonprofits are often more aware of the social issues within local communities than businesses, as it is often their job. Additionally, nonprofits generally have more local credibility than corporations, which may help organisations establish dialogues and better relationships with stakeholders. Furthermore, nonprofits may provide legitimacy to corporations and a positive enhancement of corporate image and reputation, as nonprofits reflect the societal concerns of the community and subsequently are often trusted by local stakeholders (Marano & Tashman, 2011).

Advancing community relations. Closely related to the first point, the relation the corporation has with its community is impacted by the level of engagement with the corporate community. Often driven by moral and internal drivers, mostly from employees, corporations are increasingly becoming involved with their community, and are switching from a philanthropist state of mind to a collaboration state of mind in which a two-way dialogue is established that advances the community relations ([Austin, 2001] and [Sakarya et al., 2011]).

Creating new products and services through innovation. By engaging in their business environment and learning about local communities, for example by forming a partnership with an non-profit organisation, corporations can make use of local expertise to learn about new markets, such as less developed economic environments or niche markets, to gain a competitive edge ([Kourula, 2009] and [Marano & Tashman, 2011]).

Gaining or maintaining legitimacy. Corporate legitimacy refers to the ability of a company to address their social and environmental impact. In a time where corporate legitimacy is at an all time low (EU, 2011), corporations seek to build better stakeholder relations. By addressing issues such as public welfare, economic development, and protection of civil, political, and human rights, they are able to gain the legitimacy critical for survival ([Kourula, 2009] and [Marano & Tashman, 2011]).

Improving employee recruitment, satisfaction, and retention. This encompasses the ability of a firm to meet social expectations for environmental protection, public welfare, economic development, and the protection of civil, political and human rights (Dacin et al., 2007). Many businesses may use community engagement as a method to enhance the loyalty and identification with the corporate identity of their employees (Sakarya et al., 2011). Additionally, it is often used as an incentive for employee recruitment and retainment (Zappalá, 2002) and subsequently enhances the sense of employee involvement (Beardwell & Claydon, 2007).

From the perspective of commercial organisations, there are various resources corporations are able to offer nonprofits. The most common forms that corporate support generally take ([Kotler & Lee, 2004] and [Sargeant,1999]) are:

▪ *Cash support.* Such a form of support generally consists of either a onetime donation or a periodical cash donation. This form of corporate support is the most common form of support as of yet, but this is changing rapidly ([Austin, 2001], [Oetzel & Doh, 2009] and [Marano & Tashman, 2011]).
▪ *Sponsorships.* A form of corporate support which can take the form of an event sponsored by a commercial organisation in exchange for publicity, consequently both parties benefit.
▪ *Employee volunteering or Secondment.* This is an initiative in which the corporation encourages and allows employees to volunteer their time to support local communities and organisations. Such an initiative may be promoted by offering employees paid volunteering time.
▪ *Training.* Corporations may offer nonprofits their expertise regarding business methods, such as entrepreneurship, marketing, or administrations. It may also include payments for business start-ups or training of staff.
▪ *In-kind assistance.* This refers to a form of support in which corporations might donate, or offer use of, equipment, facilities, or distribution channels.
▪ *Joint promotions.* This type of support includes joint sales promotions, for example to increase awareness or to raise funds.
▪ *Cause-related marketing.* Such a collaboration involves a corporation contributing or donating a percentage of their revenue to a specific cause. This generally involves a specific partnership and is often considered a win-win partnership where both parties derive broadly equal benefit.

These forms of support within a social alliance can be categorised under three different types of partnerships. James Austin from the Harvard Business School has constructed an analytical framework, which conceptualises these collaborations as the 'Cross-Sector Collaboration Continuum' along which there are three types and stages of relationships (Austin, 2001):

Philanthropic Stage. Corporate philanthropy is a direct contribution by a corporation to a charity or a cause (Kotler & Lee, 2004). This is the most common type of relationship between businesses and nonprofits. It mainly consists of annual corporate donations of money or goods made in response to requests from non-profit organisation. The level of corporate engagement and resources is relatively low, infrequent, simple, and nonstrategic. It is basically a check-writing relationship. The giver has a charity mindset

and the recipient a grateful attitude. It is the most traditional of all corporate social initiatives.

Transactional Stage. Significant numbers of firms and nonprofits are migrating into this second stage, in which the interaction tends to focus on more specific activities in which there is a significant two-way value exchange. The organizations' core capabilities begin to be deployed and the partnership is more important to each other's missions and strategies. It is no longer simply a transfer of funds. While often still considered corporate philanthropy (Kotler & lee, 2004), this stage generally encompasses such activities as cause-related marketing programs, event sponsorships, special projects, and employee volunteer services.

Integrative Stage. A growing number of collaborations evolve into strategic alliances that involve mission sharing, strategy synchronisation, and values compatibility. Partners begin to interact with greater frequency and many more kinds of joint activities are undertaken. The types and amounts of resources used multiply. Core competencies are not simply deployed but combined to create unique and high value combinations. The degree of organisational integration begins to take on the appearance of a joint venture. This stage of collaboration sometimes involves market development and also internal organisational marketing. The following figure illustrates the various resources each party in a social alliance may be able to contribute, after which a new business model may be established.
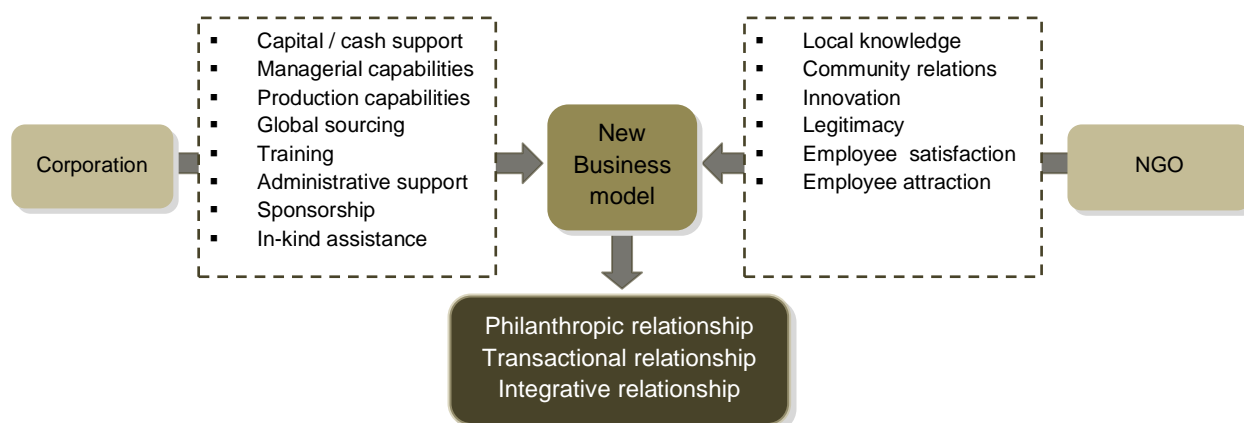
Figure 2. Processual flow of the development of a new partnership. Based on Austin, 2000, Zappalá, 2002, Dahan et al., 2009, Oetzel & Doh, 2009, Kourula, 2009 and Marano & Tashman, 2011.

Not all social alliances are successful however. Even though they seem to provide benefits to everyone involved, practice has shown that there are many unpredictable variables influencing the change of success of a social alliance. In their search for financial support, nonprofits have taken their approaches a step further in recent years. Large non-profit organisations used to be financed mainly by its members and wealthy philanthropic supporters. These organisations had only one goal, to improve society and the environment. While this was generally sufficient, the increase of public awareness about social and environmental topics created a new target group for funds: those negatively affecting society or the environment. During the late 1980s it became common knowledge that many organisations had a much more damaging effect than was previously known, and the rise of digital communication created an accelerated

information flow to the general public. This caused for some nonprofits to identify an opportunity to increase their financial assets. The National Wildlife Federation started to promote the CSR activities of corporations in exchange for donations. Awards such as the 'environmental stewardship' were granted to corporations who participated in the competition of the organisation. Companies such as Shell and British Petroleum saw it as an opportunity to avoid being accused of green washing. When these deals became publicly known, it was a damaging blow to the reputations of both parties. Another example of a misrepresentation of a corporations CSR activities is that of IKEA. When it became publicly known that many of the organisation's dining room sets were made from trees from endangered forests, the World Wildlife Fund came to IKEA's defence, saying that they would not be able to guarantee this would happen, whether intentionally or not. It was shortly after this event that it became known the World Wildlife Fund was a marketing partner with IKEA, with financial support from the Swedish organisation, thus causing both parties to become publicly embarrassed (The Nation, 2010).

These examples show the potential dangers of social alliances. While the intentions of the nonprofits might be just, without proper communication about the nature and extent of the CSR activities of the partner, it has the potential to be dangerous strategy. For nonprofits it is imperative that they are never associated with corporations who are consciously damaging society or the environment, as it would create great conflict with their core purpose, and subsequently on their credibility. While on the other hand corporations must be transparent and communicate actively about both their CSR activities as well as their potentially socially and environmentally damaging activities in order to maintain the value and transparency of the social alliance.

Partnerships such as these are more common nowadays though it remains a danger for corporations who are involved with high profile activities. They remain to be focal points of the media and the general public. Furthermore, the intensity of the collaboration also has an impact on public opinion. The levels of intensity of the partnership range from less intensive philanthropic collaborations, to moderately intensive transactional collaborations, to highly intensive strategic and sensitive alliances (Marano & Tashman, 2012). As such, communication with internal and external stakeholders is critical for organisations to be transparent and avoid being accused of misrepresenting data or even green washing (Cornelissen, 2008).

Besides communication, it is also necessary for the two parties to match in terms of organisational culture, resources and skills, local conditions, and local infrastructures. When these elements are taken into account when determining whether to engage in a partnership with each other, it has a larger chance of success (Dahan et al., 2009).

3.5   Measuring the impact of social engagement

As mentioned before, one of the challenges of engaging in CSR activities or a social alliance is measuring its intangible benefits. The ambiguity of the boundaries of CSR, its different interpretations, and its sometimes unclear effects makes it a difficult business element to report on. Then, once a company has decided what to report on, it has to made comprehensible to the internal and external stakeholders of the organisation. It remains to be a complicated issue and acts as a barrier for many corporations to make CSR a part of their core business. Certain benefits of CSR can be readily measured, such as cost decreases in terms of tax deductions as a result of implementing

sustainable energy, or the reduced costs in the value chain due to new innovative methods of manufacturing ([Weber, 2008] and [Sprinkle & Maines, 2010]). While these elements may provide tangible results in terms of revenue increases, other aspects of CSR such as community relations, reputation increases, or employee motivation and recruitment are more challenging to measure. Considering the bottom line of corporations, which, as of yet, primarily revolves around financial gain, a comprehensive CSR assessment should include the evaluation of tangible as well as intangible business benefits. While the intangible benefits of CSR are evident and are considered as important as the tangible benefits (Tonchia & Quagini, 2010), the statistical proof of these benefits remains to be elusive. If such a CSR assessment is clear and successful, organisations would be much more inclined to engage in CSR activities, as they would have the evidence necessary to convince shareholders with statistical proof of the benefits of CSR.

While measuring the impact of CSR activities it is important to engage with those affected by it, using an outside-in approach. Such an approach allows corporations to assess what external stakeholders believe the impact of these CSR activities were, which diminishes bias of the results. Otherwise it will prove to be difficult to distinguish the CSR measurement results from, for example, the effects from a marketing campaign, especially with regards to elements such as corporate image and reputation. The following outside-in assessment tools are often used to measure the impact of CSR activities:

Social audits. This is a commitment of an organisation to systematically assess and report on a company's activities that have a social or environmental impact. It also analyses how a certain program came into being and why, as well as its short- and long-term impacts (Bauer & Fen, 1973).

Balanced scorecards. which tracks the key elements of a company's strategy and includes financial measures and operational measures on customer satisfaction, internal processes, and the organisation's innovation and improvement activities (Kaplan & Norton, 1992). An example of this scorecard can be found in the appendix.

Community scorecards. The community score card (CSC) process is a community based monitoring tool that is a hybrid of the techniques of social audit, community monitoring and citizen report cards. Like the citizen report card, the CSC process is an instrument to exact social and public accountability and responsiveness from service providers (World bank, 2012).

Stakeholder analysis. A stakeholder analysis aims to identify and evaluate stakeholders, to determine their relevance to the organisation, and to identify their influence in the organisation. Once identified their needs and desires can be taken into account during communication, which may lead to a more committed and collaborating relationship, often called stakeholder engagement ([Brugha & Varvasovszky, 2000] and [Cornelissen, 2008]). Subsequently stakeholders may be involved in CCI practices of an organisation, through, for example, a community committee.

3.6   Reporting on corporate social responsibility

As mentioned before, the challenge of understanding CSR leads to the difficulty of reporting on the progress a company makes with its CSR activities. The organisation PricewaterhouseCoopers (2012), a consultancy agency, has developed a comprehensive framework that provides organisation with a clear overview of what to report on and why. It consists of eight components:

1. *The scope*. This is a 'road map' which will explain the contents.
2. *Company description*. This includes general information about the company and its structure.
3. *Performance*. For example the performance in the social, economic, and environmental areas.
4. *Specific topics*. This could include specific topics of interest for certain stakeholders.
5. *Policies*. This includes the company's standpoint regarding certain issues.
6. *Processes*. This discusses what the company is doing about these issues.
7. *Performance indicators*. This includes the actual proof and the company's comments on it.
8. *Future goals and targets*. A brief discussion of goals, though not too specific.

The World Business Council for Sustainable Development (2000) adds the elements of communities, stakeholders, and employees as key factors of social reports.

In a social alliance with an non-profit organisation, companies can fill in many of these points with the help of the non-profit organisation. Not only will this make the process of reporting on CSR and CCI more convenient, it will also give more legitimacy to the report, avoiding being accused of green washing. It is important to be transparent about CSR activities and its effects. As can be seen from the examples discussed earlier, it is a complicated issue and should receive attention from any company engaged in CSR or CCI. Communication to the internal and external stakeholders about issues, be it positive or negative, is the key to success (Freeman, 1984). Furthermore, reporting on the results of CSR, CCI, or social alliances may also be an opportunity to showcase the progress and promote the social and environmental responsibility of the company or non-profit organisation. The report can be a key communication tool to reach important stakeholders.

4 Methodology

4.1 Research plan

In order to construct a comprehensive communication advice, it is necessary to fully understand the organisation of the case study. Therefore, during the first phase of this research period, I visited the organisation in Eindhoven in order to get an idea of the activities, the mission, the vision, the organisational goals, and the values of the T+Huis. Moreover, during this period the problem was explained with which I constructed the problem definition, advisory question, and research question. Additionally, to become familiar with the internal environment of the organisation I have questioned employees of the T+Huis and asked them for a brief introduction of the T+Huis and their view on its activities. Furthermore, the official documentation of the organisation gave an insight into its main activities and future goals, and helped me construct an overview of what the organisation's goals for the future were. This introduction phase gave a key insight into the day-to-day business of the T+Huis and its motivations. I have participated in activities with children and have been actively involved in the development of the organisation. As such, I have constructed a clear personal image and understanding of the T+Huis, which will give me a solid foundation to build my research on.

From the opposite perspective, in order to make sure I have sufficient theoretical knowledge to start with my research it is necessary to evaluate the latest literature available on the relevant subjects. This preliminary research will envelop the study of books, academic journals, electronic sources, and other materials that might be relevant. Additionally, I will investigate the T+Huis by talking to its employees and the students in order to gain insight into the professional methods of the organisation. By talking to the people involved with the T+Huis I will be able to determine the approach the organisation wants to take, and what it expects of potential partners. Throughout this stage I will be attending workshops by students and employees at the T+Huis that will both give me an insight into the internal environment, and that will allow me to participate in the development of the organisation. The T+Huis promotes an active role from all its employees, with both responsibility and initiatives from each team member considered to be important factors of the organisation. Based on this exploratory stage the following research plan has been constructed.

4.2 Research methods

The methods used in this research were used to form a data triangulation. Considering the fact that there are two, initially, opposing parties involved, the research must view the situation from more than one perspective. Subsequently, the data can be compared between sources. Furthermore, the use of triangulation allows for the findings from the practical research to be compared with current literature presented in the theoretical framework.
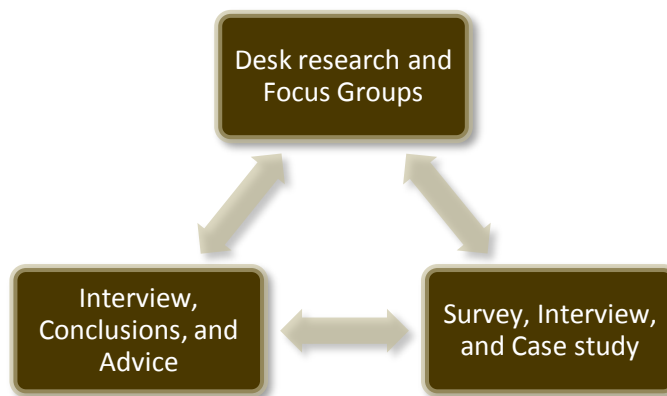
Figure 3. Research triangulation.

Phase 1: *Desk research and Focus Groups*

The first stages of the research will be qualitative. In order to get an insight into the relevant directions to take into the research it is appropriate to go through an exploratory stage in which I familiarise myself with the organisation, its employees, and its ambitions. Subsequently, in order to be able to give a comprehensive analysis of what a mutually beneficial partnership between the T+Huis and a commercial organisation could be, it is necessary to determine what the added value of the T+Huis for commercial organisations is. To answer this question the organisation must evaluate its assets and identify which assets represent a certain value to a potential partner. This question will be presented to internal stakeholders during the focus group as to evaluate the perception of the employees and students within the organisation regarding the assets of the T+Huis and the value of those assets. The focus groups will explore attitudes and perceptions, and feelings and ideas about the organisation which will allow a variety of sub-questions to be answered, but will also allow the organisation to take concrete steps towards developing to the next level. The focus group will provide a data set with a large depth. As it deals with a specific topic, the added value of the T+Huis, I will be able to probe further than during a survey for example, and it will allow me to pursue a specific line of thought or idea within the confines of the overall topic. Due to the nature of the organisation it is necessary to determine the elements within the organisation that represent a potential value for commercial organisations. These elements will be divided between tangible assets such as finances, and intangible assets such as knowledge. Once there is an understanding of the value the organisation has to offer, it will be possible to determine the added value of the organisation, and will allow for an assessment of what the organisation can ask in exchange for its valuable assets.

Phase 2: *Analysis of the results, Interview, and Case study*

The second stage of the research will consist of the qualitative analysis of the results gathered in phase one, and a quantitative analysis of the focus group findings. During the focus group the current situation and the potential of the T+Huis were investigated. In phase two a survey will be distributed in which the overall assets of the T+Huis are evaluated. Participants are asked to grade the assets from 1 to 10 and to provide their favourite asset. These favourite assets can then be compared to the findings of the focus group in order to determine a consistent favourability of the internal stakeholders of the

T+Huis. Consequently the findings of the focus group, in which the participants proposed ideas, can be generalised within the T+Huis. As such, it will be possible to identify those assets which are strongly represented by the internal stakeholders of the organisation. Then, in order to form a cohesive answer to the research questions, the data has to be analysed in such a way that it can lead to a communication advice. Links between practice and theory are made and conclusions are drawn in order to come to an advice for the organisation in the case study.

Subsequently an interview will be conducted with the CEO of the T+Huis in which the specific direction the T+Huis wants to take will be explained, to compare it to the ideas of the participants of the focus group. Consequently, the case study will consist of the results of the research and the consequences derived from them. The reason for using a case study is the fact that it focuses on instance of a collaboration between non-profit organisation and commercial organisation. The T+Huis is a unique organisation, which makes it difficult to generalise for other examples. While the theoretical chapters discuss general theory regarding social alliances, the case study will look at how these theories are applied in a practical situation.

Furthermore, the case study can be used in parallel with other research methods which may complement the case study, allowing for valid cross-referencing of data. As such, the case study is an appropriate research method for this particular research due to the fact it allows for theory to tested in a unique practical example, while allowing other research methods to complement it. While the case study is not a specific chapter in this thesis, it is present in several parts of this thesis. The organisational analysis and problem analysis in the introduction chapter explain the current situation of the T+Huis. The internal focus group, internal survey, and interviews are then used to answer the questions necessary to construct a communication advice, and to answer the advisory question of this thesis.

Phase 3: *Interview, Conclusions, and Advice*

The third stage of the research will be qualitative. Once the data from the focus group and the interview have been processes an image is created that explains the desire of the T+Huis regarding its future. In order to evaluate the feasibility of this desire the perspective of the commercial organisation must be researched. As such, an interview will be conducted with a representative of a commercial organisation. As a result the desires of the T+Huis and its future strategy can be cross-referenced with the perspective of a commercial organisation, after which it can be compared to the findings of the focus group to analyse the compatibility of the desires of both parties with the employees of the T+Huis.

Finally, it provides the opportunity to compare the practical point of view of the commercial organisation with findings from current literature. The research will then conclude with an overall conclusion based on theoretical and practical findings, and a communication advice for the T+Huis which will help the T+Huis develop further and to build towards a future with commercial partners.

When these phases are applied to the sub questions stated earlier the following list of research methods and sources can be summarised:

Sub-question	Source	Methods
Question 1	Theory	Desk Research
Question 2	Organisation / Theory	Interview / Desk Research
Question 3	Organisation / Potential Partner	Interviews
Question 4	Organisation / Theory	Focus group / Desk Research
Question 5	Theory	Desk Research
Question 6	Organisation / Potential Partner	Interviews
Question 7	Organisation / Theory	Interviews / Desk Research
Question 8	Theory / Potential Partner	Desk Research / Interviews
Question 9	Theory	Desk Research

Table 2. Research methods per sub-question.

5 Research Findings

5.1 The focus group

In order to be able to give a comprehensive analysis of what a mutually beneficial partnership between the T+Huis and a commercial organisation could be, it is necessary to determine what the added value of the T+Huis for commercial organisations is. To answer this question the organisation must evaluate its assets and identify which assets represent a certain value to a potential partner. Considering the fact that the interaction and co-operation between the internal stakeholders of the organisation highly impacts the value of its assets, it is appropriate to conduct a focus group with representatives of each of its internal stakeholders. Focus groups have often been regarded as a means for obtaining access to people's experiences, attitudes and views (Lehoux et al., 2006). The question of the added value of the T+Huis will be presented to internal stakeholders during the focus group as to evaluate the perception of the employees and students within the organisation regarding the assets of the T+Huis and the value of those assets.

The focus group allows for an in-depth analysis of group perspectives. It allows for the exploration of attitudes and perceptions of its participants about a specific subject. The interaction between the participants in the focus group is likely to lead to a further understanding of the subject as it would be when a single individual offers his/her opinion. Additionally, this interaction has the potential to spark a discussion or debate which might lead to a more elaborate understanding of the topic. In order to instigate this interaction, the participants in the group all must be related to the topic, or be relevant to the organiser of the focus group. The aim of the focus group is for its participants to share experiences and thoughts along the guidelines set out by the moderator.

5.1.1 Research objective

The objective of the focus group is to answer the following questions:

- What are the current assets of the T+Huis?
- What are the potential assets of the T+Huis?
- What does the T+Huis expect in exchange for its resources?
- What can the T+Huis do to show the involvement of the commercial organisation?

By answering these questions a foundation will be laid, upon which the next step of the research can be build. When the perceived assets of the T+Huis are analysed and documented, they can be communicated to an external party.

5.1.2 Research sample

The sample of the internal focus group of this research will consist of the design team, consisting of three individuals, and five students working in the T+Huis, as its internal stakeholders, making the total sample size eight participants. These group members all

have an understanding of the organisation and have either a shared or individual opinion about the T+Huis due to their daily activities and experience within the T+Huis.

Jocelyn A. Hollander (2004) describes three types of social context to be determined within the focus group. First, there is the *associational context* - "the common characteristic that brings the participants together [and] influences the group conversation and dynamics". The common characteristic of the participants of the first focus group is that they are all members of the T+Huis. They work together on a daily basis, and are generally familiar with each other. The sample chosen for this focus group consists of individuals who have been involved with the T+Huis for an extended period of time, so as to include as much experience regarding the organisation as possible.

Second, there is the *status context* - "the relative positions of the participants in local or societal status hierarchies, such as workplace, authority, gender, race, age, sexual identity, or social class". The sample of the internal focus group contains members from each internal stakeholder group: the students, the graduate students, the design team, and the CEO. Both males and females were present, with ages ranging from 21 to 30. As such the demographics of the internal sample group is highly heterogeneous.

Finally there is the relational context - "the level of intimacy already established among the participants". The participants of the internal focus group have been working together for an extended period of time. As such they are comfortable in each other's presence, and will not feel restraint with regards to their sharing of opinions and ideas.

5.1.3 Research method

The structure of the internal focus group was defined by the incorporation of interactive games, which allowed for a large amount of ideas and opinions to be generated by the participants. The two games used in this focus group were a form of 'idea-bingo' and another 'idea sharing' game in which one person shares an idea, after which the next person adds to the proposed idea, or proposes an idea of themselves. The bingo game was structured in such a way that participants wrote down their ideas about assets of the T+Huis, which they believe represent a potential value to commercial organisations. Subsequently categories were created under which the proposed assets were placed. For each asset that fit under a category, the participants were allowed to cross off a box, leading to an eventual winner who received a prize. The six categories that were used were: Knowledge, Experience, Credibility, Innovation, and Company involvement. These categories represent the assets of various kinds of non-profit organisations, based on theoretical research [(Sargeant, 1999), (Kotler & Lee, 2009) and (Sprinkle & Maines, 2010)]. Within these categories the assets written down by the participants were placed. This method determines which of the assets that have been proposed are most popular among the participants. These are the assets that deserve an in-depth analysis. Subsequently three elements from the bingo game were taken and discussed further in an idea sharing game where the participants took turns to propose an idea, or add to an existing idea. Additionally, three further elements were also discussed: how to show the involvement of organisations, which will aid in the development of a communication advice, what the T+Huis expects in return for its resources, to determine the boundaries and expectations of a potential partnership, and what the diversity of the T+Huis has to offer to commercial organisations, in order to evaluate potential future assets. Finally, the focus group finished with a round wherein each participant could voice their favourite

asset and explain why, so as to give them an opportunity to reach an individual conclusion based on the input of each participant.

5.1.4 Research results

In order to draw conclusions from the data derived from the focus group four steps will be taken. First the data will be coded. These codes are the five categories used during the focus group. These categories represent the different types of assets the participants proposed. Second, the codes will be further categorised into two additional categories. During the focus group it became apparent that the ideas shared could be divided in to two groups: the current assets of the T+Huis, and the potential future assets of the T+Huis. The current assets group represents the assets that the organisation has put into practice and are part of the daily activities of the T+Huis. The future assets group contains ideas about what the organisation could introduce and implement in the future. Third, the themes and relationships among the codes and groups will be identified. The accumulation of both asset groups are presented in the following tables and in the form of a trend cloud, which shows trends emerged during the focus group. By analysing these two groups with their trends it is possible to determine which ideas have a high potential of being an important part of the communication towards commercial organisations. By observing how they are currently put into practice it is possible to determine whether they are assets that may be effectively communicated to external parties. Fourth, the overall results will be analysed. The full list of ideas proposed can be found in the appendix. In order to assess the perception of the participants regarding the current assets of the T+Huis the following question was posed:

What are the current assets of the T+Huis?

The following ideas were proposed as being assets that the T+Huis currently owns that might represent a certain value for commercial organisations:

Knowledge	Experience	Innovation	Community Relations	Company Involvement
Social Design	Creativity	Strategic design thinking	Design network	Volunteer programs
Safe environment for everyone	Development of students	Refreshing idealism	Social network	Role model
Multidisciplinary teams	Enthusiastic and eager students	Welfare 2.0	Communication with the neighbourhood	Children projects
Children's perspective	Open mindedness		Connection with schools	Creative space
Social work	Design thinking with basic money		Connection with governments	Low threshold organisational structure
Workshops	Holistic view on people		Interns	Exchange programs
Educational environment	Stimulating diversity		Reach students	

Table 3. Perceptions regarding current assets.

In order to assess the perception of the participants regarding the potential future assets of the T+Huis the following question was posed:

What does our diversity offer?

The following ideas were proposed in answer to the question:

Knowledge	Experience	Innovation	Community Relations	Company Involvement
Trading workshops	Helping their community	Buddy system	Reach a bigger audience with company	Opportunities to share knowledge for research
Voxpop	Bringing children in their company	Theme dinners	Insight into neighbourhood	Company trips
Children's perspective on company activities	Students working in their company	Make their workspace more creative		Support neighbourhoods of their employees
Turning abstract to concrete	Helping them do research	Innovative and diverse ideas		Give away leftover materials
Different point of views	Reintegration of stressed people	Co-work with businesses		Child excursions
Cultural knowledge	Learning from different cultures			Chance for company to teach us
Show them the 'real' world	More respect			Adopting children
	Different visions of the world			Offer another working environment
	Change thought about socially underprivileged children			Diversity on a day to day basis

Table 4. Proposed ideas for future assets.

In order to assess the perception of the participants regarding what the T+Huis expects in exchange for its resources the following question was posed:

What does the T+Huis expect in exchange for its resources?

The following ideas were proposed in answer to the question:

- Experiences for children
- Facilities
- New target groups

- Secretaries
- Work place exchange
- Money, donations

- Business expertise:
- Communication
- Philosophy
- Activity expertise (drama / dance)
- How to make more money
- Research impact
- Computer skills (Apple)
- Network
- Tips on internal communication
- Let people understand value of money

- Objective view of the T+Huis
- Christmas money
- Rounding up money from lunch that goes to T+Huis
- Kids make Christmas boxes they buy
- Donation jar
- Personal advice
- Compare the value of things they spend on to what T+Huis can do with that money

Table 5. Proposed ideas for exchange in resources

In order to evaluate the perceptions of the participants about how the T+Huis could help commercial organisations to promote their involvement the following question was posed:

What can the T+Huis do to show the involvement of the commercial organisation?

The following ideas were proposed in answer to the question:

- Plaques
- Football jerseys
- Pictures together with the kids
- Name in the T+Huis
- Kids going to the company - connect to school
- Press releases
- Year reports
- Joint events
- Mural by kids
- Yard around the building
- Exchange students with employees
- Employees coming to the T+Huis
- Toys with their name on it
- Take T+Huis to work day
- Ads in email (signature)
- Companies make colouring papers
- Kid's quote of the day

- Inside picnic
- Gifts from the children
- Personalise volunteers - Name of employee
- Rules of the T+Huis in company
- Song or poem about company
- Kids act in their commercial
- Workshops for kids
- After work hours
- Photo frame exchange
- Family photo
- Child of the month
- Volunteer of the month
- Dishes of company created by children
- Theme parties, holiday parties
- Kids give them compliments

Table 6. Proposed ideas for promotion of involvement.

Finally, each participant received the change to propose their favourite idea discussed in during the focus group. The following ideas were proposed as being the favourite ideas:

- Donating spare change from meals
- Auction of children's art
- Workshop exchange
- Exchanging systems / knowledge
- Picnics
- Christmas boxes made by kids

- Donate office supplies
- Working with the kids
- Development of skills
- Electronic donations - chip knip - rounding off payments

Table 7. The favourite ideas of the participants.

5.2   The internal Survey

5.2.1 Research objective

In the following section the results of the focus group are generalised to increase the validity of the data derived from the focus group. Specifically, which of the categories used during the focus group do the participants of the survey find important, and which one do they find the most important. In order to test the findings from the focus group an internal survey will be distributed.

5.2.2 Research sample

The sample of the internal survey are the students and employees of the T+Huis. The sample size is 23, with broad and diverse demographics. The sample features participants with ages ranging from 17 to 28, both male and female, and from each hierarchical level of the organisation. Furthermore there is a wide variety in backgrounds of the participants with regards to their study and cultural background.

Gender
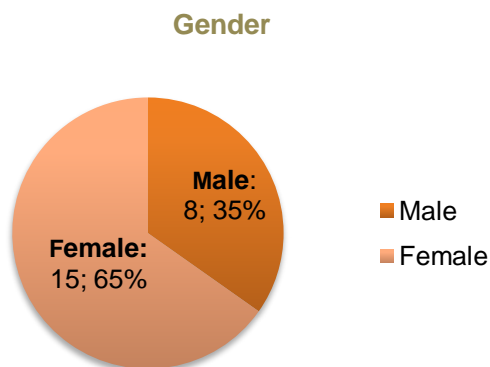
Figure 4. Ratio of male and female participants.

5.2.3 Research method

The participants were asked to answer the following questions with a grade from 1 to 10:
- To what extent to do find *knowledge* to be an important factor in the T+Huis?
- To what extent to do find *experience* to be an important factor in the T+Huis?
- To what extent to do find *diversity* to be an important factor in the T+Huis?
- To what extent to do find the T+Huis to be *innovative*?
- To what extent to do find the *presence in the neighbourhood* to be an important factor in the T+Huis?

The participants were then asked to choose a favourite factor. This allows for the data derived from the internal focus group to be generalised within the organisation.

5.2.4 Research results

The questionnaire that was distributed and the full list of grades can be found in the appendix . The following table indicates the average grade given to each category and the amount of times it was chosen as favourite element:

	Average grade	Number of favourites
Knowledge	8.38	9
Experience	7.69	5
Diversity	7.80	7
Innovativeness	7.30	1
Presence in the community	8.33	4

Table 8. Internal survey results.
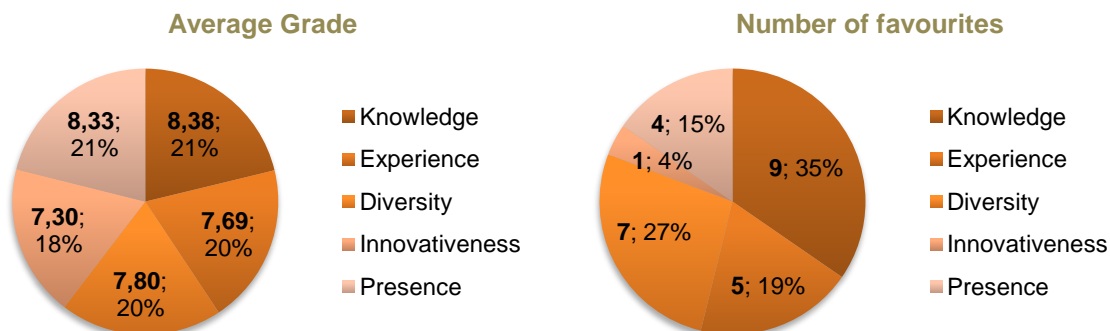
Figure 5. Average grades.

Figure 6. Number of favourites.

The results indicate that knowledge and the presence in the neighbourhood have received the highest grade, but considering that the presence received a low level of favourability, the results indicate that knowledge is the most important factor of the T+Huis, which will be reflected in the research analysis.

5.3   The interviews

5.3.1 Research objective

To evaluate the vision on a potential partnership from both sides two interviews were conducted. First, the CEO of the T+Huis was interviewed about his expectations and desires regarding a partnership with a commercial organisation. The following questions were asked during this interview:

- What are the ways in which the T+Huis is currently working together with organisations?
- What do you expect from a partnership with a commercial organisation?
- What represents the ideal partnership to you?
- What could the T+Huis do for organisations?
- Where do you see the T+Huis in five years?

Secondly, the sustainability manager of De Lage Landen (DLL), an organisation who already is a partner and supports the T+Huis in many ways, was interviewed to analyse the perspective of a commercial organisation regarding its partnership with the T+Huis, and to gain the perspective from a commercial organisation regarding non-profit partnerships in general. The following questions were asked during this interview:

- Why does DLL work with the T+Huis?
- Do those reasons count for corporations in general?
- Do you expect anything in return?
- Would you expect another company to demand more in a partnership?
- Is there room for improvement in your partnership with the T+Huis?
- How is a partnership between nonprofits and corporations generally formed?
- What are the elements DLL looks for in a non-profit organisation when it decides to invest?
- Do you have an advice for the T+Huis when approaching corporations?
- What are the dangers for the T+Huis when approaching corporations?

These questions will establish an image of the current situation of the T+Huis and provides us with the ability to determine the similarities and conflicts in perceptions regarding the future of the T+Huis from both parties. Both interviews are available in full in the appendix.

5.3.2 Research sample

The first interviewee is the founder and CEO of the T+Huis, Dennis Meulenbroeks. The T+Huis was founded in 2006, giving him over five years of experience in the fields of social development, social design, and entrepreneurship. His collaboration and contacts with corporations and government has given him valuable expertise in the fields of corporate social responsibility and corporate community involvement.

The second interviewee is the sustainability manager of De Lage Landen, Marije Rhebergen. Her primary task is to ensure the organisation operates in a sustainable manner. This includes making their products and services more 'green', as well as addressing their social impact and their link to society, including the T+Huis. Her expertise in the fields of Corporate Social Responsibility and Corporate Community Involvement, and her relationship with the T+Huis, makes her an indispensable part of this research.

De Lage Landen is a global organisation which provides leasing, business, and consumer finance solutions, as part of the Rabobank Group (De Lage Landen 2012). They have been a full partner of the T+Huis for several years, and the CEO of De Lage Landen is on the board of directors of the T+Huis. They are not only partnered with the T+Huis, but with a wide variety of non-profit organisations, including the World Wide Fund of Nature (WNF). Both interviews can be viewed in full in the appendix.

5.3.3 Research results

In order to create a successful partnership it is wise to analyse the current situation in which there already is a partnership between the T+Huis and commercial organisations. We can learn from the mistakes and strengths of that collaboration after which a next partnership can be much more effective. Currently the T+Huis has one large partner: De Lage Landen. This collaboration was created through the network of the founder and CEO of the T+Huis, Dennis Meulenbroeks. De Lage Landen was founded in Eindhoven and her headquarters are still situated in that city. Dennis Meulenbroeks explains this partnership as a complete package: "Our partnership with De Lage Landen is a very specific one. They support us in many different ways and in any area we need, legal affairs, fiscal matters, human resources, and finances".

The fact that this is a unique partnership is due to the fact that De Lage Landen does not specifically ask for a concrete return on their investments. They have a 'giving' mindset. The reason why De Lage Landen has invested in a non-profit organisation such as the T+Huis is due to the fact that they have fully integrated CSR into their core business. Their CSR agenda contains four main motivators of CSR or 'CSR pillars' as Marije Rhebergen calls them. "The first pillar is about our own operations, for example becoming CO_2 neutral. The second pillar is regarding our own investments, we would not invest in a company that makes use of child labour for example. The third pillar is about making our products and services more 'green'. The fourth pillar is our community involvement, which leads to our partnership with the T+Huis". The T+Huis and De Lage Landen belong to the same community. The development of this community has an impact on both organisations. "The most important reason for us is that we are able to help a neighbourhood with people who need the help. By investing in the T+Huis we hope to realise this". Dennis Meulenbroeks describes this partnership as "the perfect method of community involvement of a corporation".

Even though De Lage Landen does not ask for specific elements in exchange for their support, there are benefits that are received that are naturally derived from the partnership. Besides the philanthropist act of donating and the sense of 'meaning' that it brings there are other elements that have an effect on the operations of the organisation. One of those benefits comes from the effects on human resources. "By working together with the T+Huis we give a certain sense of meaning to our employees, it enhances their motivation and satisfaction, and the feeling of 'doing good'. It can also have a positive impact on recruitment". Another natural benefit that is a result of the partnership is the reputation of De Lage Landen. These elements are not only drivers for De Lage Landen. They are also motivators for other organisations, even though the balance may be different, says Marije Rhebergen.

Considering the wide support De Lage Landen has offered to the T+Huis it is necessary to determine in what areas the T+Huis would want to receive additional support. According to Dennis Meulenbroeks this poses a challenge. "When you create alliances that provide the same resources, you will create conflicts and difficult situations". As such, Dennis says, the T+Huis is looking for partnerships in which corporations provide finances and material goods such as computers and desks. The main reason the T+Huis is looking for a predominantly one-way relationship is because Dennis Meulenbroeks believes a more two-way relationship would cost too much time. "We do not have the time and resources to invest in a partnership. We already have a large corporation that offers us most of what we need. As such we are looking more into raising funds. For example, corporations could donate a percentage of their profits." Though, according to Marije Rhebergen this might prove to be difficult. She believes corporations are switching from a purely philanthropist relationship towards a more integrative relationship. "I believe it would be too basic to simply pursue donations. While it is an initial step, many organisations are looking to be more involved".

In a pursuit of a suitable partnership Dennis Meulenbroeks believes there are opportunities to engage in a philanthropist relationship. He gives the example of the Carnegie Hall case, an organisation that receives donations and subsequently posts the names of donators in their year report, promoting their charity. He believes such a symbolic token in exchange for financial support may provide the T+Huis with the

partnership it is looking for. "When we can offer something personal, such as a certificate, or perhaps something from the children, and 'sell' that to corporations for 5000 Euros, it will give corporations the opportunity to show their involvement". However, considering the change of mindset of corporations regarding non-profit engagement, it would be important to make sure the T+Huis has more to offer, says Marije Rhebergen. "While our organisation is not very demanding, other organisations might be looking for a more concrete return on investment. I would advise to develop the added value of the T+Huis and to make a return on investment more concrete and explicit".

An important factor in establishing new partnerships is the network in which the T+Huis operates. According to Dennis Meulenbroeks this has been a primary part of their success. He says organisations invest in the T+Huis because they maintain relationships and have created a network. However, Marije Rhebergen believes there is an opportunity to improve on this. "I believe it is important for the T+Huis to think more strategically regarding their potential collaborations with corporations. Even approaching one person could lead to a new partnership with an organisation". She says a general method to put this into practice is to invite potential partners or people who represent an organisation to social events, or 'social exhibitions'. It gives the opportunity to communicate what you are looking for, and guests might propose ideas on how to find those things. She believes that eventually the T+Huis will run into problems with their current relations. "The T+Huis currently operates very concept focused and even though that is very relevant, when you put yourself in the position of an organisation, eventually they will not be convinced anymore. They want to hear concrete numbers about results". However, she does confirm that intangible assets are difficult to place a price on, but that is no reason it cannot be made concrete. Dennis Meulenbroeks says that the fact that the T+Huis' activities revolves around the development of children and students can be considered a unique selling point of the organisation. Along this line there are opportunities thinks Marije Rhebergen. "You can put a price on results in general, as long as you do not make it too specific". She says that as long as you can prove that it has an effect, it can be used. She suggests that it might also be an idea to focus more on the success of the T+Huis as a whole, rather than the specific impact on a child.

Marije Rhebergen proposes several ideas the T+Huis should keep in mind. She believes it is important to make a clear return in investment and make it as concrete as possible. Additionally, even though a purely philanthropist relationship represents the perfect partnership for Dennis Meulenbroeks, she believes it would not be wise to simply focus on donations of money, but focus should also lie on donations of knowledge, networks, manpower, and experience. Elements she believes will be the future of social alliances.

6   Research Analysis

Based on the response of the participants of the focus group and of the respondents of the survey, and while considering the core competencies of the T+Huis, the following assets were in line with the organisation's main activities, and were considered important assets by the participants. Additionally, by focusing on assets that are well represented throughout the organisation, it enhances the sense of employee involvement within the T+Huis. By focusing on capturing the ideas of employees and securing their commitment regarding these ideas, they become strong assets of the organisation (Beardwell & Claydon, 2007). They enforce the ideas through their actions and communication, creating a consistent message.

Social Design - Knowledge
The social design approach is one of the core competencies of the T+Huis. Social design aims to answer the question why consumers use products and services, rather than what they do with it or how they do it. The approach involves consumers in the decision making process in order to create a product or services that addresses the need of the consumers, rather than creating the need. In the case of the T+Huis, the primary consumers are children. As such, the children's perspective is key. Together with the students they create projects in which they participate. Through social design they address social issues such as the development of children in an underprivileged neighbourhood. Social design was proposed as a single idea. However, considering the definition of social design, the ideas that can be associated with social design are those which were placed under the *knowledge* asset category. Moreover, social design is part of the intellectual capital of the T+Huis. This knowledge of the employees and volunteers of the T+Huis allow the organisation to approach problems from a wide variety of perspectives. Furthermore, 35% of the respondents of the survey selected knowledge to be the most important element of the T+Huis, and the average grade of this aspect was an 8,39. The fact that this element of the organisation is highly represented in the proposed ideas of the participants of the focus group means it is an asset that can be communicated convincingly.

Workshops - Knowledge
Furthermore, the workshops, organised by the students, are a recurring event in the T+Huis, and subsequently represent another core competency of the organisation. The workshops allow students to educate the T+Huis about a topic of their choice. This is an element that has been discussed during the focus group on several occasions and has been recognised as a promising current asset, as well as representing opportunities for the future. Not only does this educate the audience, but it also aids in the development of the students who organise the workshop. Elements such as public speaking, planning, preparation, and communication are put into practice, thus further developing these skills within the student.

The participants of the focus group placed this asset in the *knowledge* asset category, which was selected to be the most important element of the T+Huis. However, this is also

an asset that has the potential to become part of a social alliance and as such become an important asset of the T+Huis in the future. By exchanging workshops between the students and employees of the T+Huis, and the employees of a commercial organisation, the exchange of knowledge, experience, and skills can be realised. In such an exchange the T+Huis can educate organisations about topics such as social design, social innovation, children's needs, and the potential of reaching new target groups. Whereas commercial organisations could educate the T+Huis about topics such as philosophy, finances, conducting research, computer skills, and other fields of expertise. These topics also came forth during the focus group as resources the participants would like to receive from commercial organisations. Considering the fact that workshops have become a frequent event in the T+Huis, and the multiple proposals of this asset during the focus group, it has a high potential of becoming an important element in a social alliance between the T+Huis and a commercial organisation. Furthermore, the exchange of resources such as knowledge and manpower is likely to become a big aspect of future social alliances in general. Marije Rhebergen believes the future lies in this type of exchange, and literature suggests the same trends.

Networks - Community relations
An additional element that was a recurring topic during the focus group was the network of the T+Huis and its connections. The T+Huis has a well established connection with the neighbourhood in which they operate. The families that are involved with the T+Huis are generally underprivileged and as such are grateful for the free services of the T+Huis. Additionally, the community is actively involved in the development of the neighbourhood, which strengthens the relationship between the T+Huis and the community. The participants placed this asset in the *community relations* asset category, and the employees of the T+Huis considered the presence in the community of the organisation to be of high importance, it received a grade of 8,39, the highest score together with the knowledge of the T+Huis, and 15% of the respondents of the survey considered the presence in the community to be the most important aspect of the T+Huis.

Through their connections, the T+Huis has access to a large network of experts such as designers, entrepreneurs, and activity experts such as dance instructors or artists. These connections form an important part of the network of the T+Huis, which may be of interest to commercial organisations. Furthermore, in the ties with the government, lie opportunities for commercial organisations as well. The European Commission (2011) states that businesses "should have in place a process to integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders". By engaging in a partnership with a non-profit organisation such as the T+Huis, an organisation can address the important aspect of social concerns in society. An additional governmental benefit can also come from tax concessions or reductions of certain duties granted by governments to promote CSR activities (Weber, 2008).

The T+Huis divides its current network in three categories: global, neighbourhood, and national. However, by analysing this research, we can identify three different networks. First, there is the social network, which includes elementary schools and social institutions within the neighbourhoods the T+Huis operates in. A social network is regarded as a web of personal relations which provides powerful means and channels of access to information and resources (Lin & Si, 2010). Second there is the design network, which includes international design institutions and universities. Third there is

the business network, which includes their current partner, De Lage Landen, the Rabobank, and other organisation. The definition of business networks is derived from the interaction in a social relationship network. Different types give rise to different relationship networks, which consist of three elements, namely actors, relationship among actors and access connecting actors (Huang et al., 2012). These networks also came forth during the focus group. The participants made a distinction between the social network of the T+Huis and the design network. The third network, the business network, could be improved, according to Marije Rhebergen. She says it is important to think more strategically about the collaboration with corporations. She believes De Lage Landen could be of help with regards to the T+Huis' business network. "Our employees might have great ideas about who to approach for a certain resource". While it may not directly lead to financial resources, approaching new individuals in the network of another person may lead to a future partnership with an entire organisation. It should be seen as an investment. Marije Rhebergen believes this is a very important factor to take into account in the search for new partners. She also warns that current relations might be at risk if the T+Huis does not critically evaluate the way they engage their current partners and stakeholders.

Children - Experience
The children who make up the primary target group of the T+Huis were a large part of the ideas proposed during the focus group. Considering the fact that the children are at the core of the organisation, it was placed in the *experience* asset category. Furthermore, 19% of the respondents of the survey considered experience to be the most important aspect of the T+Huis. Several ideas were suggested revolving around children, for example excursions with children to a company, or children giving their opinions about company matters or social issues. Additionally, when the question was asked: "How to show the involvement of organisations", a variety of ideas were suggested to involve children in mutual projects or activities, such as art created by children, dishes decorated by children, and much more. The children coming to the T+Huis are a unique asset of the organisation. Even though there is no intention to exploit children for the sake of financial capital, by combining educational and play activities with a product or service that does have a potential monetary value, a situation can be created that is beneficial to both the children, as well as the T+Huis. While there is no specific research about involving children in social alliances, there are examples of children working together with organisations to raise funds. Under these circumstances the partner of the T+Huis would not be buying a product, but instead donating financial resources in exchange for a remembrance of the children. Such a partnership would fall under the philanthropic relationship model as described by Austin (2001). Such a relationship is preferred by Dennis Meulenbroeks, CEO of the T+Huis, though one of the dangers in such a collaboration is the difficulty of providing a clear return on investment, as well as the fact that corporations are increasingly seeking to engage in a transactional relationship, as stated by Marije Rhebergen of De Lage Landen.

Diverse perspectives - Knowledge
Many ideas revolved around the element of diversity within the T+Huis and the variety of perspectives resulting from that, such as children's perspectives, different cultural backgrounds, a view on what the 'real' world is with regards to society, and also the perspective of the company that might of value to the T+Huis. This asset was placed in the *knowledge* category, due to the unique way knowledge is derived from these diverse sources. The diverse background of the students, children, and employees of the T+Huis

provide a wide range of opinions and ideas about matters. Different cultures, religions, studies, demographics, and upbringing are all gathered at the T+Huis. Due to this heterogeneity the T+Huis is able to approach problems or opportunities from a wide range of perspectives. The potential advantage of diverse groups over homogeneous groups lies in the greater source of distinct relevant information which diverse groups have access to (Lauring, 2009). This information might be derived from their study, culture, religion, or other sources.

An opportunity that became apparent during the focus group, and during the interview with Marije Rhebergen, is including volunteers from organisation in the daily activities of the T+Huis. The participants of the focus group believed commercial organisations have a lot to offer in terms of knowledge and experience. Ideas such as knowledge exchange, workshop exchange, and volunteer programs were suggested as potential future assets of the T+Huis. Marije Rhebergen believes the T+Huis could do more with this opportunity. She believes it would be beneficial to both parties when volunteers from corporations work together with students and children of the T+Huis. It gives a sense of meaning to the volunteers. This satisfaction comes from either a 'warm glow' effect, an enhanced self-image, or from some benefit received from volunteering, in the form of experience or knowledge development (Simmons & Emanuele, 2008). Additionally, the volunteers might act as role models and sources of knowledge for the students and children. Many studies have focused on this form of partnerships and suggest that volunteer programs are gaining in popularity. It enhances the possibilities of co-development and innovation and can be highly cost-effective when the strengths of both partners are exchanged (Kourula, 2009).

The current core activities of the T+Huis are well represented in the proposed ideas of the focus group's participants regarding the current and future assets of the organisations. As such these elements will be able to enforce the communication towards commercial organisations. The third element of the focus group revolved around the questions: "What can the T+Huis do to show the involvement of organisations" and "What does the T+Huis expect in exchange for its resources". These questions were asked to create a hypothetical situation in which a partnership between the T+Huis and a commercial organisation exists. In order to address one of the goals of the partner, the corporate community involvement, the T+Huis can use its current and future assets to assist in meeting that goal. Literature suggests as well that nonprofits have the potential to offer many benefits to corporations that may lead to a financial return in investment in terms of gaining local knowledge, advancing community relations, creating new products and services through innovation, gaining or maintaining legitimacy, and improving employee recruitment, satisfaction, and retention ([Dacin et al., 2007], [Sakarya et al., 2011], [Kourula, 2009] and [Marano & Tashman, 2011]). Many ideas were suggested that were considered to have a potential value, though it proved challenging to determine a specific value. Many of the ideas are quite abstract and ambiguous concepts, and may prove to be difficult to translate to a financial figure. However, this is not necessarily impossible. While some of the assets of the T+Huis may be intangible, the effects they have on a commercial partner, as mentioned, might be tangible, and thus measurable through, for example, a social audit or community scorecard. Furthermore, Marije Rhebergen of De Lage Landen suggests keeping the communication about impact of the assets of the T+Huis general, rather than attaching them to specific results. However, this does pose a challenge when it comes to making a concrete return on investment for corporations, which could lead to a difficulty in finding a suitable partner. Additionally, considering the

limited financial resources and manpower, a potential partner must be willing to give the T+Huis the freedom to keep pursuing its main practice: social design and the development of students and children. Consequently a potential partner must be willing to accept the fact that a partnership would not constitute the main practice of the T+Huis. Moreover, based on the interview with Dennis Meulenbroeks, we can determine that the T+Huis is looking for a specific type of partnership, namely a philanthropic relationship between themselves and a corporation. A relationship that mainly consists of annual corporate donations of money or goods made in response to requests from non-profit organisation. A relationship in which the level of corporate engagement and resources is relatively low, infrequent, simple, and non-strategic. It is basically a check-writing relationship (Austin, 2001). We can further distinguish the types of support desired by Dennis Meulenbroeks by looking at the potential forms of corporate support mentioned earlier in this thesis. The most relevant forms of support in this case are cash support, the onetime or periodical donation of a sum of money, in-kind assistance, the donation of equipment, and cause-related marketing, for example the donation of a percentage of a corporation's revenue. In such a collaboration the corporation has a charity mindset, or as Dennis Meulenbroeks calls it "they sympathise with us". With regards to the wishes of the CEO, the partnership with corporations would not progress into the 'transitional phase', which focuses more on a two-way exchange of resources.

While it is clear what type of partnership the CEO of the T+Huis is aiming for, it limits the range of possible partners with whom the T+Huis could engage in a social alliance with. While simple cash donations still make up the majority of corporate support, many social alliances are transitioning from a philanthropic situation to a transaction phase in which more cooperation takes place as the benefits of such a relationship become more clear and tangible ([Austin, 2001], [Oetzel & Doh, 2009] and [Marano & Tashman, 2011]). For example, according to research done by the World Business Council for Sustainable Development, participants emphasised their preference for collaborative projects rather than simply giving donations (WBCSD, 2000). This is also indicated by Marije Rhebergen of De Lage Landen who says "it would be too limiting to simply pursue donations. While it may be a first step, many organisations want to be more involved". The challenge then is to find corporations who are willing to limit the relationship with the T+Huis to an exclusively philanthropist relationship.

Besides the difference in partnership goals between corporations in general and the T+Huis, the corporation's values must be compatible with the values of the T+Huis as well. Due to the trend of the transition of social alliances to an integrative relationship, the goals and values of both parties start to play a larger role (Austin, 2001). When the values and goals of a corporation do not match those of the T+Huis, it cannot be considered a credible partnership by external parties, which would severely limit the success of the collaboration (Dahan et al., 2009). Additionally, for most corporations it is important that the organisational culture, values, and goals match those of the non-profit organisation with which they are collaborating (Dahan et al., 2009). Not only do the organisations have to match, the individuals who are directly involved in the partnership have to be able to work together. Both Dennis Meulenbroeks and Marije Rhebergen emphasise the importance of being able to trust the other individuals and being able to connect with them on a personal level. This leads to a much more effective communication and has a much larger potential to produce successful results. Moreover, successful strategies require mutual trust, mutual understanding, unrestricted learning, and inter-organisational knowledge-sharing to achieve success (Todeva & Knoke, 2005).

This further narrows down the number of potential candidates with which the T+Huis might consider collaborating with.

The research suggests there is a large potential for the T+Huis to grow and to expand its reach and the development of children and student through the organisation. The diversity of the T+Huis has given rise to a large amount of ideas about the added value of the organisation, the added value of the future, and about a potential collaboration with a commercial organisation. The current partner of the T+Huis suggests that these ideas can be used to make a more clear and concrete return on investment, which they believe is necessary to approach potential partners. Additionally, it became clear that it is not likely to be sufficient to focus purely on cash donations, despite the wishes of the CEO of the T+Huis. The current trend in the world of non-profit engagement is that corporations are looking for more integrative relationships. Consequently, everything considered, there are certain conflicting visions present. Due to their current partnership with De Lage Landen, and their limited resources and manpower, the T+Huis is looking for partnerships in which they receive donations for a symbolic token in return. On the other hand, literature suggests that this might no longer be a viable approach in the future. Additionally, De Lage Landen might also re-evaluate their approach to non-profit engagement. Considering the changing environment and interpretation of social alliances, it would be worthwhile for the T+Huis to shift its focus from the decreasing amount of philanthropist corporations, and pursue a more integrative partnership. Even though the CEO of the T+Huis believes this might create conflict due to their current relationship with De Lage Landen, Marije Rhebergen believes there is room for more partners in the network of the T+Huis. In fact, she believes De Lage Landen can assist the T+Huis in expanding their business network.

2 Conclusions

The research in this thesis has indicated that the number of potential candidates for a partnership with the T+Huis has been narrowed down substantially. The desires of the CEO of the T+Huis, Dennis Meulenbroeks, to limit a relationship to the donation of finances or materials, the limited resources and manpower the T+Huis has to invest in a partnership, and the desire from both parties to engage with partners whose values match their own, lead to a situation in which finding a partner with the same qualities and potential such as De Lage Landen is a difficult task.

According to the framework of James Austin (2001), the current partnership between the T+Huis and De Lage Landen can be considered to be in the transactional stage. There is a mutual exchange of resources between the two parties. From the side of De Lage Landen finances, expertise, and network opportunities are offered, and the T+Huis is able to provide a certain sense of legitimacy, employee satisfaction and recruitment, and corporate reputation. While such a partnership is still considered corporate philanthropy (Kotler & lee, 2004), according to Marije Rhebergen of De Lage Landen, many organisation are transitioning further into the integrative stage.

Partnerships within the integrative stage are more strategic alliances that require synchronised goals and values. While literature suggests many methods with which an organisation may meet the current desires of the T+Huis, such as cash support, sponsorships, in-kind assistance, or cause-related marketing [(Kotler & Lee, 2004) and (Sargeant,1999)], the desires of the CEO of the T+Huis, to establish a partnership with organisations in which a symbolic token is offered in exchange for a donation, do not match that of the trend taking place in the corporate world. As such, it would be worthwhile to pursue a more integrative relationship. While these relationships initially do not always lead to a direct donation of cash from the corporation, resources such as knowledge, experience, and manpower can ultimately result in saving in costs. For example, an employee of the T+Huis may be too busy to work on a project involving the building of a website, or the writing of a marketing plan. By making use of the expertise and manpower of a partner, this project can be finalised nonetheless, without expenses.

The T+Huis has the potential to evolve alongside the evolving relationship model between nonprofits and corporations. With its current assets and its suggested potential assets it has the ability to be of high value to commercial organisations. Even though its assets are mostly intangible, through qualitative measurement methods such as the social audit, community scorecard, or the balanced scorecard, the impacts of intangible assets can be measured. Moreover, literature suggests that a company's value depends less and less on its tangible assets, such as financial capital, and increasingly more on its intangible assets, such as those discussed previously (Tonchia & Quagini, 2010).

However, in order to maintain an open approach to new partners, it must be taken into account that corporations might be looking for concrete assets. Therefore, Marije Rhebergen of De Lage Landen suggested to describe the impact of the T+Huis in a more

general manner, rather than placing emphasis on specific examples. As a result it will make a potential return on investment more concrete, without running the risk of having to prove specific cases with regards to the results of a potential partnership.

Furthermore, a wide range of literature has discussed the benefits of corporate social responsibility and corporate community involvement activities. Many of which we have also confirmed in practice from the partnership between the T+Huis and De Lage Landen. This collaboration has a proven positive effect on employee satisfaction, employee recruitment, corporate legitimacy, and corporate reputation. As such, the benefits of working together with the T+Huis are apparent. Subsequently, these benefits can be communicated to potential partners with examples from practice and literature, as discussed in this thesis.

A particular method of keeping track of activities and to monitor the consequences of these activities is the Balanced Scorecard. As briefly discussed previously, it includes financial measures and operational measures on customer satisfaction, internal processes, and the organisation's innovation and improvement activities (Kaplan & Norton, 1992). It allows organisations to look at themselves from four perspectives:

- How do customers see us? (Customer perspective)
- What must we excel at? (Internal perspective)
- Can we continue to improve and create value? (Innovation perspective)
- How do we look to shareholders? (Financial perspective)

While initially developed for commercial businesses, it can be adapted to be a useful tool for nonprofits as well. For an example and further explanation please refer to the appendix

Within this research the network of the T+Huis has become a key element. Currently, the T+Huis makes use of a large network to reach its organisational goals. They make a distinction between local, national, and international networks, and in this research we have seen a distinction being made in terms of a design network, a social network, and a business network. The partnership with De Lage Landen originated from the business network of its founders, and Marije Rhebergen has indicated that this is a key opportunity for the future of the T+Huis. She believes the T+Huis needs to analyse its current business network and make more use of the opportunities that are present within that network. This could be accomplished with support of De Lage Landen, for example by organising social events or 'match-making diners', as she calls them.

Based on the challenges and opportunities that have arisen during this research the following SWOT analysis can be comprised:

Strengths

- Core competencies of:
    - Social Design - Solution focused
    - Workshops - Knowledge exchange
    - Diversity - Many perspectives
- Diverse and broad networks

Weaknesses

- Limited partnership goals - primarily focused on philanthropic relationship
- Business model based on concepts rather than fixed products and services + unclear ROI - What does a company gain from investing

Opportunities

- Identifying new opportunities in existing networks such as:
    - Resource exchanges with corporations may lead to finances
    - Cost savings in terms of delegating projects
    - Volunteer programs

Threats

- Suitable partners are limited due to a narrow approach to new partnerships, which could lead to the funding to be at risk if suitable partners are not found.

Figure 7. SWOT analysis of the T+Huis.

Strengths - core competencies

The T+Huis is an organisation with a great cause, finding solutions for social problems through social design, specifically aimed at children in underprivileged neighbourhoods. This is an element that has a strong sense of purpose within the organisation, as well as in the partners of the T+Huis. The workshops of the T+Huis are an important tool of education within the T+Huis. This tool can be of value to external parties as well. It can serve as a means of knowledge sharing and has the potential to increase the sense of involvement between students and, for example, experts from corporations. As discussed in the research analysis, these assets are in line with the core competencies of the T+Huis. As such, they can be communicated in an effective manner to external parties. They represent an important part of the potential resource exchange between potential partners and the T+Huis.

Strengths - broad and diverse networks

Furthermore, the wide variety of connections the T+Huis currently has means the T+Huis has access to a large source of expertise and knowledge. However, there is room to make better use of this asset, as will be discussed in the 'opportunities' part. Also, the diversity of the organisation allows it to approach problems from a variety of perspectives. A diverse and multicultural group is generally more resourceful over homogeneous groups. The different cultural perspectives are believed to foster innovation through constructive conflicts of perspectives and knowledge synergy (Lauring, 2009). This gives the T+Huis the unique ability to assess the impact of social issues in the neighbourhood.

Weaknesses - Limited partnership goals
During the research we determined that there is a difference in vision with regards to the establishment of future partnerships. By solely focusing on donations it limits the boundaries of a potential partnership, which could act as a barrier for corporations who are looking to engage with the T+Huis.

Weaknesses - Unclear return on investment
Furthermore, Marije Rhebergen identified a potential weak point in the way the T+Huis offers a return on investment. While the concept-based approach of the T+Huis is a positive aspect in most cases, and has the ability to paint a vivid picture of the organisation, corporations might be looking for more concrete forms of a return on investment prior to deciding whether to engage in a partnership. De Lage Landen does not specifically request this from the T+Huis at this moment in time, but has indicated that this might change and also points out that De Lage Landen is unique in that regard. As suggested by the literature discussed previously, De Lage Landen is not alone in their plans to re-evaluate their relationships with nonprofits ([Austin, 2001], [Oetzel & Doh, 2009] and [Marano & Tashman, 2011]).

Opportunities - New actors in current network
The T+Huis is currently not making full use of the potential of their current business network. Even though the T+Huis has limited resources and manpower to invest in networking, the partnership with De Lage Landen also originated from this method, and De Lage Landen itself offers its support in the re-evaluation of the business network of the T+Huis. Even approaching one person can eventually lead to a mutually beneficial partnership. A partnership that includes a two-way exchange of resources, in which knowledge can be offered to the T+Huis, that has the potential to lead to cost savings. By offering more ways of collaboration to corporations it expands the number of potential partners, and the potential of a successful partnership. Such ways may include volunteer programs, where volunteers from corporations work together with the T+Huis in a wide variety of activities. De Lage Landen has indicated that they are interested in making more use of volunteer programs with the T+Huis. They believe the students and children of the T+Huis, and the employees of De Lage Landen can mutually benefit from each other.

Threats - Limited suitable partners
Due to the fact that the T+Huis currently is looking for a very specific type of partnership, it limits the number of suitable partners. As a result the T+Huis might miss out on potential partners who are looking for a more integrative partnership, even though it may eventually lead to a financial support from that corporation. As such, potential funding may be missed out on. Furthermore, if the T+Huis does not re-evaluate its current business model and the way it offers a return on investment, the organisation may be at risk of putting its current relationships in danger. Not only is it important to communicate the impact of the T+Huis more concretely to corporate partners and stakeholders, unclear communication regarding these aspects also has an impact on other internal and external stakeholders. According to a study done by the Brookings Institution, a non-profit independent research organisation, the public's confidence in the charitable sector fell to an all-time low: only 13% expressed a great deal of confidence in non-profit organisations (Waters, 2009). Making the impact of the organisation clear and concise is vital to communicate a credible message.

8 Communication Advice

Based on the findings of the research it is possible to construct an advice which will help the T+Huis communicate more effectively with commercial organisations in order to potentially form a partnership. The advice not only focuses on direct communication with corporations, but also looks at the circumstances of the environment of the T+Huis, and their current situation. Several key points are presented which will enhance the possibility of the T+Huis engaging in successful communication with potential partners.

Manage expectations
The first step of developing the future if the T+Huis with additional partnerships should be the evaluation of its expectations of a partnership. In this research we have established that approaching companies purely for donations is not likely to be sufficient. The way corporations are approaching non-profit engagement is shifting. If the T+Huis were to open up to a relationship in which there is a larger exchange of resources, for example in the form of volunteer programs, or other integrative projects, it would broaden the potential partner base. Were the T+Huis to choose to pursue philanthropic relationships regardless, it would be advisable to not limit such a partnership to purely financial donations. By offering more than just the opportunity for companies to donate money or items, it will be possible to expand the relationship as time goes by and benefit from the partnership through other resources besides a direct financial investment. While finances may be the primary focus of a partnership, more indirect methods of reaching a financial gain would be appropriate, given the changing circumstances. Forms of corporate support such as training of staff and volunteer programs can ultimately result in cost savings and a more effective operation.

Identify important actors
One of the key findings of this research has been the networks, and most specifically its business network, of the T+Huis and its functioning. While the T+Huis started its current partnership with De Lage Landen through making effective use of its business network, the business environment is changing and the drivers for non-profit engagement are shifting. As such, a re-evaluation of the business network of the T+Huis is in order. The key actors in the community of the T+Huis have to be identified and their impact and potential importance to the organisation determined.

A tool that could assist in visualising and documenting this value is the following matrix developed by Kotler and Andreasen (Sargeant, 1999).

Giving potential

	High	Medium	Low
High			
Medium			
Low			

(Interest potential — vertical axis label)

Figure 8. Interest / giving potential matrix. Source: Sargeant, 1999 p-154.

In the case of the 'giving potential' axis, a variety of factors that indicate a corporation's ability to offer resources can be filled in. These factors may include financial performance, attitude of directors, CSR and CCI policies, past investments, or desirable knowledge and expertise. A score can be given to each criteria, and filled in the matrix. The factors that indicate the 'interest potential' of a corporation to invest might include compatibility of values and goals, similarity of target audiences, but also the positive impact on corporate reputation, employee satisfaction and recruitment, and the other benefits discussed previously. Again a score can be given to each factor, and filled in the matrix. Subsequently, corporations or other potentially valuable actors that score high on both can be promising targets for the T+Huis. By using this tool, time and resources may be saved prior to engaging in communication. This matrix can be applied to corporations, but also to individuals, with other factors that may indicate an interest or potential to work together with the T+Huis.

When the potential value of each actor has been identified, a tool called the Value Network Analysis can be used. A value network is a set of roles and interactions that generates a specific business, economic, or social good. Constructed by Verna Allee (2011), it allows for roles, or actors, interactions and exchanges within a network to be identified and valued. Additionally, the Value Network Analysis lends itself for tangible and intangible assets to be identified and classified. Subsequently, when these elements have been analysed, a visual map can be constructed, which gives a visualisation to the network, in the same way a stakeholder map is visualised, as is illustrated in the following figure.
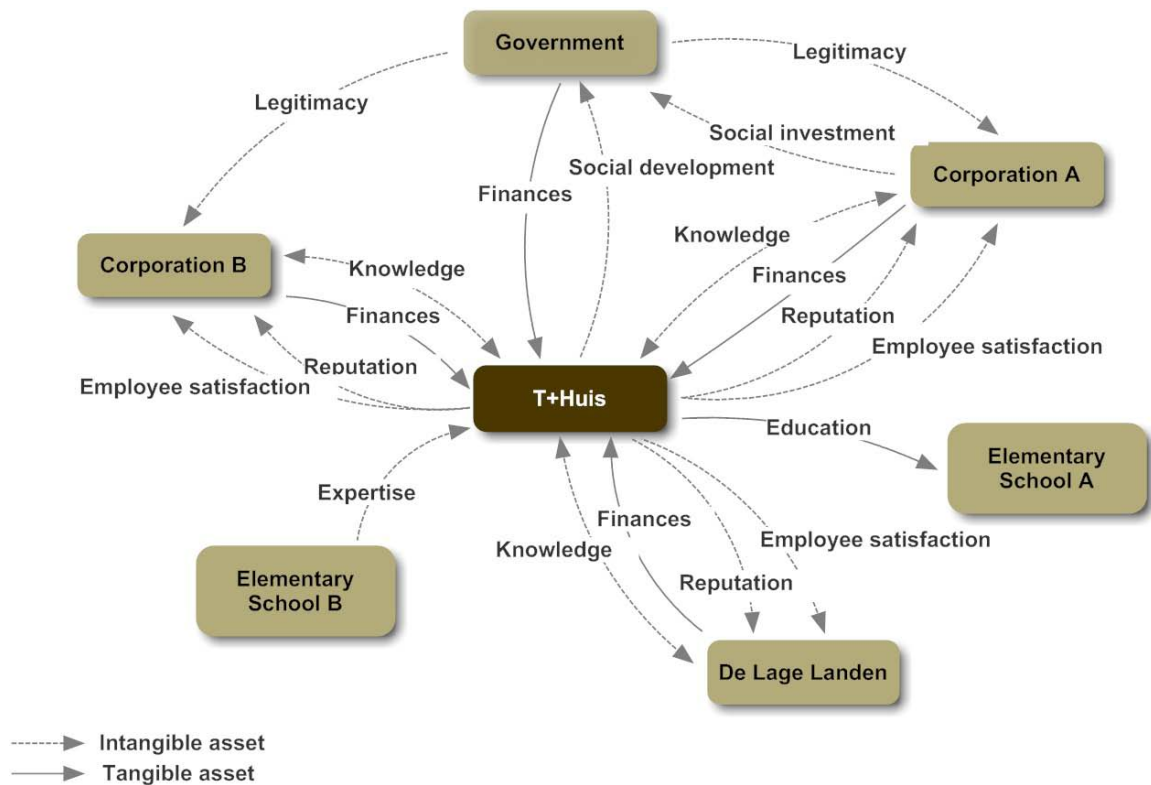
Figure 9. Hypothetical Value Network Analysis. Based on Verna Allee (2011).

This method of mapping stakeholders and their value can be used to visualise and analyse many different types of networks. When each actor has been identified and the potential value of each actor has been recognised, they can be approached for a dialogue. Even if they may not initially be able to offer financial resources, they may be able to offer support in other forms, which could eventually lead to cost savings. Moreover, this initial partner may be able to provide access to its own business network, creating more opportunities for collaborations.

When the potential value of each actor has been confirmed, they can be approached for a dialogue, Even if they may not initially be able to offer financial resources, they may be able to offer support in other forms, which could eventually lead to cost savings. Moreover, this initial partner may be able to provide access to its own business network, creating more opportunities for collaborations.

Involve current partners
As a result of the previous step new opportunities may have presented themselves from the evaluation of current partners and stakeholders. De Lage Landen has offered to offer support in this regard. It would be wise to make use of this direct connection due to the fact that indirect connections within the social network of current alliances present a unique opportunity. Previously unconnected firms are more likely to ally if both were tied to a common third-party, and their chances of partnering diminished with greater path distances (Todeva & Knoke, 2005). As such, De Lage Landen may be able to act as a mediator between the T+Huis and potential partners, and give legitimacy to communication between the two parties.

By arranging social events and meetings with a variety of local stakeholders new potential partners could be identified. By inviting De Lage Landen to such events it would give a sense of legitimacy to the event. Moreover, De Lage Landen may be able to identify important actors for the T+Huis directly. Together a stakeholder map could be build, which identifies networks to which the T+Huis can connect its own business network to. Other current partners may be able to give the T+Huis entry into their own networks, or could point towards potentially valuable actors within the community. As such, the T+Huis would not have to spend all their resources and manpower to re-investigate their community.

Not only has De Lage Landen offered the T+Huis to help them identify key stakeholders in their community, they also suggest a better use of the employees of De Lage Landen. They believe there is more to gain from the individual expertise than is currently the case. By implementing volunteer programs with De Lage Landen, and to invite individuals from other organisations to work together with the students and the children of the T+Huis, both parties can mutually benefit from each other and broaden their horizons. The diversity of the T+Huis and the children that are reached through the T+Huis are important aspects of their core values. By involving important stakeholders in the activities of the T+Huis, they are able to communicate these strengths, and showcase their impact. For the employees of De Lage Landen it will increase their sense of meaning, or 'warm glow', and for the students and children of the T+Huis the business employees can act as an example and share their knowledge and experience.

Communication strategy - Physical networks
One method that has been suggested by De Lage Landen is to arrange a social event, or 'social exhibitions'. Such an exhibition will allow the T+Huis to invite those actors within the community that have been identified as valuable to the organisation. It gives the T+Huis the chance to introduce valuable actors to the organisation all at once, thus saving time and resources, which are limited. The exhibition aims at fostering alliances and networking between the important actors in the community. Additionally, by inviting actors to the T+Huis, the charm and the inspiration of the T+Huis environment may have a positive effect on the visitors. According to a study done by the Centre for Exhibition Industry Research (2009) 87% of exhibition attendees say they will share information obtained at exhibitions with their immediate superiors.

As we could see from the main criteria for corporations to invest in causes, the relevance to staff scored 31.3% as a major drive for investment in nonprofits. Consequently, by inviting one individual, it has the potential to involve an entire organisation. Additionally, it gives visitors the opportunity to meet employees of the T+Huis in person, and connect with other actors from their own community, creating opportunities for them as well. Such social exhibitions could be arranged in such a way that each actor receives the opportunity to share their knowledge. During these events innovative ideas can be proposed and new ways of collaborating with each other can be explored. These exhibitions might be a unique opportunity to involve the students of the T+Huis. For example, workshops could be arranged, both from the students and employees of the T+Huis, as well as from corporations or other actors from the community.

Another method of bringing together valuable actors and stakeholders is by organising a 'marketplace', which is a concept created by Movisie, the Netherlands centre for social development, and the ABN Amro foundation (Beursvloer, 2004). Where the social

exhibition brings actors and stakeholders to the T+Huis itself, the marketplace provides an external forum where companies, nonprofits, local governments can meet and build partnerships, matching their supply and demand. The objective of these marketplaces is for companies, local authorities, service clubs, schools, social welfare organisations and voluntary work organisations meet together in an informal, dynamic atmosphere to see where the 'supply' offer of one party can be matched with the 'demand' request of another. A toolkit has been created that helps guide a party through the process of attending or organising such an event. For further information regarding this toolkit please refer to the appendix.

De Lage Landen has indicated that, while it is already very much involved with the T+Huis, it is seeing more opportunities for collaboration, especially in terms of helping the T+Huis expand their business network. This is a unique opportunity for the T+Huis to expand their network without having to invest a large amount of time and resources, considering their close collaboration with De Lage Landen. Therefore, it would be advisable for the T+Huis to approach De Lage Landen and to establish programs where expertise and manpower is exchanged to a larger degree. Especially considering the large network of De Lage Landen itself, and their potential role as provider of legitimacy to newly established contacts.

Concrete return on investment
Even though this thesis has illustrated that social alliances have concrete benefits, and literature suggests that a company's value depends less and less on its tangible assets, and increasingly more on its intangible assets (Tonchia & Quagini, 2010), many organisations still look for a more concrete return on investment. The task of translating the many intangible assets of the T+Huis to a specific financial figure is not straightforward. However, by communicating about the impact of the T+Huis and its benefits in a more general manner it is possible to avoid having to claim an unrealistic return on investment. For example, the T+Huis could focus on the impact of the T+Huis on the children and the community in general, explaining how many children have been affected by the activities of the T+Huis in general. The T+Huis has done this in their year report of 2011. They provided general statistics about the number of people they have reached, how many students have worked with the T+Huis, and other figures. Along this line it would be possible to communicate the benefits from a partnership with the T+Huis in a more general manner. For example by explaining the benefits of the partnership in terms of overall organisational impact, employee motivation, corporate reputation, or through volunteer programs.

However, it is important to provide concrete numbers, even with regards to general impact. Statistics such as the number of volunteers from a certain organisation that are involved with the T+Huis, or the number of children impacted by the specific collaboration with a corporation. As a result, the impact of the partnership and its benefits may be kept general, while still providing concrete data. It is vital for the T+Huis to communicate those tangible figures that they are able to communicate, considering the intangible nature of the majority of their assets. A method of making it more graspable would be to invite important stakeholders and actors within the community to the T+Huis. By allowing these actors to observe the T+Huis in its daily practice, the purpose and impact of the organisation would become more visual and concrete. When organisations invite a small group (or several groups) of stakeholders based in the community to observe the organisation's practices it allows for a factual presentation of its activities (Human

Dimensions, 2003). It also has the potential to enhance the sense of involvement when partners and potential partners are able to visit the T+Huis and interact with the students and children.

A particular method of involving important stakeholders is the workshop, which is an additional core competency of the T+Huis. As such, it would be beneficial to use this tool to play its strength. The workshop can be used to illustrate the value of the T+Huis. They can be a useful tool to exchange knowledge between students and, for example, corporate volunteers, but can also be used to showcase the impact of the T+Huis. The education and development of the students are core competencies of the T+Huis and the workshops are able to communicate this. Subsequently, the T+Huis will be able to illustrate its added value and its impact on the students, which can be translated to a general return on investment for corporations.

8.1   Limitations and further research

Due to the organic nature of the T+Huis, and the difficulties of measuring the results and impact of the organisation, it has proven to be difficult to generalise the results from the research. The unique competencies of the T+Huis and its distinctive organisational culture and values make it an organisation that is difficult to compare to other non-profit organisations. Subsequently, the research had to focus on the specific current situation surrounding the T+Huis and its unique partnership with De Lage Landen. This particular partnership, which has been one of the main focuses of this research, cannot be easily applied to other situations in which there is a partnership between non-profit organisation and corporations. As a result, the majority of the findings of this research are of a qualitative nature, and do not lend themselves to be easily quantified. For the results in this thesis to be quantified in the future, further research needs to be conducted regarding the impact of social design on students and children in underprivileged neighbourhoods, and its link to the corporate world, as well as the potential role corporations might play in the development of nonprofits and their core competencies.

9 Bibliography

Allee, V., Schwabe, O. 2011. *Value Networks and the true nature of collaboration*. ValueNet Works and Verna Allee Associates.

Bauer, R., A., Fenn, D., H. 1973. *What is a corporate social audit*. Harvard Business Review.

Baxter, R., Matear, S. 2004. *Measuring intangible value in business-to-business buyer-seller relationships: An intellectual capital perspective*. Industrial Marketing Management. Pages 491 - 500.

Beardwell, J. Claydon, T. 2007. *Human Resource Management: A Contemporary Approach*. 5th ed. Financial Times Prentice Hall.

Belz, F., M., Peattie, K. *Sustainability Marketing, a global perspective*. West Sussex. John Wiley & Sons Ltd.

Brammer, S., Millington, A., Rayton, B. 2005. *The Contribution of Corporate Social Responsibility to Organisational Commitment*. University of Bath. School of Management.

Brugha, R., Varvasovszky, Z. 2000. *Stakeholder analysis: a review*. Health Policy and Planning. Oxford University Press. Oxford.

Burke, E. 1999. *Corporate Community Relations: The Principle of the Neighbor of Choice*. Westport, CT: Praeger.

Carroll, A., B. 1979. *A three-dimensional conceptual model of corporate performance*. Academy of Management Review. Pages 497 - 505.

Cornelissen, J. 2008. *Corporate Communication, a guide to theory and practice*. 2nd ed. London. Sage Publications Ltd.

Craib Design & Communications. 2009. *CSR Trends 3: A comprehensive survey of corporate social responsibility report trends, benchmarks and best practices*. PricewaterhouseCoopers.

Cronin, C., Zappalà, G. 2002. *The coming of age of corporate community involvement: An examination of trends in Australia's top companies*. The Smith Family. Camperdown.

Dahan, N., M., Doh, P., Oetzel, J., Yaziji, M. 2009. *Corporate-NGO Collaboration: Co-creating New Business Models for Developing Markets*. Long Range Planning. Pages 326 - 342.

D'Amato A., Henderson S., Florence S. 2009. *Corporate Social Responsibility and Sustainable Business: A Guide to Leadership Tasks and Functions*. Centre For Creative Leadership. Greensboro.

De Boer, J., Doornbos, L. 2010. *Marketing voor non-profit organisaties - oog voor de doelgroep (Marketing for non-profit organisations - eye on the target audience)*. 4th ed. Bohn Stafleu van Logum. Houten.

European Commission. 2011. *Communication from the commission to the European parliament, the council, the European economic and social committee and the committee of the regions, a renewed EU strategy 2011-14 for Corporate Social Responsibility*. Brussels. European Commission.

Freeman, R. E. 1984. *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing.

Global Meeting Strategies. 2005. Business Week.

Gray, E., R., Balmer, J., M., T. 2002. *Managing Corporate Image and Corporate Reputation* Long Range Planning. Pages 695 - 702.

Hari, J. 2010, March 4. The Wrong Kind of Green. *The Nation*. Retrieved March 21, 2012, from http://www.thenation.com/article/wrong-kind-green.

Hollander, J., A. 2004. *The social contexts of focus groups*. Journal of Contemporary Ethnography. Pages 602 - 637.

Holm, I. 2006. *Ideas and Beliefs in Architecture and Industrial design - How attitudes, orientations, and underlying assumptions shape the built environment*. Oslo School of Architecture and Design.

Holme, R., Watts, P. 2000. *Corporate social responsibility: making good business sense*. World Business Council for Sustainable Development. Geneva.

Huanga, H., Laib, M., Loc, K. 2012. *Do founders' own resources matter? The influence of business networks on start-up innovation and performance*. Technovation. Pages 316 - 327.

Human Dimensions. 2003. *Corporate NGO Relationships*. Collaborative For Development Action. Cambridge.

Kaplan, R., S., Norton, D., P. 1992. *The Balanced Scorecard - Measures That Drive Performance*. Harvard Business Review.

Kourula, A. 2009. *Corporate engagement with non-governmental organizations in different institutional contexts - A case study of a forest products company*. Volume 45, Issue 4, October 2010. Pages 395 - 404.

Kotler, P., Lee, N. 2004. *Corporate Social Responsibility: Doing The Most Good For Your Company And For Your Cause*. John Wiley & Sons Inc. Hoboken.

Lauring, J. 2009. *Managing cultural diversity and the process of knowledge sharing: A case from Denmark*. Scandinavian Journal of Management. Pages 385 - 394.

Lehoux, P., Poland, B., Daudelin, G. 2006. *Focus group research and "the patient's view"*. Social Science & Medicine.

Lin, J., Si, S., X. 2010. *Can guanxi be a problem? Contexts, ties, and some unfavorable consequences of social capital in China*. Asia Pacific Journal of Management. Pages 561 - 581.

Marano, V., Tashman, P. 2012. *MNE/NGO partnerships and the legitimacy of the firm.* International Business Review.

Mecklenburg, S., Foote, W. 2005. *Corporate Engagement*. Social Edge. Retrieved May 28, 2012, from http://www.socialedge.org/discussions/funding/corporate-engagement-august-2005/?searchterm=None.

Oetzel, J., Doh, J., P. 2009. *MNEs and development: a review and reconceptualization*. Journal of World Business. Pages 108 - 120.

Oostendorp, L., Nouwens, L., Adamini, M., Barth, M. 2004. *Marketplace Toolkit, Contacts create results!* VSBfonds.

Pakkala, L. 2012. *UNICEF's Approach to Corporate Engagement.* UNICEF.

Rochlin, S., A., Christoffer, B. 2000. *Determining the Value of Corporate Community Involvement*. The Center for Corporate Citizenship at Boston College.

Sakaryaa, S., Bodurb, M., Yildirim-Öktema, O., Selekler-Göksena, N. 2011. *Social alliances: Business and social enterprise collaboration for social transformation.* Journal of Business Research.

Sargeant, A. 1999. *Marketing Management for Non-profit Organisations*. New York. Oxford University Press Inc.

Simmons, O., Emanuele, R. 2008. *Are volunteers substitute for paid labor in nonprofit organizations?* Journal of Economics and Business. Pages 65 - 77.

Sprinkle, G., B., Maines, L., A. 2010. *The benefits and costs of corporate social responsibility*. Business Horizons.

Stichting T+Huis. 2012. *Year Report 2011*. Eindhoven. Sitchting T+Huis.

Todeva, E., Knoke, D. 2005. *International Strategic Alliance Dynamics*. Management Decision.

Tonchia, S., Quagini, L. 2010. *Performance Management Linking Balanced Scorecard to Business Intelligence*. Heidelberg. Springer.

Van Riel & Fombrun: *Essentials of Corporate Communication: implementing practices for effective reputation management*. Routledge, London, 2007.

Waddock, S. 1991. *A typology of social partnership organizations. Administration and Society.* Pages 480 - 516.

Waters, R., D. 2009. *Comparing the two sides of nonprofit organization-donor relationship: Applying coorientation methodology to relationship management*. Public Relations Review. Pages 144 - 146.

Weber, M. 2008. *The business case for corporate social responsibility: A company-level measurement approach for CSR*. European Management Journal.

World Bank. 2012. *Community Score Card Process - A Short Note on the General Methodology for Implementation*. World Bank.

World Business Council for Sustainable Development. 2012. *Corporate Social Responsibility (CSR).* Retrieved February 6, 2012, from http://www.wbcsd.org/work-program/business-role/previous-work/corporate-social-responsibility.aspx.

Zappalá, G. 2002. *Corporate partnerships Investing in community: engaging corporate*. The Smith Family. Camperdown.

Appendix

A1:   Focus group - Complete list of ideas

The following lists comprise the complete set of proposed ideas by the participants of the focus group. They are listed underneath the category they were placed under, or under the question that was asked to them that resulted in the listed idea.

Knowledge

Expertise from social design perspectives
Students with social skills x 2
A safe home for every child in need
Educational environment
Social organisation
Knowledge x 2
Ideas
Trade service design workshops
Voxpop
Students with several different visions
Multidisciplinary teams
Creative input
Children's perspective on company activities
Real life social work
Creating a safe environment for all of us to enjoy
Design process

Experience

Because they like us
Help their community
Creative ideas x 2
Students that are willing to learn
Help students to grow
Creative work sessions
Experts
Bring children in their company - Children are the future
Students working at company
Curiosity - Eagerness to learn
Vision of 2015
Students with design skills
Enthusiastic students
Open-mindedness x 2
We can help them do research
Day-care for free
We come up with genius ideas with basic money / materials
Fun
Growth

Innovation

Buddy system
Strategic design thinking
Refreshing idealism
Theme dinners
Welfare new style 2.0
Make their workspace more creative

Community relations

Reach a bigger audience with company
Network x 2
Our design network
Our social network
Good connections in our neighbourhoods
Communication with the neighbourhood
Good contact with a lot of schools
Teach how to exploit students
Government connections
Interns
We can offer students a more total overview on working life
Muslims
Prototype users / testing
Social chicks
Reach students

Company involvement

Opportunities to share knowledge for research (living lab)
Volunteer positions
Company trips
Support neighbourhoods of their employees
Give away leftover materials
Free moments where nothing is needed
Immediate participation
Role model
Child excursions
Chance for company to teach us
Adopting children

Design thinking
Pedagogy
Social skills
Positive thinking
Holistic view on people
Reintegration of stressed people
Stimulating diversity and increase respect for each other
Brainstorm workshops
Unique ways of measurement

Creative space
Low threshold organisational structure
Offer another working environment (1 day a week)
Workshops students + employees

How to show their involvement

Plaques
Football jerseys
Pictures together with the kids
Name in the T+Huis
Kids going to the company - connect to school
Press releases
Year reports
Joint events
Mural by kids
Yard around the building
Exchange students with employees
Employees coming to the T+Huis
Toys with their name on it
Take T+Huis to work day
Ads in email (signature)
Companies make colouring papers
Kid's quote of the day
Inside picnic
Gifts from the children
Personalise volunteers - Name of employee
Rules of the T+Huis in company
Song or poem about company
Kids act in their commercial
Workshops for kids
After work hours
Photo frame exchange
Family photo
Child of the month
Volunteer of the month
Dishes of company created by children
Theme parties, holiday parties
Kids give them compliments

What can they offer us

Experiences for children
Facilities
New target groups
Business expertise:
- Communication
- Philosophy
- Activity expertise (drama / dance)
- How to make more money

Rounding up money from lunch that goes to T+Huis

What does our diversity offer

Learning from different cultures
More respect
Innovative and diverse ideas
Co-work with businesses
Relate to different people
Different perspectives
Different visions of the world
We make them diverse
Broaden their vision
Large target group access
Open mindedness
Turning abstract to concrete
Connecting different target groups
Different educations - different point of views
Different backgrounds
Cultural knowledge
Researching our target group
Opportunities for innovation
Offers window about different backgrounds
Unlimited resource of ideas
Change thought about socially underprivileged children
Insight into neighbourhood
Reflect on their diversity
Highlight strengths and weaknesses about individuals
Show them real world
Become a department of company
Diversity on day to day basis
Rich experiences

Favourites

Donating spare change from meals
Auction of children's art
Workshop exchange
Exchanging systems / knowledge
Picnics
Christmas boxes made by kids

- Research impact
- Computer skills (Apple)

Secretaries
Work place exchange
Money, donations
Objective view of the T+Huis
Christmas money
Kids make Christmas boxes they buy
Donation jar
Personal advice
Network
Tips on internal communication
Let people understand value of money
Compare the value of things they spend on
to what T+Huis can do with that money

Donate office supplies
Working with the kids
Development of skills
Electronic donations - chip knip - rounding
off payments

A2:   Focus Group - in pictures

The following pictures give a visual idea of the focus group in practice.

Illustration 3. The focus group in progress - 1.

Illustration 4. The focus group in progress - 2.

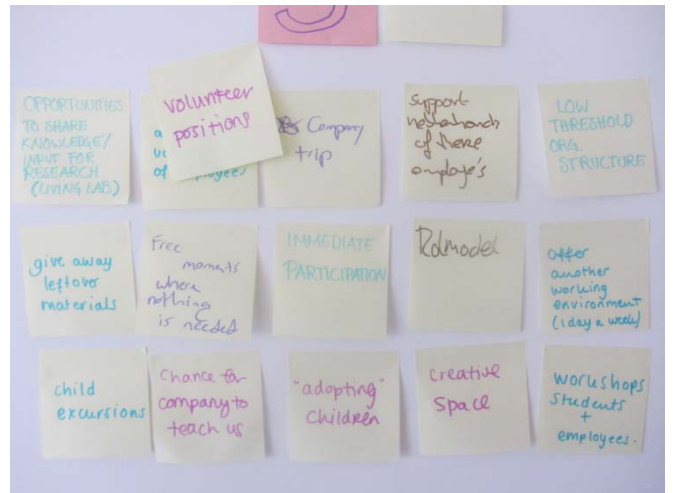*Illustration 5.* The focus group in progress - 3.

Illustration 6. The focus group in progress - 4.

Illustration 7. The focus group in progress - 5.

Illustration 8. The focus group in progress - 6.

The following survey was distributed internally amongst students and employees of the T+Huis. The survey was created in Dutch, as the majority of the respondents were not proficient in English.

Vragenlijst

Geef een cijfer tussen de 1 en 10 voor de volgende vragen:
(Give a grade between 1 and 10 to the following questions)

1. In hoeverre vind jij dat *kennis* binnen het T+Huis een belangrijk onderdeel is? (To what extent do you believe *knowledge* to be an important part of the T+Huis)	
2. In hoeverre vind jij dat de *ervaring* van het T+Huis een belangrijk onderdeel is? (To what extent do you believe *experience* to be an important part of the T+Huis)	
3. In hoeverre vind jij dat de *diversiteit* van het T+Huis waardevol is? (To what extent do you believe *diversity* to be an important part of the T+Huis)	
4. In hoeverre vind jij dat het T+Huis *innovatief* en *vooruitstrevend* is? (To what extent do you believe *innovativeness* to be an important part of the T+Huis)	
5. In hoeverre vind jij dat de *aanwezigheid* in de buurt een belangrijk aspect van het T+Huis is? (To what extent do you believe *the presence* to be an important part of the T+Huis)	

Open vraag:

6. Noem 1 van de bovengenoemde (schuingedrukte) aspecten van het T+Huis die jij het meest waardevol vind en waarom: (Name one of the above aspects of the T+Huis you find most valuable, and why)

Bedankt voor je medewerking!
(Thank you for your cooperation)

B2: Internal survey - Complete results of survey

The following table gives the full list of results of the internal survey.

Nr.	Knowledge	Experience	Diversity	Innovativeness	Presence
1.	8	8	10	7	8
2.	10	7	10	7	10
3.	10	9	10	8	10
4.	7	8	6	7	10
5.	7	6	7	9	8
6.	9	10	8	6	8
7.	8	8	7	6	8
8.	8	7	7	8	7
9.	9	8	9	7	9
10.	8	7	8	7	10
11.	10	8	9	8	8
12.	10	8	8	8	8
13.	8	5	7	5	9
14.	8	9	8	8.5	9
15.	9	6	8	8	9
16.	8	9	6	5	8
17.	8	7	7	8	8
18.	8	8	7	5	7
19.	8	7	8	7	8
20.	7	7.5	8	9	7
21.	9	5	6	5	9
22.	8	9	6	10	6
23.	8	9	7	7.5	9
Average	**8.39**	**7.63**	**7.69**	**7.21**	**8.39**

Table 9. Complete results of survey.

The following interview is the full Dutch interview conducted with the CEO of the T+Huis.

Op wat voor manieren werkt het T+Huis op dit moment samen met organisaties?

"Als eerste voorbeeld wil ik nemen onze samenwerking met De Lage Landen. Dit is dan ook een hele specifieke samenwerking. De Lage Landen ondersteunen ons op zeer veel verschillende manieren. De CEO van De Lage Landen zit in ons bestuur. Die CEO zit in ons bestuur voornamelijk om zijn netwerk en, als het moet, om met de vuist op tafel te slaan binnen de overheid. Omdat De Lage Landen groter en machtiger is dan de gemeente Eindhoven. Binnen die organisatie zit er onder de CEO een vertrouwenspersoon, die is bij ons de secretaris. Die vertrouwenspersoon is het contact tussen ons en de gemeente. Ook organiseert hij dat wij bij iedereen binnen De Lage Landen terecht kunnen. Voor dingen zoals juridische zaken, fiscale zaken, bedrijfskunde, en HR zaken. Dat betekend dat wij enorm veel kennis binnenkrijgen van die organisatie. Ook staan ze achter ons op financieel gebied. Ze hebben daarom enorm veel invloed op ons. Ze ondersteunen ons op elke gebied dat we nodig hebben. Dat is voor ons de ideale vorm van een maatschappelijk betrokken bedrijf. Daarom hebben wij ook geen behoefte aan een samenwerkingsverband van hetzelfde soort. Daarom zoeken we ook andere organisaties voor andere soorten partnerschappen. En dan met name voor pure cash, want de hulp en middelen krijgen wij van DLL. We zijn dus bijvoorbeeld op zoek naar partners specifiek voor producten of financien. Dus diensten krijgen wij van DLL, producten zouden wij graag willen van anderen. Ook dat is een vorm van maatschappelijke betrokkenheid."

Wat verwacht je van een partnerschap met een commerciele organisatie?

"Het doneren van producten of geld. Het gaat dan om maatschappelijke betrokkenheid door middel van ondersteuning met producten of geld. Bijvoorbeeld het doneren van verloopte producten tegen een gereduceerde prijs. Een ander voorbeeld is het doneren van het wisselgeld van bijvoorbeeld de lunch binnen een bedrijf. Of het doneren van het geld dat anders naar een kerstpakket zou gaan. Dan krijg je dus niet meer het maatschappelijke betrokkenheid van alleen het bedrijf, maar dan krijg je het maatschappelijke betrokkenheid van het personeelslid van het bedrijf. De producten die wij nu gebruiken zijn ook gedoneerd aan ons. Daar stond verder niks tegenover. Het is wel een investering geweest van meer dan 5 jaar. Het bouwen van een netwerk en het onderhouden van connecties. Ze doneren niet omdat het T+Huis nou een geweldige organisatie is, maar omdat ik de relatie heb onderhouden. Ze hebben symphatie voor het T+Huis, maar we moeten wel naar meetings en sociale aangelegenheden. We proberen wel eens connecties te leggen door middel van MVO, maar wat er dan gebeurt is dat wij dan vast zitten aan de principes van hun opgestelde statuten. Ze vinden dan het T+Huis een mooi initiatief, maar het past dan bijvoorbeeld niet binnen hun gebied binnen MVO. Daarentegen zijn er ook mensen en organisaties die doneren zonder daar wat voor terug te willen. Die zien het jaarverslag en gunnen het T+Huis het geld."

Wat is voor jou de ideale partnerschap?

"Alles wat wij aan donaties hebben gekregen komt door die 'gun-factor', zodra je MVO en MBO aan moet gaan bieden in ruil voor geld moet je het gaan verkopen. Een voorbeeld

daarvan is een organisatie die wel met ons wilde samenwerken, maar daar voor in ruil 100 clienten wilden. Daar zitten we niet op te wachten. Een ander voorbeeld is The Carnegie Hall die donaties ontvangen van liefhebbers, connecties en mensen binnen hun netwerk. Vervolgens publiceren ze dat in het jaar rapport. Dat is natuurlijk de ideale situatie. Wij zien dus niets in een samenwerkingsverband waarin wij eerst veel tijd in moeten investeren om daar de voordelen van te zien. Wij hebben al een grote organisatie achter ons die feitelijk alles levert. Het gaat eigenlijk meer om fondsen. Het gaat dus echt om pure donaties. Wat bedrijven bijvoorbeeld kunnen doen is een gedeelte van hun omzet doneren aan het T+Huis. En dat kan ook maatschappelijk betrokken zijn. De reden waarom DLL in het T+Huis investeert is omdat ze niet willen dat er in de gemeente Eindhoven achterstanden onstaan die onze organisatie kunnen schaden. We moeten ervoor zorgen dat de jeugd in deze buurt aansluiting blijven houden bij de sociale samenleving. Dat is de reden waarom DLL in ons investeert. En het feit dat ze soms studenten van ons krijgen is voor hun een bonus. Het gaat er hun met name om dat de ontwikkeling van de wijk goed is. Dat heeft dan weer een positief effect op hun organisatie, omdat het hun voor- en achtertuin is."

Wat zou het T+Huis kunnen doen voor organisaties?

"Als wij iets moois maken, iets persoonlijks wat we kunnen "verkopen" voor 5000 euro, en ze zijn dan vervolgens lid van de family, dan is het interessant. Mensen willen dan bij het clubje horen en kunnen laten zien dat ze erbij horen. Ze willen laten zien hoe goed ze het doen. Of we geven bedrijven de kans om een kind te helpen en dan krijgen ze bijvoorbeeld een schilderij van het kind. Bedrijven kunnen dan bijvoorbeeld 2 kinderen helpen, ze helpen om een mooie toekomst te bouwen, en ze krijgen dan een tekening of zo van het kind. Het feit dat het om kinderen gaat is wel een uniek aspect. De meerwaarde van het T+Huis is ook dat het een unieke setting heeft. De samenwerking tussen de studenten en kinderen. Maar ook de physieke locatie van de stichting. Wanneer mensen hier binnen lopen straalt het wat uit. Het is een huiselijk gevoel en er is geen opschepperij. We zijn lekker basic, maar we leveren wel wat af. We kunnen ook in een duur gebouw gaan zitten. Het charisma van het T+Huis is heel hoog. Er is een reden voor het feit dat we hier in de buurt zitten."

Waar zie jij het T+Huis over 5 jaar?

"Er is nog ruimte om te groeien. DLL wil graag dat er meerdere medewerkers actief worden binnen het T+Huis. De ideale samenwerking tussen stichting en een bedrijf is om een zo groot mogelijke en invloedrijke partner te hebben in een stad die zo nodig met de vuist op de tafel kunnen slaan en verstand hebben van zaken omtrent maatschappelijk goed bezig zijn. En DLL is dat bedrijf. Dus mijn advies aan stichtingen zou zijn, ga op zoek naar samenwerkingsverbanden op de manier dat het T+Huis ook heeft gedaan. De belangrijkste aspecten van een samenwerking zijn macht en kennis. En dan met name vakkennis. En bedrijf en stichting moeten een klik hebben. Voornamelijk tussen de mensen zelf. Een persoonlijke klik dus."

The following interview is the full English interview conducted with the CEO of the T+Huis.

In what kind of ways does the T+Huis work together with organisations at this moment?

As an example I want to take our collaboration with De Lage Landen. This is a very specific collaboration. De Lage Landen support us in many different ways. The CEO of De Lage Landen is on our board. This CEO is on our board especially due to his network and, if necessary, to use his influence with the government. Because De Lage Landen is bigger and more powerful than the city of Eindhoven. Within this organisation there is a trustee under the CEO, who is a secretary on our board. This trustee is the contact between us and the government. He also organises that we have access to everyone within De Lage Landen for things such as legal matter, fiscal affairs, corporate and HR matters. This means we gain a lot of knowledge from their organisation. They also support us financially. That is why they have a lot of influence on us. They support us in every area we need. That is the ideal form of a corporate involved business. That is why we do not need a partnership of the same kind, which is why we are looking for other types of partnerships with corporations. And especially for pure cash, because we get all the support and resources we need from De Lage Landen. As such, we are looking for partners that can provide products and finances. So, services we get from De Lage landen, products we would like to receive from others. That is also a form of corporate community involvement.

What do you expect from the partnership with a commercial organisation?

The donation of products or money. This refers to the community involvement by means of supporting with products or money. For example the donation of expired products for a reduced price. Another example is the donation of change from a lunch within a company. Or the donation of money that would otherwise be spent on a Christmas box. Then you do not only have the community involvement of the company, but of the personnel of the organisation. The products that we use now have also been donated to us. We did not have to give anything in return. But it has been an investment of over 5 years. Building a network and maintaining relationships. They do not donate because the T+Huis is such a great organisation, they donate because I have maintained our relationship. They sympathise with the T+Huis but we do have to attend meetings and social events. We have tried to build connections through corporate community involvement, but what happens then is that we are tied to their policies. They believe the T+Huis is a good initiative, but it might not fit to their policies regarding corporate community involvement. On the other hand there are also individuals and organisations who donate without wanting anything in return. They see our year report and grant the T+Huis the money.

What represents the ideal partnership for you?

Everything we have received from donations has been because of that 'grant-factor'. As soon as you have to offer CSR or CCI in exchange for money you have to sell it. An example is an organisation that was willing to work with us, as long as we delivered them 100 clients. That is not what we are looking for. Another example is the Carnegie Hall,

who receive donations from supporters and connections within their network. Afterwards they publish the names in their year report. That is the ideal situation of course. We do not want a partnership in which we have to invest a lot of time before receiving the benefits. We already have a partner that delivers practically everything we need. So we are more looking for funds, pure donations. What companies could do for example is to donate a portion of their profit. That can also be a form of corporate community involvement. The reason why De Lage Landen invests in the T+Huis is because they do not want the city of Eindhoven to fall behind, which could damage their organisation. We have to make sure the youth in these neighbourhoods connect to general society. That is the reason why De Lage Landen invests in us. And the fact that they sometimes receive students from us is a bonus. They primarily want the development of the neighbourhood to be improving. That has a positive effect on their organisation, because it is in their front yard.

What could the T+Huis offer organisations?
If we make something amazing, something personal that we can sell for 5000 Euros, and they are then part of our 'family', then it becomes interesting. People then want to be part of the club and can show they are part of it. They want to be able to show the good they are doing. Or we give companies the chance to help a child for example, and then give them a painting from that child. Companies could help two children for example, and help them build a good future, after which they receive a drawing of that child. The fact that it is about children is a unique factor. The added value of the T+Huis is also that it has a unique setting. The collaboration between the students and the children, but also the physical location of the foundation. When people enter the building it radiates something. It has a homey feeling and there is no bragging. We are basic, but we do deliver. We could move to an expensive building, but the charisma of the T+Huis is very high. There is a reason for the fact we are located in the neighbourhoods.

Where do you see yourself in 5 years?

There is room to grow. De Lage Landen would like to see more employees working in the T+Huis. The idea collaboration between foundation and a company is to have a large and influential partner that is able to put pressure where necessary and who are experienced in doing socially responsible business. De Lage Landen is such a company. So my advice to foundations would be to find such a collaboration the same way we did. The most important aspects of a partnership is power and knowledge. And especially professional knowledge. A company and foundation do need to have a 'click'. Especially between the individuals themselves. A personal click.

The following interview is the full Dutch interview with the sustainability manager of De Lage Landen.

Wat is uw functie binnen DLL?

Sustainability manager. Dat is gericht op duurzaamheid, en dan duurzaamheid in de breedste zin, dus zowel het vergroenen van onze producten en diensten aanbod en het bedrijf in het algemeen, als ook de sociale kant en de link met de maatschappij, dus onder andere met het T+Huis. Dus MVO in de breedste zin van het woord.

Waarom werkt DLL samen met het T+Huis?

Er bestaan verschillende interpertaties van MVO. Voor ons is het echt geintegreerd in de core business. MVO in Amerika word heel erg geinterperteerd als filantropie bijvoorbeeld, in Zuid Amerika ook. Hier word MVO vaak wel geintegreerd in de core business. Voor DLL gaat het echt om het integreren in de core business. We gebruiken MVO en sustainability wel eens wat door elkaar. Het gaat beide om een erg breed pallet. Binnen onze MVO agenda hebben we vier pilaren. De eerste gaat over onze eigen bedrijfvoering, bijvoorbeeld het reduceren van de CO_2 uitstoot, de lampen gaan hier ook automatisch uit wanneer er niemand zit, dat soort dingen. En CO_2 neutraal zijn, dus het compenseren van rest uitstoot. We hebben ook onze eigen investeringen, waar gaan we wel of niet in investeren, dat is de tweede pilaar. Dat gaat ook om arbeidsomstandigheden. Wanneer een bedrijf bijvoorbeeld aan kinderarbeid doet willen we daar ook niet samen mee werken. De derde pilaar zijn producten en diensten. Bijvoorbeeld om samen met een kopieermachines klant manieren te vinden om die machines groener te maken. Of zelfs nog verder, we zijn een leasing company, dus ook het leasen van windmolens of zonnepanelen. De vierde is community involvement en dan kom je bij het T+Huis. We hebben gezegd, we doen een stuk voor onszelf, dus eigen bedrijfvoering, daarnaast doen we iets met de klanten, en daaromheen heb je nog de maatschappij. Daar willen we als bedrijf een goede relatie mee hebben. We zijn ook onstaan als DLL uit de Rabobank, en de Rabobank is ook een co-operatieve bank, dus het is ooit opgezet door en voor boeren co-operaties. En dat hebben we nog steeds in ons. En we vinden ook dat als je als bedrijf succesvol bent je iets terug moet geven aan de maatschappij. Je bent niet op je eigen eilandje, je bent onderdeel van de maatschappij en dan moet je een oprecht een sociaal gezicht hebben en niet alles voor jezelf houden maar ook met anderen delen, dus je kunt een stukje teruggeven aan de maatschappij. Dus waarom het T+Huis? We hebben naast het T+Huis ook relaties met andere organisaties. Dat is vanuit de gedachte 'we want to give back to society', dus een stukje teruggeven aan de samenleving. We willen ook een goede relatie met onze omgeving, en het T+Huis zit in onze omgeving, we hebben hier ons kantoor. Er werken hier rond de 1000 mensen en die komen ook veelal uit de omgeving van Eindhoven. We vinden het belangrijk om een goede band te onderhouden met de gemeente Eindhoven en de omgeving. Het T+Huis opereert in die omgeving en ze richten zich op mensen die wat minder kansen hebben en wij als DLL willen graag andere helpen ook hun full potential te bereiken. Daar helpt het T+Huis heel erg bij en wij zien in het T+Huis een actor die die dingen van ons wensenlijstje kunnen helpen invullen. We ondersteunen het T+Huis met financiele middelen en ook met expertise van onze mensen. Dat is ook iets wat we prettig vinden want het daadwerkelijke partnerschap is belangrijk voor ons. Je kunt wel een

cheque schrijven alleen maar we willen echt een goede band met actoren in onze omgeving. En het feit dat wij onze expertise kunnen inbrengen matched ook met onze wensen. En daarom werken we samen met het T+Huis. De belangrijkste reden is het help van een wijk met mensen die het nodig hebben. Dat hopen we mogelijk te kunnen maken door het ondersteunen van het T+Huis.

Verwachten jullie er iets voor terug van het T+Huis?

De Lage Landen is wat dat betreft een vreemde eend in de bijt als je het vergelijkt met andere bedrijven denk ik. We zijn een bedrijf achter het bedrijf, dus we hebben minder het gevoel dat we een PR machine voor het Eindhovense publiek moeten opstarten. Onze klanten zijn in eerste instantie andere bedrijven. Natuurlijk is het mooi als wij via onze samenwerking met het T+Huis mooi voor het daglicht komen en dat het een positief effect heeft op onze reputatie, maar dat is absoluut niet het primaire doel. Dus wat willen we er voor terug? Dat is met name een stuk zingeving voor onze eigen medewerkers bijvoorbeeld. En het allerbelangrijkste zijn de benefits voor society, want dat past bij wat voor soort financiele dienstverlening organisatie we willen zijn. We hebben eigenlijk drie doelen met onze samenwerking met het T+Huis. Het eerste is oprecht de resultaten voor de samenleving. Het tweede is het HR doel, en dat heeft te maken met de zingeving voor onze medewerkers die daar vrijwilligerswerk doen. Dat is ook een leerdoel voor onze medewerkers, je leert jezelf in een andere positie te plaatsen. En als je dat met een team doet krijg je ook een gevoel van teambuilding. En het derde doel is de reputatie van DLL. Dus dat zijn eigenlijk de drie dingen die we er voor terug willen. Dat is niet eens zozeer dat ik die concreet van het T+Huis vraag, dat zijn meer dingen die natuurlijk voortvloeien uit de samenwerking met het T+Huis. Ik denk dat dat voor andere organisaties wel geldt.

Verwacht u dat een ander bedrijf meer concrete eisen zou stellen aan een samenwerkingsverband met het T+Huis?

Inderdaad. Wat ik zou willen adviseren aan het T+Huis, zorg ervoor dat je wat meer te bieden hebt. Wij niet erg veeleisend. Ik kan me voorstellen dat dat de komende tijd wel een beetje gaat veranderen, maar los van ons zou ik adviseren dat meer te gaan ontwikkelen. Dat je het zichtbaarder kunt maken voor een bedrijf, wat ze in ruil krijgen voor een investering. Ook indirecte dingen zijn goed om te expliciteren. Waar je eigenlijk naar zoekt is een return on investment. Of in financiele termen, of in tijd en expertise van je mensen. Daar wil je dan als bedrijf een return op. Dat hebben wij ook, zoals werknemers tevredenheid en trotse medewerkers. Het T+Huis zou concreet moeten nadenken over hoe kunnen wij die return on investment expliciteren en groter maken. En dan kan je het benoemen in termen als werknemers tevredenheid of in zaken als communicatie en promotie van een bedrijf. Bijvoorbeeld via jaarverslagen of websites. Dat doen wij ook onderling met het T+Huis.

Is er ruimte voor verbetering in de samenwerking tussen DLL en het T+Huis?

Ja. Niet dat ik ontevreden ben, maar er zijn absoluut dingen die we er meer uit zouden kunnen halen. Dat is toch een stukje return on investment. Ook voor hun, ik heb geprobeerd contacten te leggen tussen het T+Huis en een ander bedrijf, nu liep dat helaas op niks uit, maar bijvoorbeeld ons netwerk en contacten en onze legitimiteit. Dat zijn dingen die je er meer kunt uit halen. Voor onszelf ook, meer uit de communicatie halen, er zijn bijvoorbeeld een aantal mensen die hun expertise lenen aan het T+huis.

Persoonlijk denk ik dat we daar veel meer uit kunnen halen. Dat we meer soorten activiteiten organiseren. Dat meer werknemers ook bij het T+Huis iets doen. In de zin van expertise of bijvoorbeeld met buurtactiviteiten. Ik kan me voorstellen dat het voor de studenten die bij het T+Huis stage lopen en voor de kinderen heel leuk is als daar iemand van DLL meedoet. Dat kan ook als voorbeeldfunctie werken voor de studenten en kinderen. Je brengt de werelden wat meer bij elkaar.

Je hebt het over het netwerk van DLL. Hoe zou DLL het T+Huis op die manier kunnen ondersteunen?

Ik denk dat het belangrijk is voor het T+Huis om wat meer strategisch na te denken over hoe ze kunnen samenwerken met bedrijven. Daar kan DLL ook bij helpen, wij kennen het zakelijke netwerk dus waarom niet eens bij elkaar zitten. Onze medewerkers kunnen dan bijvoorbeeld ook zeggen, benader deze persoon eens. Dat is natuurlijk ook een vorm van samenwerking. Een bedrijf die geen financien kan bieden, kan misschien wel mankracht bieden. En ik denk dat het T+Huis dat wat actiever kan aanpaken. Het moet als een investering gezien worden. Achter 1 persoon kan een organisatie zitten die in de toekomst financien biedt. Daar moet je niet te licht over denken.

Gelden de drijfveren van DLL voor een samenwerking met een non-profit in het algemeen?

Ja. De balans kan wel wat anders liggen. De een doet het misschien vanuit een reputatie oogpunt, en een ander kan het oprecht met het oog op de samenleving doen. Het HR perspectief is ook belangrijk. Dus good corporate citizenship, bijdragen aan de samenleving, HR doelen op persoonlijk niveau qua zingeving - employee satisfaction, maar ook qua learning and development of individueel niveau, team-building op team niveau, reputatie niveau, ook intern, en dan reputatie voor toekomstige werknemers, en reputatie naar andere actoren in de samenleving, potentiele klanten bijvoorbeeld.

Hoe is de samenwerking tot stand gekomen tussen DLL en het T+Huis?

Die is eigenlijk door middel van een borrel tot stand gekomen, het was een soort van netwerk-achtige borrel waar mensen van de DLL de founders van het T+Huis hebben leren kennen. Toen is het balletje gaan rollen. Wat het precieze karakter was weet ik niet precies.

Hoe komt een samenwerking over het algemeen tot stand?

In het kader van MVO organiseren wij 'matchmaking diners' samen met de gemeente, en op grotere schaal heet dat 'beursvloeren'. Waar mensen uit bedrijven en organisaties uit de regio bij ons aan tafel komen voor een diner en dan kan een maatschappelijke organisaties bedrijven leren kennen en vice versa, en kan een maatschappelijke organisatie bijvoorbeel zeggen ik heb behoefte aan een marketing advies of aan financien. Op die manier kan een contact tot stand komen die kan uitgroeien tot een partnerschap. Het kan ook vanuit fondsen databestanden zijn. Het gaat via via, dus daarom is het ook belangrijk om te kijken wie je al in je netwerk hebt. Wat ze zeggen 'it takes 7 persons to have a link to everyone in the world'. Het is ook voor het T+Huis belangrijk om een netwerk op te bouwen en daarachter verder zoekt.

Wat zijn de aspecten waar DLL op let bij een stichting?

We hebben een lijstje van criteria. Wat voor ons belangrijk is, is dat het een legitieme club is. Dat het ook daadwerklijke geregistreerd staat bij de KvK. Dat je niet een of andere malafiede club schijnt te hebben. Voor ons is het ook belangrijk dat, zoals het T+Huis, een club ook in onze omgeving opereert, juist omdat wij ook graag de link met het vrijwilligerswerk willen maken, dat is voor ons ook een argument. Dat geldt niet voor elke organisatie. En natuurlijk de relevantie en impact van de activiteiten van een organisatie. Het liefst ook dat je een goed gevoel hebt bij het management van de club, dat we inzicht krijgen in de jaarplannen en dat je het gevoel hebt dat er een visie achter zit en dat het vertaald word naar concrete en realistische doelen. Dat de financiele zaken op orde zaken, voornamelijk als het om financiele zaken gaat. En de themas die ze gebruiken, die moeten enigszins overeenkomen, en veel organisaties letten daar niet op.

Heeft u een advies voor het T+Huis voor het benaderen van organisaties?

Eigenlijk twee dingen. Het ene is procesmatig en het andere is inhoudelijk. Wat ik zou doen is te kijken naar de contacten die het T+Huis al heeft, en dat zou ik doen via DLL, niet alleen met ons maar ook met andere organisaties en de gemeente, en hen dan uitnodigen voor een samenkomen. En dan vervolgens een stakeholder mapping maken betreffende de netwerken van deze organisaties om vervolgens te kijken waar je bij aan zou kunnen sluiten. Maar je moet het wel vragen. Wanneer je niet vraagt, komt het er ook niet. Dat is dus meer procesmatig. Dus mensen vragen voor aanbevelingen. Dat kunnen ze denk ik strategischer opzetten. En inhoudelijk denk ik dat, als ze willen uitbreiden, dat ze dan kritischer moeten kijken naar wat ze nu doen. Ik denk dat ze op een gegeven moment klem komen te zitten met hun relaties. Dat moet je voor zijn. Dus misschien toch meer water bij de wijn doen. Het is nu voornamelijk heel concept gericht, en dat is heel relevant, maar als je verplaatst in de positie van bedrijven hebben die daar op een gegeven moment echt lak aan. Die willen gewoon horen we gaan 85 kinderen helpen als resultaat. Als wij er voor kunnen zorgen dat het T+Huis draait, en andere organisaties kunnen bijdragen aan financien voor de concrete dingen dan is iedereen blij natuurlijk. Maar je moet niet al te vage dingen tegen bijvoorbeeld Philips zeggen, daar kunnen ze niks mee. Want heel veel bedrijven willen gewoon kunnen zeggen, we hebben 300 kinderen geholpen. Dus het T+Huis moet gaan bedenken, wat zijn de dingen die we kunnen aanbieden aan bedrijven, vanuit de potentiele interesse van bedrijven gedacht. Ik denk ook niet dat het erg zou zijn om mensen van bedrijven uit te nodigen om samen te werken met de studenten en kinderen. Ik denk dat dat uiteindelijk veel kan opleveren. Dus wie ben je en wat doen je. Je kunt wel vasthouden aan wie je bent, maar dan moet je het interessant laten klinken voor bedrijven. Ofwel die bouwstenen die je nu hebt aanpassen aan de wensen van bedrijven. En dan moet je nu misschien een beetje water bij de wijn doen, maar je wint er uiteindelijk een heel stuk mee. En je kunt via communicatie natuurlijk ook een hoop trucjes bedenken.

We hebben binnen het T+Huis een lijst gemaakt met ideeen die eventueel van waarde kunnen zijn voor organisaties. Veel van die ideeen zijn moeilijk te vertalen naar een conrete waarde, hoe zou u dat aanpakken?

Ik denk je er wel een prijskaartje aan kunt hangen op een bepaalde manier. Je kunt bijvoorbeeld voor 2000 euro een bedrijf 'vriend van het T+Huis' laten worden. En waar komt dat prijskaartje van vandaan en wat krijgen ze er voor terug? Je kunt dan zeggen

dat ze 10 kinderen helpen en dat ze een uitnodiging krijgen voor een luchtbalonvaart of zoiets. Sommige dingen zijn inderdaad lastig traceerbaar. De correlaties tussen prijs en resultaat is lastig te ontdekken. Maar je kunt toch wel een prijskaartje hangen aan een soort van resultaat zolang het maar niet gaat om een specifiek voorbeeld, altijd in het algemeen. Dus geen specifiek groepje kinderen, maar een groepje van 10 kinderen in het algemeen. Een symbolisch iets waarmee je zoiets kunt bereiken. Je kunt het wel prestatiegericht linken, bijvoorbeeld wat er op school gebeurt en hoe dat gelinkt word aan het T+Huis. Ook al is er maar 1 link die legitiem blijkt te zijn, bouw daar dan op. Gebruik dat als financieel model. Het beste is om een zo concreet mogelijk resultaat aan te bieden, maar als dat wat lastig is kun je het wat algemener aanpakken. Zolang je het maar zo bewijsbaar mogelijk maakt. Je kunt ook organisaties benaderen met het aanbod om het algemeen functioneren van het T+Huis te sponsoren. Dus minder op het resultaat voor de buurt gericht, maar meer op het resultaat voor jou als organisatie. Er zijn dus verschillende soorten prijskaartjes die je er aan kunt hangen. En leg dat bijvoorbeeld voor aan iemand binnen DLL die daarbij kan helpen.

Binnen de literatuur word er gezegd dat er een switch is van een filantropisch samenwerkingsmodel naar een veel hechtere relatie, zou dat een barriere kunnen zijn voor het T+Huis wanneer het zoekt naar een pure donatie model?

Ja het veranderd inderaad, en ik denk dat het te weinig zou zijn om alleen voor donaties te gaan. Aan de ene kant is dat goed, je biedt een soort van instap model voor een bedrijf om samen te werken met het T+Huis. Maar het is allemaal wel puur op geld gericht, en ik denk dat de toekomst voornamelijk gaat zitten in de inzet van mankracht. Als het T+Huis bijvoorbeeld zegt dat ze het te druk voor iets hebben, en ergens niet aan toe komen, schrijf dat dan eens op. Misschien zijn dat dan wel dingen die je aan iemand binnen DLL of een andere organisatie kunt voorleggen. Ik denk dat daar het ook naar toe gaat. Bedrijven hebben niet zomaar een potje geld klaar liggen, maar wel werknemers beschikbaar stellen die vrijwilligerswerk willen doen. Dan moet je proberen om activiteiten die je aan andere kunt uitbesteden aan zulke mensen te laten. Een goed marketingadvies kost kapitalen en dat kan je bijvoorbeeld gratis krijgen. Je spaart dan een hele hoop kosten uit, maar het resultaat is ook de vrijwilligers die zulke dingen bij het T+Huis doen er zich betrokken bij voelen en dan krijg je weer dat netwerk model want die hebben misschien een organisatie achter zich. Dus denk na over wat je terug kunt geven en waar je hulp kunt vragen. Stel je deuren open, organiseer activiteiten in de wijk of team uitjes.

Het is dus belangrijk een heldere return on investment te maken en proberen het zo concreet mogelijk te maken. Want je moet met een helder plan naar een bedrijf gaan en geen vage resultaten aanbieden. En denk ook niet alleen in donaties van geld, maar ook in donaties van kennis, netwerken en mankracht.

C4: Interview Marije Rhebergen - Sustainability manager De Lage Landen (English)

The following interview is the full English interview with the sustainability manager of De Lage Landen.

What is your function within De Lage Landen?

Sustainability manager, which focuses on sustainability in the broadest sense of the word, so making our products and services green as well as the company as a whole, but also the social side and the link with society, which includes the T+Huis. So corporate social responsibility in the broadest sense of the word.

Why does De Lage Landen work together with the T+Huis?

There are different interpretations of corporate social responsibility. For us it is about integrating it into our core business. In the United States and South America, Corporate social responsibility is often interpreted as philanthropic. Over here corporate social responsibility is often integrated into the core business, which is what we do at De Lage Landen. We sometimes interchange corporate social responsibility and sustainability, it covers a very wide pallet. Within our CSR agenda we have four pillars. The first is about our own business conducts, for example reducing our CO2 emission, the lights in our building automatically go off when no one is in the room, things like that. And being CO2 neutral, so not just compensating for our emission. We also have our own investments, and deciding whether to invest in an organisation or not is the second pillar. This also includes worker conditions. For example, when a company uses child labour we do not want to collaborate with them. The third pillar is about our products and services. For example by working together with a manufacturer of copy machines to make their machines more green. Or even further, as we are a leasing company we also lease windmills and solar panels. The fourth pillar is our community involvement, which leads to the T+Huis. Our policy is that we do business for ourselves, we do business with our clients, and then there is the society around us. As a company we want to have a good relationship with our community. De Lage Landen originates from the Rabobank Group, and the Rabobank is a cooperative bank, so it has once been established by and for farmers, and we still have that within our business. We also believe that when you are successful as an organisation you should give back to society. You are not alone on an island, you are part of society and you have to have a sincere social identity and not keep everything to yourself but share with others. So why the T+Huis? Next to the T+Huis we also have relationships with other organisations. That originates from our believe to give back to society. We also want to have a good relationship with our environment, and the T+Huis is located within our environment, we have our office in the same city, and they focus on people who are less fortunate and we as De Lage Landen want to help others reach their full potential. The T+Huis helps this cause and we see the T+Huis as an actor who helps to realise this point on our wish list. We support the T+Huis with financial resources and the expertise of our people. That is something we also find important because the actual partnership is important to us. You can just write off a cheque but we want to really have a good relationship with the actors in our community. And the fact that we can offer our expertise also aligns with our wishes. That is why we work together with the T+Huis. The most important reason is to help people in a neighbourhood who need it. We hope to make this happen by supporting the T+Huis.

Do you expect anything in return from the T+Huis?

De Lage Landen is a unique case when you compare it to other companies. We are a company behind the company, so we do not feel the need for a PR machine for the public in Eindhoven. Our clients are primarily other companies. Of course it is welcome that we, through our collaboration with the T+Huis, gain favourable publicity and that this has a positive effect on our reputation, but that is definitely not our primary goal. So what do we want in return? That is mostly a certain sense of meaning for our own employees for example. And the most important are the benefits for society, because what fits the type of financial service business we want to be. We have three main goals with our partnership with the T+Huis. First we sincerely want to gain results for society. The second is the HR goal, which refers to the sense of meaning our employees gain by volunteering at the T+Huis. That is also a learning goal for our employees, you learn to put yourself in a different position. And when you do it as a team you create a sense of team building as well. The third goal is the reputation of De Lage Landen. Those are the main three things we want in return. It is not necessarily the case that we specifically request those things from the T+Huis, but elements that flow naturally from our collaboration with the T+Huis. I think other organisations would make specific requests.

Do you expect another company to make more concrete demands in a partnership with the T+Huis?

Yes I do. What I would advise the T+Huis, make sure you have something more to offer. We are not very demanding, though I imagine that this might change in the near future, but aside from us I would advise to develop more. Make that which companies gain in return for an investment more visible and concrete. It is also good to make indirect benefits explicit. What you are looking for is a return on investment. In financial terms, or in time and expertise of your employees. You want a return on that kind of investment. We have that as well, such as employee satisfaction and proud employees. The T+Huis should think more concretely about how to make that return on investment more explicit and bigger. Then you can refer to aspects such as employee satisfaction or to the promotion of a company through year reports or websites for example. We do the same thing with the T+Huis.

Is there room for improvement within the collaboration between De Lage Landen and the T+Huis?

Yes. Not that I am not satisfied, but there are definitely things we could gain from the partnership. That is the bit of return on investment, for them as well. I have tried to connect the T+Huis and another company, and while that was not successful, our contacts, our network, and our legitimacy can be useful to a larger extent than is currently the case. There are also several people that lend their expertise to the T+Huis. I personally believe there is more to gain from this, that we should organise more activities, and that more employees work with at the T+Huis, whether it be with their expertise or by participating in neighbourhood activities. I can imagine it would be good for the students that do an internship at the T+Huis, and for the children as well, that there is someone participating from De Lage Landen. That could also serve as an example for the students and the children. You bring both worlds together.

You referred to the network of De Lage Landen. How could you support the T+Huis with that?

I think it is important for the T+Huis to think more strategically about the way they work together with companies. De Lage Landen can assist with this. We know the business network, so we can organise a meeting some time. Our employees could give indications which parties to approach for example. This is also a form of collaboration. A company that may not be able to offer financial support, might be able to offer manpower. And I believe the T+Huis could be more actively involved with that. It should be seen as an investment. Behind 1 person there can be an organisation that might be willing to offer financial support in the future. You should not think too lightly of that.

Do the drivers of De Lage Landen for this partnership also count for companies in general?

Yes. The balance may be different however. One might do it from a reputation point of view, while another may sincerely want to invest in society. The HR perspective is important as well. So, good corporate citizenship, contributing to society, HR goals on a personal level in terms of having a sense of meaning, learning and development on an individual level, team-building on a team level, corporate and internal reputation, and employee recruitment.

How did the partnership with the T+Huis came to life?

This came to life by having a drink with each other. It was a networking social event where people from De Lage Landen and the founders of the T+Huis met. After that the ball went rolling. However, I am not sure what the exact circumstances were.
How does a partnership generally come to life?

We organise 'matchmaking' diners together with the city government, and on a bigger level these are called 'beursvloeren' (marketplaces), where people from business and organisations from the community join us for diner and where foundations can meet companies and vice versa. In these settings a foundation might say it needs marketing advice or financial support. As a result contacts may be made that might grow into a partnership. It might also come from funds databases. It generally comes from networking, which is why it is important to identify who you already have in your network. They say that 'it takes 7 persons to have a link to everyone in the world'. It is important for the T+Huis to build a network, and look beyond that network.

What are the aspects De Lage Landen look for in a foundation?

We have a list of criteria. What we find important is that the foundation is legitimate. That is really registered at the chamber of commerce, instead of being a fake company. We also find important that, like the T+Huis, a foundation is active in our environment, because we want to make the link to volunteer work. That does not count for all organisations however. The relevance and the impact of the organisation's activities are also important. We also prefer to have a good feeling about the management of the organisation, that we have a view on their plans and that they have a vision which is translated to concrete and realistic goals. They should also have their financial affairs in

order. The themes of their organisation should also match ours, which is something not many companies pay attention to.

Do you have an advice for the T+Huis for approaching organisations?

Two things actually. The first is about processes and the other is about content. What I would do is look at the contacts the T+Huis already has, and I would use De Lage Landen for this. They should not only look at us, but also at other organisations and the government, and invite them for a get together. Then they should make a stakeholder map of the networks of these organisations to determine where you can connect your own network. But you do have to ask them. When you do not ask, you do not receive. So this is more regarding processes, asking people for recommendations. I believe they are able to think more strategically about that. Regarding content I believe that, if they want to expand, they have to look critically at what they are currently doing. I believe that at a certain point they will get stuck with their current relations. You have to prevent that. Right now the T+Huis is very focused on concepts, which is of course very relevant, but if you place yourself in the position of the company they might not care eventually. They simply want to hear that we are going to help 85 as a result of the partnership. If we can make sure that the T+Huis operates, and other organisations can contribute financially for concrete matters everyone is happy of course. But you cannot be too vague towards companies, because many companies simply want to say: we have helped 300 children. So the T+Huis should consider the things they can offer companies, by looking at it from the interests of the company. I also believe it would be good to invite people from companies to the T+Huis to work together with the students and children. I believe that may be very profitable in the end. So who are you, and what do you do? You can hold on to who you are, but you will have to make it sound appealing to companies. You can of course think of many communication tricks for this.

We have made a list of ideas that might represent a certain value to companies. Many of these ideas are difficult to translate to a concrete value, how would you handle this?

I think you may be able to put a price tag on them somehow. For example, you could let a company become a 'friend of the T+Huis' for 2000 Euros. You could say that they help 10 children and they will be invited to a company trip. Some elements are difficult to trace. The relation between price and results is sometimes difficult to discover, but you can put a price tag on them as long as you are not making it too specific. So not a specific group of children, but a group of 10 children in general. You can link it to performance, for example to what happens at schools and how that links to the T+Huis. Even when there is only 1 clear link, you can build on that, use that as a financial model. The best thing to do is to make it as concrete as possible, but if this is too difficult you can keep it general. As long as you are able to prove it. You could also approach organisations with the offer to sponsor the functioning of the T+Huis. So less focused on the specific impact on the neighbourhood, but more on the result of you as an organisation. De Lage Landen can help the T+Huis develop this.

Literature suggests there is a switch from a philanthropic collaboration model to a closer relationship, could this be a barrier for the T+Huis if it looks for a purely donation model?

Yes it is changing, and I believe it would be too limiting to purely search for donations. On one hand this is alright, you can offer an entry model for a company to work together with

the T+Huis. But is purely focused on money, and I believe the future is primarily about the use of manpower. For example, if the T+Huis were to be too busy for a certain project, write it down, maybe these are things they could approach someone within De Lage Landen, or another organisation, with. I think that is where it is headed. Companies no longer have a bag of money ready, but might be willing to offer volunteers. Then you should try to leave activities you can delegate to others to those partners. For example, a good marketing plan is very expensive and you could potentially get that for free. You then save a lot of money, but the added result is that the volunteers that do these activities for the T+Huis feel involved, which could lead to an organisation that could be willing to support the T+Huis financially.

So it is important to make a clear return on investment and to try and make it as concrete as possible. You have to have a clear plan when you approach a company and cannot offer vague results. And do not only think in terms of cash donations, but also in terms of knowledge, network, and manpower donations.

D: Balanced Scorecard example

The following figure is an example of the Balanced Scorecard Diagram.
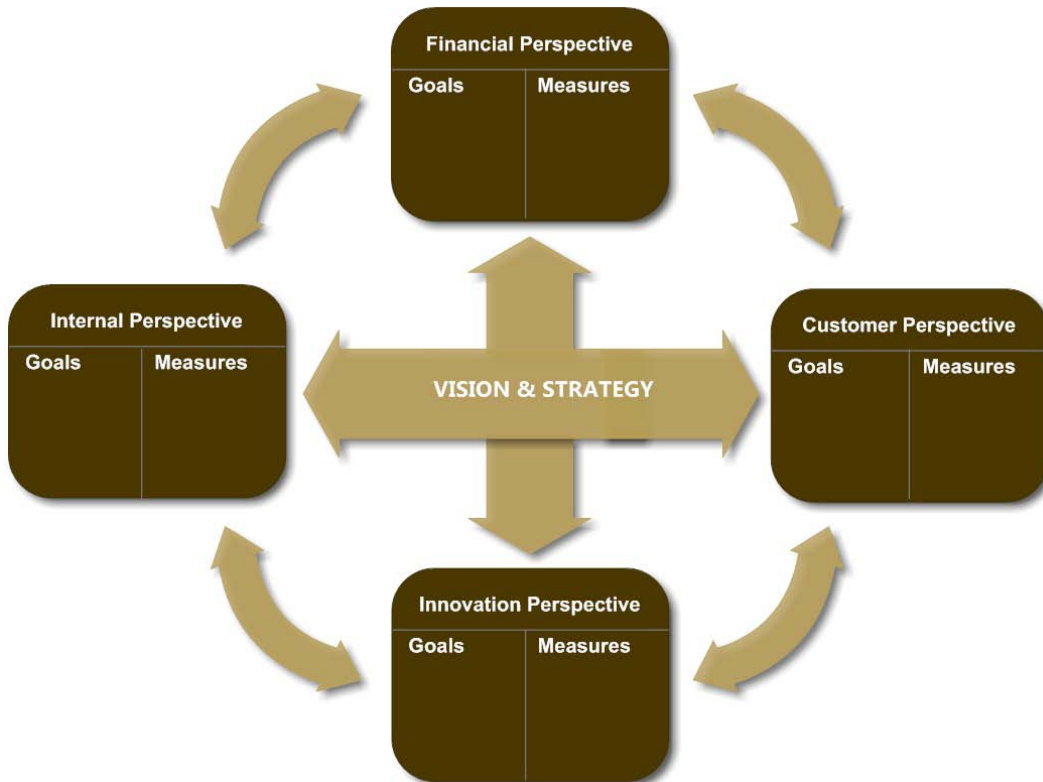

Figure 10. Balanced Scorecard example. Source: Kaplan & Norton, 1992.

This balanced scorecard can be adapted to be applicable to nonprofits, such as the T+Huis. Financial perspective can take into consideration goals in the form of % increase in donations received, % decrease in cost per service offered, and % increase in contributions made. This perspective helps in having a financial outlook of the non-profit organisation. The Customer Perspective may include indicators such as number of children or students reached, or number of projects completed. The Internal Perspective provides a view of the internal and external processes related to the non-profit organisation, and may include individual goals of students. The Innovation Perspective may consist of aspects such as student turnover, number workshop sessions, or % decrease in absenteeism rate.

E: Marketplace Toolkit 2004

The following excerpt is a toolkit for the organisation or participation of a marketplace.

Authors:
MOVISIE   - Leonie Oostendorp
KPMG   - Lonneke Nouwens
ABN AMRO Foundation   - Manuel Adamini / Michel Barth

Phase 1: The path to commitment

1.1 Initiative
The starting point of a Marketplace is that a person or a group in a (social welfare) organisation, company or municipality wishes to organise a Marketplace event. People are enthusiastic about the concept and want to involve other parties in the process. The initiator can be a person or a group from a:
- Company
- Local broker in socially responsible business practice
- Volunteer centre
- Chamber of Commerce
- Foundation (social welfare or other)
- Trade association
- Social welfare or voluntary organisations
- Provincial support organisation
- Charitable trust
- Service club
- Municipality or province
- Enthusiastic individual/party

1.2 Team/working group
Look for enthusiastic and committed representatives from several of the above organisations who are interested in participating in a working group to organise a Marketplace event. With this team, you will create the basis of a widely supported initiative in the local community. Practical experience has shown that the coordination of the Marketplace should lie with the voluntary work organisation or the local 'broker', because they are the key players in the local social welfare sector. When forming the team, it is important to pay attention to several issues and/or discuss these with the partners:

- Enthusiasm
    - The organisers want to actively participate and work together on the organisation of a Marketplace event
    - The initiators are visibly excited about the Marketplace
    - The project has priority for everyone
- The size of the team
    - A large team shows that there is widespread support for your idea
    - A small team is more efficient and simplifies decision making
- The composition of the team
    - An experienced project manager within a group of team players (who are all on the same level)
    - At least one of the team members must have access to a large network of companies and at least one must have access to the social welfare sector
    - Different backgrounds/education/disciplines, sectors and professional fields reinforce one another
- Neutrality

- The input of many different parties is vital for the Marketplace. If one of the parties openly claims responsibility for the Marketplace, this can result in mistrust on the part of competing organisations. Working groups who work with a single main sponsor must take this into account.
- Agreements
  - Make clear agreements about the amount of time, money and resources, etc. to be invested
  - Meet at set times to discuss the progress of the project
  - Be prepared to deal with different working methods

1.3 Project proposal

Create a working group with a mandate. Make sure that the members of the working group have a mandate from their supporters, so that they can work quickly and will not have to ask for permission for every decision made. Draw up a brief project proposal with the working group that includes the following elements:

- What is the mission / objective? Why do we want this as a group, but also individual parties? What does the long-term vision involve?
- What final results do we want to achieve (number of matches, number of participating parties, event turnover)?
- What is the target group, who do we want to reach?
- What do we need to achieve these results (financing, resources, accommodation, manpower)?
- What are the 'go' and 'no go' moments?
- Who will organise the Marketplace event?

1.4 Internal commitment

Ensure commitment is present within the organisations of the working group members. Before the project proposal is submitted to their own organisation, all the working group members need to formulate an answer to the following two questions:

- How does this fit in with the objectives of my own organisation? Why should we participate in this event (added value, linked to core activities/characteristics, personal development of staff)?
- What barriers could the management erect? How would we deal with eliminating any such barriers (who should become involved)?

1.5 External commitment

Conduct a brief investigation of the level of support for a Marketplace event at a select number of companies, trade associations and social welfare organisations. It would be useless to hold a Marketplace event without the support of the social welfare sector and the business community. The level of support can be determined through a series of conversations with key figures in these organisations. The extent to which companies and social welfare organisations already have experience with working together and the presence of a local 'broker' are also determining factors for the form and size of the Marketplace.

1.6 Investments

First of all, it is important that sufficient interest exists in the local or regional community. We advise organising the financial and other resources only if the parties are enthusiastic about a Marketplace event. This means: ensure that you first familiarise the parties with the content of the plan, and create enthusiasm on this basis. Access to parties providing funds takes place more easily when prominent names are attached to the project. The highest costs for such an event concern the expenses incurred for the personnel who organise the Marketplace. Therefore, divide
up the manpower involvement between the different members of the working group. The other costs for the Marketplace do not have to be high; these depend on the use of communication resources and the materials/resources needed on site. Once again, make clear agreements about how the costs will be divided. Draw up a budget and discuss

which party will provide an advance for out-of-pocket expenses. Possible financers / sponsors of a Marketplace include:

- Municipality / province
- (local) Charitable trusts
- Local companies
- Admission fees

Phase 2: Focus

2.1 Form and content of the Marketplace
As indicated in the introduction, various forms of a Marketplace are possible. One example is an 'auction' where companies, charitable trusts, institutions and public authorities can make offers to meet the demand requests of social welfare and voluntary organisations. Another example involves designing a 'real' Marketplace where trades can be made between supply and demand. The following questions need to be answered in this respect:

- Do you want to group the supply and demand by themes, sectors and/or types of requests? For example, do you want to set up a Marketplace with different trading corners? Are there special needs that will require their own corner?
- How dynamic and how long should the Marketplace be? Should it last an entire day, a half day, or an hour?
- How are supply and demand going to find each other on the Marketplace?
- Who and what are needed to guide and assist the process of supply and demand?
- What are the physical specifications of the Marketplace? Will it be held in a closed area? Who is allowed in the area? Will the participants sit or stand?
- How will you announce the matches made during the event to the other participants?

2.2 Date and location
The date of the event should not be too far in the future, otherwise there is a risk of gradually losing support. However, there must be enough time to bring together the parties involved. Experience has shown that the time needed between establishing a working group and holding the actual Marketplace event amounts to four to six months. When determining the time of the event, be sure to take into consideration that businesspeople work during the day, as do representatives and volunteers. Holding a Marketplace at the end of the afternoon/beginning of the evening or during the weekend is therefore recommended. Any of the parties can provide a location. Ensure that the following aspects are taken
into account:

- Size (dependent on the amount of interest determined in advance)
- Technical facilities
    - Access to the internet, computers and connections
    - Ability to divide up the area into different corners (per theme)
    - Ability to set up a large screen (to show matches/'deals')
    - Acoustics (to announce matches/add excitement)
- Accessibility during the day or evening
- General accessibility
- Expenses and division of costs (provided free of charge by one of the parties, or charged on to the rest?)

Phase 3 : Attracting supply and demand

3.1 Taking an inventory of potential 'supply' and 'demand' parties
Identify the main parties which could provide a supply offer or demand request. The Chamber of Commerce (business register) and the municipality (foundation/association register) may be helpful in this regard, in addition to the working group's own local

networks and any ambassadors. The local broker may also have a good network in his/her region.

3.2 Forms / keeping track of supply and demand
Think about how you want to keep track of the supply and demand available. It is easy to work with standard forms for submitting a particular supply and/or demand. It is especially important that demand requests are formulated as specifically as possible. In practice, however, it can be quite difficult to formulate supply offers and demand requests. Social welfare and voluntary work organisations often have difficulty expressing a demand in terms of a specific project. It is also not easy for this target group to translate a request for money into specific support in the form of manpower, knowledge or resources. You can consider providing assistance to social welfare organisations and companies with the formulation of supply offers and demand requests. The elements that can be emphasised in the demand request are as follows:
- Objective of the demand
- Description of the project or organisation
- Location and date of the project
- Effort/input needed, translated into:
  - manpower
  - specific expertise (professional expertise, experience)
  - resources (materials, accommodation, transport, etc.)
  - networks
  - costs
- Preconditions to the cooperation
- what will be given in return: what makes the demand request appealing to the business community, and what does the 'demand' party have to offer in return?

A standard form can also be used to attract the supply. If you opt for an 'auction' Marketplace, you do not have to set out the specific supply offers in detail. However, an advantages of identifying the supply in advance is that you can obtain insight into the offers available and therefore can coordinate the supply and demand requests to a certain extent. Providing examples of the supply available stimulates voluntary work organisations. The reverse is also true. Companies are happy to respond to the requests of social welfare organisations to obtain an idea about the problems present in society and how they can make a specific contribution in this respect. Elements that can emerge with regard to supply offers are as follows:
- Description of the core activities of the company, charitable trust or organisation
- Target group or social theme on which the offer is focused
- Description of what is being offered in terms of:
  - Manpower
  - Specific expertise (professional expertise, experience)
  - Resources (materials, accommodation, transport, etc.)
  - Networks
  - Sponsor contribution
  - Preconditions to the cooperation
  - The added value of the match for the company

3.3 'Advance matchmaking': yes or no?
You must decide whether you will allow the supply and demand to come into contact completely spontaneously on the day of the Marketplace, or if you prefer to engage in some 'advance matchmaking'. The advantage of 'advance matchmaking' is that you are assured of being able to present several good matches on the Marketplace. However, the disadvantage is that this will decrease the dynamism of the event. This also depends on whether the parties already have experience with mutual cooperation. It can be a good idea to prepare (to a certain extent) a number of matches in advance, if you suspect that the companies and social welfare sector organisations are going to have difficulty finding each other. Please note, however, that preparing matches is quite time-consuming.

3.4 Approach to attracting supply and demand

Think about the best way to attract supply and demand. There are three main options that can be combined:

1. Address both parties at the same time: approach parties with requests and offers independently of one another. The advantage of this approach is that it makes the Marketplace exciting and flexible.

2. Start with the 'supply' parties: first find out what goods/services are being offered, and then publish this and/or place it on a website. The social welfare and voluntary work organisations must then draw up a demand request based on the supply offers. The advantage of this is that the requesting parties have to compete with one another on the Marketplace to make a deal, and they must also negotiate with the supplying party.

3. Start with the 'demand' parties: first approach the social welfare and voluntary work organisations and have them submit their requests, then announce this demand in a publication or on a website. Next, ask the supplying parties to formulate what they have to offer based on these requests. The advantage of this approach is that the 'supply' parties have a clear indication of the wishes of the social welfare sector.

3.5 Proposed approach to communication

Draw up a communication plan. Selectively involve various parties in the communications, to establish contact with the target groups via several channels. Experience has shown that it is easier to acquire demand requests from social welfare organisations than to obtain supply offers from companies. Be sure to take this into consideration and approach the companies with the proper PR at the right time. Ambassadors can play an important role with respect to publicity by word of mouth. Ideas:

- Websites/mailings/newsletters from
    - Companies, company associations, unions
    - Charitable trusts
    - Service clubs
    - Social welfare organisations, associations, foundations
    - Municipalities
- National, regional and local media
    - Newspapers
    - Local papers/magazines
    - Professional journals
- Conferences, congresses, etc.
- Personal invitations extended to key figures.

Phase 4 Preparation and implementation of the Marketplace

4.1 Marketplace rules

Determine the rules that must be followed on the Marketplace. Important questions include:

- How should the supply and demand parties act? Do they need to report to a trading corner?
- When has a match been made?
- How should the match be recorded?
    - Exchanging business cards?
    - Signing an agreement?

4.2 Communication on the Marketplace

How will the parties communicate on the Marketplace?

- How do you make the 'supply' and 'demand' parties visible?

- Badges in different colours
- Clear signs with the organisation's name in the trading corners
- Special jackets for 'jobbers' and/or 'middlemen'
- How do you announce the matches made on the Marketplace?
  - Publish the 'share prices'
  - Show the matches on a screen
  - Have a prominent member of the local community present the matches

4.3 Kick-off and close
Think of a fun way to open and conclude the Marketplace event; for example, someone could sound a gong. Give the ambassadors a role in these festivities. They have lent their name to the event, and would likely benefit from making this known publicly. These are people with large networks and they can be repaid for their efforts in this way. Give the role of host/hostess of the event to a prominent member of the local community. The Arnhem and Utrecht Marketplace events and the Amersfoort

4.4 Script of the entire day
Experience as shown that a trading time of around two hours is sufficient. But a Marketplace event can also be part of a larger event and/or involve several sessions (such as the Eurofestation Marketplace). It should be made clear in advance who is responsible for what tasks (and also for the related expenses):
- Providing the Marketplace location
- Host/hostess and word of welcome (see above tip)
- Chairperson of the day/Marketplace manager
- Registering matches
- 'Jobbers'/'middlemen'
- Food and beverages/reception staff
- PA system, gong
- Room decorations/furnishings
- Novelty item/present (business card book)
- PCs in reception area to register the supply and demand
- Clean-up activities

4.5 Follow-up
What is your role in the process of organising and realising the Marketplace: from the preparation of and conclusion of matches to the final implementation of various projects. You can choose whatever starting point you desire. You can also decide not to offer any follow-up activities. The Marketplace event provides the first contact, and it is then the parties' responsibility to take the subsequent steps. If the 'demand' parties do not find a suitable match, that's too bad. The Marketplace is ultimately also a game: may the best trader win. Another option is to provide further assistance with the supply offers and demand requests that were not matched, perhaps by passing them on to the local 'broker'. You can also follow the matches to see what happens. An effective (but time-consuming) option is to call all the matched parties at a later date to find out how the cooperation is proceeding.

Phase 5 Follow-up and evaluation

5.1 Organisation follow-up
The easiest form of follow-up is the following: at the end of the day, have someone stand at the door and, as the parties are leaving, ask them if they found a suitable match during the event. If not, this should also be recorded. Depending on whether you have decided to perform follow-up activities, you can take additional steps to pass on the unmatched supply and/or demand to, for example, the local 'broker' or another organisation that can offer follow-up activities. A party from the working group can also be appointed as a point of contact for problems during the follow-up.

5.2 Communication
Share the success of the Marketplace event with the outside world. Announce the number of matches made, capitalised turnover, number of participants, attendance of prominent citizens, etc. Also announce a subsequent event (if relevant). The channels listed previously in the 'preparation' section can be used for this purpose. Issue a press release!

5.3 Evaluation
Evaluate the entire project together with as many of the parties involved as possible (ambassadors, working group, representatives of supply and demand, 'middlemen', etc) and keep a record of this.