IDIS is a public interest non-governmental organization (NGO). It was founded in 1999 with the objective of promoting participation of individuals, families, enterprises and communities in strategic social actions that can transform reality, hence contributing towards reducing social inequalities in the country. Therefore, it makes available to social investors innovative and effective means to invest resources in the social realm. Its mission is: “To promote and to structure private social investment as an instrument for the development of a more equitable and sustainable society”.

In 2003, IDIS implemented the Cause Related Marketing Initiative (CRM), as an additional way to promote strategic alliances between companies and civil society organizations (CSOs), stimulating social investment and mobilizing consumers and all of society to contribute towards different social causes. The purpose of this initiative is to diffuse the CRM concept and to instrument companies and CSOs to conduct effective programs for society and the company as well.

To know more about IDIS, access: www.idis.org.br

CAF (Charities Aid Foundation) is an international not-for profit organization, committed to effective giving, which offers a wide range of specialized services to charities, companies and organizations of civil society in the United Kingdom as well as internationally. Founded in 1924, CAF manages over 1 billion pounds sterling per year (3.7 billion reais or 1.73 billion dollars), which pertains to donators and organizations, negotiating it with over 350 thousand individuals in the United Kingdom. Internationally, CAF reinforced itself as one of the biggest organizations of private social investment in Europe, including six offices distributed throughout the UK and other regions of the world.

IDIS is responsible for CAF’s activity in Latin America, which is part of its worldwide network. This partnership, established in 2005, is a commitment that is part of CAF’s new global strategy. Both organizations are committed to jointly contribute to the area of private social investment.

To know more about CAF, visit: www.cafonline.org.uk
Practical Guide to Cause Related Marketing: Guidelines and Cases

Organizers
Ana Biglione and Márcia Kalvon Woods

Technical Support
Index for systematic catalog:

1. Cause Related Marketing : Administration
   658.802

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INTRODUCTION

The publication of the Practical Guide to Cause Related Marketing: Guidelines and Cases is a contribution by the Institute for the Development of Social Investment (IDIS) and IDIS partners of the Initiative for Cause Related Marketing (CRM). It is a document intended to provide support to society and, especially, to enterprise marketing and recourse mobilization professionals of civil society organizations, so they might benefit from this innovative strategy for private social investment, which has generated positive impacts for causes and companies in Brazil and other countries.

IDIS is a civil society organization (CSO) committed to social development. By means of promoting and structuring private social investment, IDIS pursues to systematize different models of social intervention that contribute towards reducing social inequalities in the country. IDIS’ role in society, as a reference in private social investment, is to provide to the Brazilian social investors innovative and effective means to apply social resources, such as cause related marketing.

Since 2003, IDIS’ CRM Initiative has broadened its knowledge on this theme by means of research, seminars, courses and case systemizing, besides forming the Strategic Committee for Enterprises and the Agente Network – mobilizer of the cause related marketing, comprised of civil society organizations. This publication aims at disseminating such knowledge. Therefore, it combined conceptual texts and CRM contextualization in Brazil, guidelines and principles to elaborate a program, and examples of success cases.

In order to accomplish this publication, as well as the other Cause Related Marketing actions, IDIS counts on the support of AVON, Nestlé and Charities Aid Foundation and assistance of Enfoque Pesquisa de Marketing, E-consulting, Grupo Camargo Corrêa and The Key. The printing of this document received the support of the Inter-American Foundation.

With this guide, IDIS hopes to inspire and support the practice of cause related marketing at its best, following the principles and premises that aggregate value through its use, to enterprises, causes and to society.

Good Reading!

Márcia Kalvon Woods
Director for IDIS Institutional Development
and Coordinator for the CRM Initiative

Marcos Kisil
IDIS Director- President
We live in a complex and paradoxal society, where everything is constantly changing and evolving. In a world of recourse mobilization, this is an authentication that offers opportunities to draw new partners in the support of a relevant social cause.

Undoubtedly, the capitalist system triumphed and increasingly the private sector has a role to perform in society, which goes beyond producing goods and providing services that meet the needs of humanity. Summoned to manifest its “corporative citizenship”, the companies currently concerned with the future have begun to reevaluate their values and management processes in order to contribute towards solutions of the critical problems inflicting our society.

On the other hand, consumers – increasingly more aware and demanding – apply pressure by means of their purchasing power, consequently, guiding companies aware of loyalty to meet such aspirations. The social organizations make every effort for new partners and new resources, aiming to keep up with technological developments and managing progress that require innovation.

How does this influence recourse mobilization to support relevant social causes? Is it possible for a company to place its brand in favor of a social cause? Can a social organization associate its cause with a product? Is it legitimate? Is it ethical? Where are the boundaries?

This Guide explores principles, cases and brings a step-to-step example that evidences the tendency that to establish long term partnerships among “companies with causes” and social organizations is indeed effective and produces results for all three interested parts: the cause, the company and the consumer.

Our complex and paradoxal society invites us to reflect about new ways to proceed. The cause related marketing is an opportunity for companies and organizations with shared values to unite endeavors in order to deploy individuals, hence committing people more and more to take on a shared responsibility to construct a more equitable and sustainable society.

Carla Duprat*

* Carla Duprat is director for PMV Social Investment and is a former IDIS executive director, at which time she was responsible for the conception and implementation of the Cause Related Marketing Initiative.
By David Hessekiel*

Every day I’m fascinated by the number of newspaper articles and online announcements of corporation tackling social or environmental problems. Looking at the business section of The New York Times this morning, for example, the lead story describes how the outdoor clothing company Timberland has invested in wind and solar energy to reduce its carbon emissions.

Such news was less common 5 years ago and rare 25 years ago, at the dawn of cause marketing in America. It was only in 1983 that American Express coined the term “cause marketing” to describe the commercial strategy of building major corporate alliances with nonprofit organizations designed to create value for both the company and the cause.

That first campaign – which linked usage of American Express cards to raising money for the renovation of the Statue of Liberty – made a major splash in marketing circles. Over the course of the next two decades, numerous companies attempted to “do well by doing good” using the promotional strategy of linking donations to product purchases. Among the best known programs: Campbell’s Soup Labels for Education, Procter & Gamble coupons supporting Special Olympics and Yoplait’s Saving Lids to Save Lives breast cancer program.

In the 1990’s the cause marketing concept matured and expanded. Cone Inc., America’s best known cause-related marketing agency, calls this more expansive, longer-term concept cause branding, which it describes as “a powerful positioning discipline used to enliven brand equity and enhance corporate image with significant bottom-line and community impacts.” Great examples: Avon positioned itself as the company for women with an integrated “breast cancer crusade”. Cable channel VH1 strengthened bonds with consumers, musicians and cable operators by supporting local music education through its “Save The Music” campaign.

In the wake of corporate scandals in the US (Enron and MCI, to name two of the best known), top corporate executives have felt increasing pressure to demonstrate their companies’ corporate social responsibility. This is no longer just the domain of companies led by idealists such as Patagonia or Ben & Jerry’s. General Electric boasts of its eco-imagination. Oil giant BP trumpets its investment in alternative energy by saying that its initials now stand for “beyond petroleum.”

This focus on CSR has led to great growth in cause-related activity because it is an excellent way of expressing and communicating a company’s commitment to giving back to society.

Cause marketing, however, is too narrow a term to describe the incredible range of cross-sector collaborations growing like kudzu across the American business landscape. Philip Kotler, the eminent Northwestern University business professor, divides these into six types of “corporate social initiatives”:

- **Corporate cause promotions** - the use of corporate resources to generate support for a cause. The analgesic Aleve, for example, sponsors the Arthritis Foundation’s annual Arthritis Walks. Lee Jeans organizes National Denim Day, a campaign that raises millions of dollars each year for the Susan G. Komen Breast Cancer Foundation by encouraging workers to donate $5 for the “privilege” of wearing jeans to work on the first Friday in October.
• **Cause-related marketing** - a direct linkage between consumer activity and a corporate donation. Tums antacid donates money to a firefighter organization when consumers buy specially-marked products. AT&T gives $1 to The Arbor Day Foundation to plant trees when customers switch from paper to online billing.

• **Corporate social marketing** - a campaign designed to change consumer behavior with a social purpose. Johnson & Johnson works with Safe Kids Worldwide to encourage parents to teach their children safety practices (e.g. wearing a seat belt or a bicycle helmet) that will cut down on accidents. Safeco Insurance works with fire officials to teach consumers how to keep wildfires from burning down their homes.

• **Corporate Philanthropy** - The more traditional practice of giving a direct cash or in-kind donation to a nonprofit group. Fashion designer Kenneth Cole Productions gives to AIDS organizations. Sony Corporation of America gives to arts organizations.

• **Community Volunteering** - Companies actively encourage and support their employees in giving their time and talents to nonprofit groups. The Home Depot has committed its workers to helping build or renovate 1,000 playgrounds with a group called KaBOOM! over 1,000 days. Prudential Financial sponsors an annual Global Volunteer Day on which thousands of employees work with hundreds of nonprofits in 15 countries.

• **Socially Responsible Business Practices** - Companies embrace fair labor, recycling, energy and other policies. After being criticized for its overseas labor practices, Nike became a leader in setting standards and monitoring working conditions. Starbucks pays above market rates for its coffee and works with Conservation International to improve farmer livelihoods.

Although the Brazilian experience will take its own course, the learning of the last quarter century in the United States can provide valuable insights. For those of you comfortable with English, I encourage you to take advantage of the articles and case studies available at www.causemarketingforum.com.

Brazilian companies and third sector organizations are fortunate to have the highly capable team at IDIS to help them create their own cross-sector alliances designed to do well by doing good. I hope that this publication will prove a valuable tool in those efforts and look forward to learning about your future successes.

*David Hessekiel is president of the Cause Marketing Forum*
II - CRM CONCEPT AND CONTEXT IN BRAZIL

By Ana Biglione*

When we look at the economic scenario worldwide, the following data impresses: out of the 100 most substantial economic entities, 51 are enterprises and 49 are countries\(^1\). The power of companies is increasingly greater, and it is no different in Brazil.

It is not in vain that companies are more accountable to not only generating profits or economic development nor just part of a market but also part of a global society and there is an obligation required from them concerning their economic, environmental and social performance. It is within this scenario that concepts as Sustainability, Social Responsibility, Social Investment and Cause Related Marketing (CRM) are developed.

CRM is a tool that aligns marketing and business strategies of a company with its social achievement, promoting causes relevant to society and hence engendering benefits for both. It is a company's innovative manner to contribute to society, while concomitantly expressing to its interest groups its social-environmental values.

In Brazil, the oldest example of a CRM program is the Happy McDay (*McDia Feliz*). Conducted since 1988, this program has collected over R$ 63 millions with sales of Big Macs, which are destined to many institutions on behalf of children and adolescents with cancer.

**Enterprise and consumer outlooks with relation to CRM.**

In spite of initiatives such as Happy McDay, data on CRM in Brazil is still scarce. The only two surveys are from 2003 and 2005, and were carried out by IDIS, in partnership with *Enfoque*. The survey “Brazilian Scenario of CRM - Attitudes and Behavior of Companies”, conducted in 2003, with 114 out of the 500 companies from the classification “Biggest and Best” of the Exame Magazine, showed that in that year only 27% of the companies were accomplishing or had carried out CRM programs. However, 32% of these expressed that they intended to use the tool for the three following years.

The CRM concept is still relatively unknown by companies as well as by society at large. However, when nudged, 55% of the companies declare that they know the “Cause Related Marketing” expression; nonetheless, many of these companies do not know what this tool has to offer. A great majority - 57% - declares never having used this tool for lack of information and 47% reveal apprehension of using it as it seems opportunistic.

From the consumer’s point of view, the CRM strategy is quite well-evaluated. The IDIS/Enfoque survey “Brazilian Scenario of Cause Related Marketing - Attitudes and Behavior of Consumers”, conducted in 2005, based on 811 interviews with individuals aged from 18 to 59, residents of São Paulo, Rio de Janeiro, Porto Alegre and Recife, revealed that 38% of the consumers have at one time purchased such products because they supported some social cause. Approval of companies that practice CRM is confirmed by the survey: 91% of the consumers consider important that companies support social causes and only 6% of those interviewed did not buy a product due to mistrust of CRM. The consumer’s opinion is that CRM reverts to a greater familiarity with the brand and product reliability: 61% say that supporting social causes helps the consumer to know the company’s values;

\(^1\) Fonte: David Grayson & Adrian Hodges
and 54% feel that companies that support social campaigns through their product sales are more trustworthy, a fact that demystifies the apprehension of companies seeming opportunistic.

**A tool with mutual benefits**

While close to 90% of company executives believe that CRM contributes to meeting social and marketing objectives of a company and that associating to a social cause or environmental is an excellent opportunity to aggregate value to a brand, the consumers see more tangible returns for the companies, as sales increase (35%), increase in brand value (36%) and increase of consumer credibility in the brand (27%). Such perception of company gains, allied to the fact that among the consumers that have already purchased products that supported a cause, 58% participated because of the opportunity they saw in contributing to society and 35% to help a specific social cause, clearly illustrates that the tool generates mutual benefit and that the consumer is quite aware of this.

In a CRM campaign, communication plays a strategic role. In the same survey, among the consumers that did not purchase CRM campaign products, 53% declared not having heard about products that supported social causes and 42% said they did not know of any company that supported social causes. No less than 88% of the consumers did in fact consider important that companies communicate what they are doing for society as a whole, hence indicating that CRM is an innovative strategy for such communication to also favor its own cause or CSO (Civil Society Organizations), besides expressing the socio-environmental values in addition to benefiting the company.

Awareness of the tools by the CSOs has not yet been studied nationally, but international surveys affirm that 85% of the leaders of these organizations believe it to be an effective method to gather resources and 79% believe that is an effective manner to call attention for the cause. Brazilian consumers identify that the main returns for the CSOs are financial (51%) and, at a lower measure, an increase in credibility for the very organization and its cause (21%).

Overall, the causes that mostly mobilize our consumers to purchase products that make use of the CRM strategies are linked to health, children and adolescents, which are also the causes mostly supported by companies.

**The challenges**

The socio-economic reality of Brazil might be considered a challenge for the tool. The survey demonstrated that class A consumers are the most receptive to products that support social causes: 66% have already bought products of this type, followed by 44% of class B consumers and 29% of class C. In developed countries, as in the Unites States and England, 83% of the consumers have already participated in some CRM program. On the other hand, cases such as Avon’s A Kiss for Life Campaign had great success in classes B through D.

There is still a long road ahead. 84% of those interviewed have stated they recommend to friends, family and acquaintances those products that destine a percentage of their sales to a social cause or a CSO. 74% of these individuals also say they would purchase another similar product, if it were the same price and quality and support a social cause. In practice, however, only 8% of the consumers have changed brands because the new one supported a cause. Another challenge is the perception of

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2 BiTC - Business in the Community
3 Cone Corporate Citizenship Study, 2004 and BiTC, Brand Benefits, 2003/2004
benefit as a consumer: 44% declare getting personal satisfaction, while 35% declare not getting any return, but even so they say they value this practice. In England, for instance, 83% of the consumers identified the CRM programs as a bonding means to support a CSO/cause more than if there was not such a tool. In fact, CRM is a strategic tool, but should be used rationally and cautiously. It is important not to make use of CRM as a sales ladder, seeing that a program’s return is in the long run.

Success cases and research conducted by IDIS corroborate that some premises and principles are essential for the partnership to bring concrete benefits.

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III - PRINCIPLES AND PREMISES FOR SUCCESSFUL CRM PROGRAMS

1. Ethics and transparency
The partners should maintain an ethical and transparent attitude towards all stakeholders in the conception and implementation of the program.

2. Clear objectives
A common objective should be identified to be attained with the program and the specific objectives of each of the partners should be clearly stated.

3. Commitment
The partners should be committed in the long term, with top management involved and agreements formalized. The partnership should be conducted with sobriety, optimism and perseverance.

4. Vision of Social Responsibility and Sustainable Development
The program should be guided by a vision of social responsibility¹ and of sustainable development².

5. Shared values
The partners should share values that are aligned with the cause of the program.

6. Mutual respect
The partners should respect their differences, value their assets, and take full advantage of each other’s expertise to promote mutual learning.

7. Excellence
The partners should seek excellence in the operation of all their activities, be they related to business, services or institutional.

8. Autonomy
The partners should guard their mission and values and maintain their sustainability independently of the program.

9. Monitoring and assessment
the program should be monitored and assessed to make viable any necessary adjustments and to be constantly accountable to the publics involved.

10. Mutual benefit
The partnership should benefit all those involved: the cause, the company and society.

¹ Corporate Social Responsibility is a form of management that is defined by the company's ethical and transparent relation with all the publics with which it relates and by the establishment of business goals compatible with the sustainable development of society, preserving environmental and cultural resources for future generations, respecting diversity and promoting the reduction of social inequalities. (Instituto Ethos)

² Sustainable development is development that meets the needs of the present without jeopardizing future generations. (UN)
More than a guide with stages to be followed during the execution of a CRM program, this text brings an assembly of important points to be observed, besides suggestions from those who have done this and learned by doing. All of this is grouped into substantial processes that should be worked out by any company or civil society organization that aspires to perform effective programs.

The definition

Based on documents from *Business in The Community* and on the experience of organizations participating of the Agent network – mobilizer of the cause related marketing, the CRM Initiative of IDIS defines Marketing as a *commercial partnership between companies and civil society organizations using the impact of their brands for mutual benefit*. Therefore, it is about a channel for corporative social investment to align a company’s marketing strategies with the needs of society, bringing about improvements for the cause, hence aggregating value to business.

As it is a commercial partnership, it uses the company’s *expertise*, its marketing area and its sales process coherency to promote and mobilize the community in favor of a socio-environmental cause. In other words, it is a mobilizing strategy of a company’s holdings in favor of social transformation, which does not leave behind the economic interests of product sales or company services. It integrates the corporative relations strategies, marketing and social actions of a company, besides strengthening new resources and mobilization for the causes.

From the side of civil society organizations, it is a tool that provides access to companies’ resources that would not be used in other types of partnerships. They are marketing resource budgets – which are customarily eight times greater\(^4\) than what is destined to corporative social investment – as well as the communications array that the company holds to address its consumers.

Different from traditional mechanisms of social investment, which can undergo annual alterations due to economic oscillations, CRM is part of a business strategy that can be harnessed to the sales of a product, to a brand repositioning or to value aggregation for the corporative image. Thus, it tends to be more perennial and stable, less liable of being interrupted.

CRM can be a very efficient manner to communicate the company’s values of social responsibility and of the organization as well, hence building up its reputation. It is a public commitment in favor of society that the companies and organizations pledge in the interest of their publics. Thus, coherence in sustainability strategies of the organizations and their CRM programs is a pre-requisite in elaborating a successful program and thereby avoiding seeming opportunistic.

**CRM mobilizing resources for relevant social causes**

The mobilizing that CRM provides to social causes can be divided into two distinct arrangements: collection of financial resources; and dissemination of messages.

They can be used jointly in a program, but will need individual attention when creating the mechanical functioning and performance strategies.

Recourse collection can be achieved by establishing the sales value of a company or a certain product to a cause. This is the case of Havaianas-IPÊ, in which 7% of the net sales of the sandals is reverted to IPÊ - Instituto de Pesquisas Ecológicas; or Copagaz, which destines R$ 0.01 of each 13 kilogram gas cylinder sold during four months of the year to finance the Adotei um Sorriso Program, of the Fundação Abrinq for Children and Adolescent’s Right. To know more of these examples, read the cases in this publication.

Another manner by which to collect resources is by licensing brands of partner organizations. Such strategy is adopted by Associação Rodrigo Mendes (ARM), which created partnerships with many companies, including with Tilibra. Since 1997, Tilibra carries a line of university notebooks, whose covers are illustrated with designs by the students of ARM. In the back cover there is information about the work realized by the institution. The dues paid for using the illustrations are repassed to ARM and to the authors of the creations, as copyrights.

An example of the mechanics used for dissemination of messages is the one by AVON, with the A Kiss for Life Campaign. The company uses the products catalogues to disseminate information about the prevention and early detection of breast cancer to 15 million consumers, every 19 days. Moreover, there are over a million autonomous retailers who, when talking to their consumers, divulge information about the cause. For further information, read the systematized case in this publication.

**Social Marketing or Cause Related Marketing?**

While CRM is a commercial partnership between companies and social organizations that employs the force of its brands for mutual benefit, Social Marketing is a form of administration that uses conventional marketing tools to bring about change in people’s behavior. As defined by Kotler and Armstrong (1993, 421), it is the “design, implementation and control of programs that seek to increase an idea’s acceptance, cause, or social practice combined with the target-publics”.

Social Marketing, however, does not necessarily need to be connected to the business strategy of a business. It is widely used by public agencies and civil society organizations that desire to mobilize society towards adopting a new behavior, as for instance, participating in a vaccination campaign, transit safety or the fight against smoking.

A CRM program can have a Social Marketing component, it can aim for behavior changes and sensitize the consumer for a determinate cause, however, its concept is broader.

**STAGES OF A CRM PROGRAM**

When creating a CRM program, some of the processes are vitally important: planning, negotiation, administration, communication and accounting. These processes were listed by Sue Adkins, in her book *Cause Related Marketing: Who Cares Wins*, and are presented here, based on the Brazilian experiences acquired in the four years of Initiative. There are no magic formulas; the companies as well as the organizations must study and think in order to create the most adequate program to its reality, depending on the circumstance of the business and cause to be worked on. The items below

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explicitly explain some of the routes regarding what to do and what to avoid during the program’s development.

1. Planning

As any other process, a cause related marketing program should start with planning. The first action of a successful program is to perform a diagnosis, to evaluate its context and establish the objectives of the program.

Upon realizing the program, the company sizes up the inputs to align the CRM program to its social responsibility practices, to its social investment program and business strategies. With such a diagnosis, which contextualizes the current situation of the company, it will have to define the objectives and justification of the CRM program to be developed. These objectives can be: improvement of the company’s or the brand’s reputation, conveyance of its social or environmental values, client loyalty, etc.

For the organization that wishes to be pro-active and propose a CRM program for a company, the diagnosis will contribute towards the definition of the partnership’s objectives. It must be founded on the strategic guidelines of the organization, at its institutional moment, as well as on the context of the cause. Thus, the organization will be able to identify the need for recourse collection, new contributing partners, information dissemination about its cause, and also strengthening of its institutional image.

Transparent objectives are fundamental for the process of choosing a partner and defining the CRM program’s mechanics.

A previous step for companies: choosing the cause

For the companies that do not have a structured social investment program, choosing the cause should begin with the previously mentioned diagnosis. The company ought to look inside and outside, considering the whole of its interest publics in order to choose the cause to be embraced.

When looking within, communication with the company’s leaders will be necessary to verify which are the expectations and perspectives of the cause the company will support; analyze the company’s past events of social activities, in order to identify if it already has a line of social accomplishments, even if not explicit; and consult with the employees, to probe whether they develop voluntary activities which could be a potential project for the company.

The looking “outside” part is more critical during the definition of a CRM program cause than the definition of the focus of a traditional private social investment program. As it involves a product or service, communication and marketing, relationship with the consumers or clients, besides the very brand, this process requires a more comprehensive investigation.

With this in mind, it is crucial to pay attention to the consumer, the fundamental protagonist for the success of CRM program. The company should consult its clients and identify what types of causes they would be willing to support and what type of adhesion would be more to their liking. It is also important to take into consideration the social participation of the competitors, and keep a distance from causes to promoted; seeing that this type of initiative is closely related to the business strategy and a correct implementation could bring a positive difference for the company or product.
By analyzing the concerns mentioned above, it is fundamental to consider the entrepreneurship practices with relation to the possible cause supported. For instance; a company should not support an environmental cause in a CRM program if its products do not take into consideration aspects that reduce pollution, or also support children and adolescent’s rights if it employs child labor in its productive chain. These are exaggerated examples and unacceptable under any circumstance, but in a CRM program, it would mean attesting the company’s weakness and drawbacks.

Bearing this in mind, it is necessary to establish criteria to assess which is the cause that best fits into the company’s business, its practices and values. See below some of the questions a company should make when adopting a cause.

### Criteria for choosing the cause

- Does the cause have an appeal to society?
- Is the cause perennial?
- With the results of this CRM program, is it possible to cause a significant social change?
- Can the proposed social change be measured?
- Has this cause been excessively supported by competitors or by other companies?
- Do the company leaders feel passionate for the cause?
- Do the collaborators support the cause?
- Does the cause have media appeal?
- Does the cause have an affinity with the brand’s positioning, essence and values?

By such criteria and with the diagnosis (look within and outside), it is easier to eliminate the unsuitable causes with the company’s strategy and performance. **One must not forget that the entire process must be based on statistical data regarding the relevance of the cause within the national scope and the actual possibilities of a company generating social transformations.**

### Choosing the partners

Once the cause is defined, the company should conduct an overview of possible partners that operate in this area and then choose just one partner, as in the strategy adopted in the Havaianas-IPÊ program, or various organizations that represent the cause, as in the AVON case with the A Kiss for Life Campaign. Some variables can be used for this choice. For instance, if a company is well-known to the general public in the country and has decided that its support to the cause is nationally spread, then it should look for a partner that also has a national range of operation. If such a partner does not exist, it can establish various regional or local partnerships.

In the case of a civil society organization, the same reasoning should be followed. Furthermore, other important aspects to be considered are the objectives defined for the partnership. If the organization wants to collect financial resources, it should look for business partners that have holdings that are able to generate considerable resources, such as: consumer products or services that have expressive and active sales. On the other hand, if its proposal is to disseminate the cause and become more visible, other types of industry or services could prove to be better partners, as is the case in the messages of causes inserted in the light or telephone bills, which reach millions of homes; or partnerships that have the participation of celebrities, which can bring about great media visibility.
Perhaps this will not bring much financial results for the organization, but it will certainly generate much dissemination for the cause.

During the partner-definition period, it is essential that the organizations involved in the partnership become involved in looking up the past events connected to each one of these. Since it is a widely communicated social investment strategy, the CRM involves high reputation risks for the organizations involved. Thus, before defining the partners, the company as well as the organization should investigate the partner’s good reputation. And the ideal footing is that the partnership be established among institutions that share the same values, seeing that this will make the entire process easier.

**The program’s mechanics**

Once the cause of the program, the strategic objectives and the partners have been defined, it is time to plan the partnership’s dynamics and design the mechanics of collection and/or recourse mobilization. When dealing with a company embracing a certain cause and supporting various organizations that work with it, the planning task might be lonelier. But if the partnership involves a company and just one organization, it is fundamental that the planning be conducted jointly, in order to assure that the program meet the objectives of both parts, hence generating mutual benefits.

In the cases presented in this publication, there are different examples of mechanics, such as: new products and services that were created to repass a sales percentage to the cause; messages of stimulus for the clients to donate; consumer awareness of the cause; collaborator commitment and communication strategies. As these, the mechanics should be attractive and creative, yet feasible. Cautiousness is recommended so as not to create a pretentious mechanics that will be problematic and cause difficulty to communicate to consumers and their involvement and participation in the program.

During the mechanic’s planning process of the program, the sales percentage that will be destined to the cause, and from which product, must be defined, in addition to whether the company will disseminate the message, how, or whether both will be done. There is no ready number for the amount to be donated per product, but it is important to have a collection estimative that will be pledged to the cause and of how much social impact it will represent (how many organizations supported, programs and/or people tended to).

Also important is to deliberate on the period and duration of the program. One day? Once a year? Three months during the summer? Or perhaps, continuously throughout the year? Usually, the companies already have expertise to dose the program’s exposition to the consumer and the mechanisms to keep them interested and committed. The organization should think about such period and duration of the program, considering its media exposition and the consequences of this for the organization and the other sources of recourse collection. There are cases of CSOs that, due to a super exposition in the media though a certain CRM program, saw their donations drop, because their base supporters believed that because of a well-divulged partnership, the organization no longer needed their financial resources. In other cases, the organizations witnessed an explosion of demand after participating in a substantial CRM program; however, they did not have the structure needed to accommodate such publicity.

The very act of planning foresees preparing a planning outline of actions. The particulars to be remembered are: budget, monitoring how much of the investment will be allocated to communicating the program and how much will go to the cause; monitoring and assessment tools; accounting rendering to the various publics of the organization and to the company.
2. Negotiation

A well elaborated planning scheme is vital, but for the program to be launched, the partners also need to negotiate.

**Common values, convergent objectives, mutual benefit, transparency and commitment from each partner should guide the CRM partnership negotiation.**

The program’s conception defined during the planning process should be validated by the partners, who should openly dialogue, explaining their values and interests in order to construct converging objectives that will benefit the partners involved. It is at this moment that the partners will get to know each other and consolidate the basis of the partnership, which is why it is vital for communication to be clear.

From the moment the company and the organization establish a partnership, it is important to keep in mind they run the risk of joint unsuccess. That is the reason why it is essential to negotiate a priori the minimum financial guarantees that should be destined to the cause or organization, in case the collection goals are not met. The same goes for dissemination of the message or other objectives.

In the case of financial collection, this is essential not only for the organization, which will have a guaranteed minimum value to develop the CRM program, but also for the company. Since the corporation takes on the commitment of publicly supporting a cause, one should not run the risk of considering the program not well conducted, or not contributing significantly towards a social transformation, in the case of sales below expectations. This would not only affect the partner organization but also the company’s reputation.

Another aspect to be negotiated is the equilibrium between the investment on the communication of the program and the resources effectively destined to the cause, as it is not strategic for the company to invest millions in communication and little resources on the cause. Also in communication, the criteria for exposing the brands and who will be accountable for the investments should be made explicit, something commonly taken on by the company.

It is also indispensable to pinpoint the holdings of the partners involved, identifying not only the company’s infra-structure, but also how the company can aggregate. Thus, it is advantageous listing the holdings on the company’s side (as marketing planning and budget, effectiveness, products, human resources, etc.) and of the organizations’ (volunteers, mailing lists, partners from other areas, etc.) that can be useful for the program.

To finalize, it is also the time to negotiate and to define the partners’ respective responsibilities, and the more detailed and specific they are, the less likelihood for divergencies to appear along the process. To lessen the risk for disagreement between the parts later on, it is recommended that all of the negotiations be made explicit in a formal agreement.

As it should be, the negotiation process demands patience and respect with relation to the partner. For the agreements to be consented it is essential for the companies and organizations to understand that they have their own logics, knowledge and different moments in time. This should be viewed as a success of the partnership; and not as a drawback.
3. Managing

Once the program is planned and agreed on by the partners, it is time to implement it. **What guarantees success of implementing programs are exactly the same tools used by the company and organizations in their own managing operation of projects.**

Establishing a work plan and a chronogram, allocating an individual accountable for the administration, communicating with the different interest public and constant monitoring through reports that quantify the investments and results are the main points to be observed.

To expedite the work, a recommendation is that the partners define the interlocutors responsible to care for the program’s progression. Such co-administrators should agree on a work plan, deadlines, chronograms, responsibilities and follow-ups. Once again, it is essential that these individuals be proactive, besides patient and purposeful, in order to understand the partner’s rhythm and culture.

Flexibility and creativeness to make minor adjustments, knowing how to deal with unexpected events and correcting perchance flaws are characteristics required of good administrators. Promoting involvement by other individuals from the company and organization, providing leeway so they can assess and estimate the program also are intelligent strategies that managers can adopt.

Planning, objectives and the focus of the program, the goals and monitoring tools previously defined should not be forgotten and they should always guide decision making. A circumspect registry of the program, pointing to errors and success, serve as basis for future reflections and improvements of the program.

4. Communication

Communication is considered as one of the sustentation points of a CRM program and should be carefully planned and executed, as this will assure mobilization of all of the interest publics, hence enabling its solidification successfully. **A CRM program should be communicated with transparency, making explicit the cause supported, the partners, objectives, campaign mechanics, mobilized resources, impact and accountability.**

Customarily, the ones who know how to communicate a social cause are the social organizations. However, they often make use of the jargon pertaining to the sector, which is not easily assimilated by society at large. On the other hand, who knows how to mobilize society to consume are the companies. Yet often their appeal is more for sales than for disseminating causes. Therefore, when developing the communication plan, it is crucial for the partners to sit and discuss which will be the best way to divulge the program and what language discourse will be more adequate to make the concepts accessible to the potential consumers.

Also, it is essential for the companies and organization to think jointly about the communication in all of its stages: launching, maintenance and accounting; for all of the publics. The cooperation among the partner’s agencies will potentiate even more the program and its communication.

**Look over some clues of how to work the external communication of a CRM program, by The Key.**

The communication program should answer questions as:

- What will be communicated? The message should be clear and prioritize the cause.
To whom will it be communicated? Firstly to the internal public of both parts, afterwards to the consumers and partners.

Why will it be communicated? To establish clear objectives for both parts.

How will it be communicated? Which communications means will be used and what language will be used?

When will it be communicated? The duration of the campaign? What stages?

How much will be communicated? What investment will be applied and which public will be targeted?

**Incorporating the cause into the culture of the brand:** When the partnership is divulged to the different publics of the brand, in other words, to its clients, collaborators and partners, the cause must be prioritized and contextualized, showing social data that can justify the choice and also make perfectly clear that in fact, the brand believes in this cause. Embracing a cause means to incorporate it into the strategy, within a mid and long-term perspective, not merely punctual support.

**Divulgation of the social partner:** It is important to clarify and formalize from the beginning, how the partnership between the company and the social partner will be divulged, taking into consideration aspects such as the way to cite, as well as the influence of the partner in the sector of communication by press and electronic means, the press release and other channels. The mutual benefit principle should also be preserved with reference to the general attention of both parts in the process.

**Transparency:** Special attention should be given to transparency: the consumer's needs to know if their purchase will really make a difference for the cause, or if the support is independent of the purchase. If the support for the cause is a sales percentage, what is the percentage? The more transparent the communication, the more credibility and assurance will the brand have in captivating consumers.

**Communication begins with negotiation:** By now, the manner in which the partnership will be communicated to the different publics should be part of the negotiation, foreseeing variables as: consummated investment versus collection forecast for the cause, what means will be employed and how citing the partner will be conducted in the different sectors of press and electronic communication.

**During the process administration:** Communication should not be limited to the beginning of the partnership, when the brand calls on its consumers and partners to participate in the program. It is essential to foresee, already in the planning stage, presentation of the partial results of the campaign and create alternative messages along the process, hence assuring the commitment of the many publics and credibility of the program, from the start to the end.

**Assessment and accountability:** From the planning of communication, this must be imperative as actions to guarantee ethic, credibility and transparency of the campaign. It is vital to show the results clearly and objectively, presenting, for instance, how much was collected, what will be done with these resources, in addition to expressing gratitude for the participation of the consumers/clients and partners. Accounting should foresee reaching all of the publics that were influenced during the whole of the partnership.

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**Check some of the clues of how to conduct the communication for the internal public of a CRM program, by the André Godoi Estratégia Comunicativa (André Godoi Communication Strategy)**

When a company decides for a Cause Related Marketing program, it should take interest in the internal communication of this action. Well informed employees who are committed to the cause are vital for the success of the program.

An internal communication campaign that informs the collaborators about the CRM program is important, as it demonstrates that the company is concerned with the opinion of each of the employees and that it takes this into account when delineating the plans.
Moreover, upon being informed about the CRM program's details to be implanted, the collaborator feels part of a company that acts to bring improvement to society, whether it be by an action that collects resources for a cause, or an action that divulges the message of a cause.

To mobilize employees to the program, internal communication ought to respect some basic principles:

- Show that the company is truly concerned in divulging this action to its collaborators, with well-made and good quality material.
- Define its focus clearly; defining precisely what message the company wants to transmit to its employees.
- Adapting itself to the varied publics within the company, so that this message reaches all of its collaborators clearly. The way a message reaches a director may not be the same way it reaches the common working-class employees.
- Enabling direct interaction for the employees, providing enough information so they can actively participate in the CRM program.

Many companies blunder by not valuing internal communication for this type of action. When this happens, the collaborator only finds out about the program when the external campaign is transmitted, this results in their departure from the action and hence, tarnishes the outcome.

Aware of this, André Godoi Estratégia Comunicativa helps companies to communicate better with their collaborators, by developing campaigns that count on easy-to-understand discourses that bring closer the objectives of the company to the employees.

It is very important to emphasize that a CRM program should, under no circumstances, be used to “cleaning the image” of a company or organization. Quite on the contrary, it should mirror its values and principles. The information should be clear, precise, transparent and constant, so that the publics can become familiarized with the program, finding out on their own the results and relevancy.

5. Assessment and Accounting

**Monitoring and assessment of a program should have as its main focus a follow-up of the foreseen activities and measuring the results of the established objectives.** Therefore, mechanisms of monitoring and assessment indicators should be developed.

Implementing the established activities in the action plan, the proposed chronogram and its budget should be monitored in order to allow for adjustments and corrections along the process. Such information should be registered and shared with the partners by means of reports, periodic meetings or other ways considered more suitable for both parts. But it is vital for the partners to be aware of the program’s performance.

Evaluation of the program is fundamental to make a detailed examination of the results regarding the objectives proposed within a certain moment in time and also to analyze the rights and wrongs and hence, improve the program at a following stage. Moreover, the collected information will be essential for the accounting process with the publics of the program.

**Some indicators that can show results of the program are:**

- Valuables collected for the cause;
- Increase of social mobilization for the cause;
- Change in behavior of the consumer concerning the brand;
- Effective transformations in the cause;
- Acknowledgement of the opinion makers;
- Number of informative distributions regarding the cause;
- Increasing activity in the company's distribution channels;
- Sales increase of the product;
- Number of references in the media;
- Awards received;
- Testimonies of those benefited;
- Survey of institutional image.

The accounting should be as transparent as possible, with a great deal of information, hence adding credibility to the program. It should make explicit the objective of the program, the destination and value of the collected resources, the social impact, and the next steps.

In the case of a CRM program, the consumer and the other publics involved are pivotal for success, thus, it is absolutely necessary to publicly acknowledge and thank the participation of all the individuals involved, hence encouraging them to get involved even more.

*Márcia Kalvon Woods is IDIS Director for Institutional Development and Coordinator for the CRM Initiative. Collaborators for this text were: Ana Biglione, FICAS Coordinator for Articulation and Mobilization of partnerships and alliances and Laura Giannecchini; IDIS Communications Manager.
AVON AND THE “A KISS FOR LIFE CAMPAIGN”

Introduction

To strengthen its action in the fight against breast cancer, AVON launched worldwide the *Breast Cancer Crusade*, which in Brazil was conducted as a Campaign called A Kiss for Life. Although it is a global campaign, it took on its own structure in each country. In the activities carried out in Brazil, the Cause Related Marketing is used as a tool for the partnership of the company with the cause.

AVON

AVON is a global enterprise, world leader in direct sales of beauty products, and is known worldwide, participating in over 100 countries.

AVON Brazil is the second sales unit of the corporation, behind only the U.S.. In Brazil, it is the leader of direct sales. AVON has 4,500 employees and counts on more than 1 million autonomous retailers, reaching over 15 million consumers with its catalogues, every 19 days.

Aligned with the outlook of “being the company that understands best and satisfies more the needs for products, services and women’s self-realization”, AVON created in March 2003 the AVON Institution, which became responsible for managing all of the social investment of the company in Brazil. The Institute came about with the mission of “promoting health and well-being of women, through mobilization of society”. The central focus of the AVON Institute is the early detection of breast cancer.

Choosing the cause

The company’s performance in the community is based on the principles of its founder, David McConnel, who saw in his work the need to “honor the responsibility of corporate citizenship, contributing for the well-being of the society where we work”.

The choice for this cause is directly related to the outlook of the company. In a globally aligned proposal, AVON takes on the social commitment with women from all over the world and works to make this ideal real.

The first step was in 1992, when AVON conducted a survey in the United Kingdom with the purpose of understanding the main needs, interests and motivation of the retailers and consumers. The women approached indicated breast cancer as one of the most relevant issues. The results motivated AVON UK to create *AVON Crusade Against Breast Cancer* that very year. In 1993, the United States created *AVON’s Breast Cancer Awareness Crusade*, in September 2002 and the AVON strategies for the fight against breast cancer were unified with the creation of *AVON Breast Cancer Crusade*. Over 50 countries have already joined the cause and a total of 250 million dollars were collected for AVON Worldwide in the last ten years, for the fight against breast cancer and other actions in favor of women’s health. These resources resulted in investments for cure research, donation of equipment...

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6 Responsible for the information: Carlos Parente, communications director of AVON Cosmetics, and Lírio Cipriani, executive director for the AVON Institute.
and information dissemination, focusing on the prevention, early detection and adequate treatment of the disease.

In Brazil, the A Kiss For Life Campaign was launched in 2002. That year, the National Cancer Institute (NCI) predicted that 36 thousand Brazilian women would be stricken by the disease and close to eight thousand would die as a consequence of it. In 2006, the NCI estimated that breast cancer would be the second highest cause, with over 52 cases for every 100 women in the country. Among the chief motives for the high mortality rate is the late diagnosis of the disease.

To honor the initial step of the A Kiss For Life Campaign in Brazil, in August 2002, AVON’s world president, Andrea Jung, was present at the launching of the campaign. Her attendance demonstrated commitment in promoting, in the entire corporation, actions to eradicate women’s mortality brought about by breast cancer.

The Campaign’s launching was celebrated with the Commitment Day, when all of the autonomous retailers and managers were encouraged to go out and to distribute informative material about breast cancer, disseminating information on the importance of prevention and early diagnosis and diffusing the Campaign. Many activities were promoted on that day, such as walkathons in the streets of cities, conducting free exams supported by local medical institutions and mastologists and distribution of pamphlets, diary-agendas and women’s postcards.

The objectives of the A Kiss For Life Campaign

AVON seeks to develop actions that promote social development, health and women’s well-being. Therefore, the A Kiss For Life Campaign was created with the purpose of diminishing women’s mortality caused by breast cancer, promoting early diagnosis. Its strategies are: collecting funds for financial support of projects that promote early diagnosis; and information dissemination about the importance for the prevention and early detection of the disease.

The overall objectives of the A Kiss For Life Campaign are:

- Diminish women mortality caused by breast cancer;
- Disseminate the importance of prevention and early diagnosis of breast cancer. By promoting awareness and information about the theme;
- Collect funds to combat breast cancer;
- Establish AVON’s corporate commitment regarding the theme A Kiss For Life Campaign;
- Reinforce the institutional image of the company;
- Generate publicity for the company and an impact for the cause;
- Establish a plan for products, with variable categories, in order to increase funds collection;
- Create a single global campaign.

Designing the A Kiss For Life Campaign

Collection for the cause

The means for collection is through products sales that carry the Campaign seal in the AVON catalogues. In Brazil, AVON destines 7% of the sales value of the products carrying the seal for the cause. Consumers throughout Brazil can support the campaign by purchasing the products from the autonomous retailers.
The AVON Institute destines the funds to the projects presented by the referred organizations to the prevention and assistance of breast cancer in Brazil. The Institute prospects, evaluates and selects the projects that will be assisted with these resources, and at a second stage, monitors and evaluates the approved projects. Besides financial support, the Institute promotes workshops for proposal revisions, provides support and monitors administration and assessment of these projects.

The AVON Institute formed a Technical Committee, accountable for analyzing the proposals routed by the institutions, by visits to the organizations and by the recommendation from the finalist entities to the Deliberative Council. Choosing the organizations to be benefited is performed by AVON’s Deliberative Council, composed of company executives and outside representatives.

**Investing in early detection**

In the launching of the campaign, in 2002, AVON donated five mamographs to public hospitals in the city of São Paulo. Before this, the municipal network only had two mamographs, with one being out of order.

**Reaffirming its commitment: Running and Walking in favor of Women**

The Commitment Day of AVON Against Breast Cancer is one of the most important moments of the A Kiss For Life Campaign. On this day, the autonomous retailers of the AVON products are asked to walk and distribute informative material about the importance of early diagnosis and, depending on the locality and the partnerships with hospitals, NGOs and public organizations, there are lectures by specialists, guidance about self-examining, among other activities.

AVON also promoted the AVON Running – Running and Walking Against Breast Cancer. This event was carried out in 2002, 2003 and 2004 in different Brazilian capitals, the objective was to disseminate information about the importance of early detection of breast cancer by means of periodical clinical exams, mammography, self-exam and adequate treatment of the disease, also emphasizing the benefit for physical activities. In all of the walkathons, the entry collection was donated to local entities that perform in the fight against this disease.

**Investing in experience and information exchange**

AVON sponsored the I and II International Symposia of Prevention and Early Diagnosis of Breast Cancer in 2002 and 2004. These events, conducted in São Paulo, gathered 260 and 240 mastologists, respectively, and Brazilian and international oncologists. The specialists used the opportunity to discuss innovations in the diagnosis and treatment of the disease. In the symposiums, works by international specialists on breast cancer treatment in developed countries were presented, in addition to the use of genetics in the prevention of the disease.

In May, 2006, The AVON Institute brought to Brazil the course *Finding Breast Cancer in Early Stages - Detection, Diagnosis and Implication for Management*, ministered by the renown Prof. Dr. László Tabár, with the purpose of providing an opportunity for Brazilian and international doctors and scientists to exchange information on the importance of radiology in the early diagnosis of breast cancer.

Since 2006, the AVON Institute has articulated a partnership with the National Cancer Institute – NCI and has been developing joint activities.
Communication Strategies

AVON’s communication focus is the importance of prevention and early detection of the disease. Divulgation of the A Kiss For Life Campaign is accomplished through the company’s communication potential, involving employees from all areas and the autonomous retailers.

An initial divulgation investment was at the Campaign’s launching, with wide media exposition. Nationally viewed TV programs as Domingão do Faustão and Mais Você (Rede Globo) and Domingo Legal (SBT), presented the Campaign’s logo, hence calling the public’s attention to the actions that would be undertaken. After this first moment, AVON continued with its own communication channels.

AVON is responsible for promoting the Campaign to the main media and encourages department managers to look for local media. Press releases are distributed to the national media and hornbooks, pamphlets, calendars and informative divulgation of the cause are given out.

A million autonomous retailers scattered throughout Brazil are potential communicators and disseminators of information about the Campaign. In their commercial activity of direct sales and in contact with their clients, they relay information about the disease.

Millions of catalogues with sales information reach 15 million consumers every 19 days, carrying product information of the Campaign, prevention and early detection of breast cancer and the collection results.

The huge mobilization on the Commitment Day also reaches all of Brazil. The sector managers, who represent over 700 AVON employees working directly with the retailers of each region, are responsible for the events that take place on that day, with the support of the internal areas of the company. Their activities can, for instance, involve partnerships with hospitals to provide assistance to women. AVON provides managers with educative material and any necessary elucidation with regards to the Campaign.

The internal communication of the Campaign also operates based on mobilization. A group of volunteers, the internal spoke-persons, become information multipliers. It is up to them to broadcast to colleagues the activities carried all over Brazil, data about the disease and the Campaigns repercussion. The spoke-persons are proud to work with the company for this cause. Besides the mouth-to-mouth, the company’s internal journal AVON Já, and the bulletin boards are information channels to the employees.
"In AVON, we measure our results in two ways – by the business results and by what we can do for others.” This sentence by Andrea Jung demonstrates the concern in measuring the mutual benefit generated for the cause and for the company.

With the purpose of accompanying and evaluating the projects of the supported organizations, conducted with the Campaign’s ensuing resources, the AVON Institute performs various monitoring activities and counts on the technical support of IDIS – Institute for the Development of Social Investment for this process.

Results

“Those benefited by this initiative will be the Brazilian women; the dissemination of strategies and experiences that were successful will serve as examples (...) The AVON Institute, by accomplishing this strategic social investment, considers this to be a contribution towards improvement in the quality of health and life of Brazilian women”, declares Lírio Cipriani, Executive Director of AVON Institute.

Since August 2002, AVON, through the A Kiss For Life Campaign, has invested over R$ 10 millions in 59 projects that promote early detection of breast cancer in Brazil, benefiting over 750 thousand women.

Since the start of the A Kiss For Life Campaign:

- Over 25 million Women’s Health agenda-diaries with breast cancer information, exams, useful telephone numbers, have been distributed;
- About 500 thousand hornbooks were elaborated about prevention and early detection of breast cancer and then distributed;
- Close to 90 thousand people were assisted and there were over 25 thousand mammographies performed;
- Close to 5 thousand health professionals were trained;
- 24 mammographs and 10 ultra-sound devices were donated;
- AVON received from the São Paulo City Hall the seal Esta Empresa Ajuda São Paulo, in acknowledgement to the donation of the mammographs to the city.
- AVON is accredited and recognized as a company that is concerned with women’s health and well-being as well as its retailers, who know that the company holds concrete actions in the breast cancer cause, by means of the AVON Institute.

In addition to this, in 2005, with the purpose of promoting knowledge systematization and experience exchange among the projects supported, a Program for Articulation of Leaderships, backed by the AVON Institute, was created, which is independent of the collection from A Kiss For Life Campaign.
This case study presents how São Paulo Alpargatas, through its most successful brand, the Havaianas sandals, efficiently used the cause related marketing tool to establish a “win-win” situation with a partner civil society organization, the IPÊ - Instituto de Pesquisas Ecológicas.

To concretize this partnership, Havaianas launched a new collection of sandals stamped with endangered animals; the Havaianas-IPÊ. Since July 2004, the models of this collection have been commercialized in various countries, in an inedit ed campaign, which also aims at raising funds for conservation actions of Brazilian fauna.

Narrative: Havaianas and IPÊ

A shoe manufacturer, and also producer of sports apparel and garments, the São Paulo Alpargatas is a company 100% Brazilian, a national leader in the segments it operates. With eight manufacturing factories throughout Brazil and owner of the retail stores Meggashop and Timberland, the company formally employs 12 thousand people.

One of the company's best known brands is the Havaianas sandals, in the Brazilian market since 1962, and in other 80 countries. The perceived high value versus the price is the chief differential of the brand in the market, which has the following slogan: “Havaianas - everyone uses them”. In 2006, the brand had 42% participation in the market.

IPÊ - Instituto de Pesquisas Ecológicas was created in 1992, although it started its activities in 1978. The civil society organization is headquartered in the interior of São Paulo, in Nazaré Paulista, and its objective is to guarantee the conservation of socio-environmental resources of Brazil, preserving the existing biodiversity in the country.

Currently, IPÊ conducts over 30 projects, including from professional formation for environmental education, up to rural extensions, ecotourism with communitarian basis and generating income by means of sustainable practices.

It counts on the participation of over 90 professionals, among these; biologists and educators, spread out in projects in different regions of the country.

Try this idea on for size!

The São Paulo Alpargatas, owner of the Havaianas brand, has the mission of “Developing and commercializing innovative products, of high value, with quality and profitability, world class and value to the shareholders, employees, suppliers and clients, conducting themselves with social and environmental responsibility”. In order to accomplish such mission, the company is based on values such as ethics, innovation, consumer satisfaction, respect to the public and commitment.

It was with this background that the representatives of Havaianas got to know IPÊ, after being invited by their founders. The idea of associating the image of Havaianas to a social and an environmental project of responsibility already existed. Then, the choice was made to support an environmental cause. “I believe it is essential for private initiative to actively participate in helping to promote causes that care for the future of our planet”, declares Carla Schmitzberger, Business Director of Havaianas.

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7 Responsible for the information: Andréa Peçanha Travassos, coordinator for the Sustainable Business Unit of IPÊ, and Rui Porto, director of Communications of São Paulo Alpargatas S.A..
The use of figures of endangered animals in the sandals, studied themes of the Institute, was a way found by both parts to establish a partnership, where both Alpargatas as well as IPÊ would aggregate value to their respective organization. That was the first time that Havaianas add the logo of a civil society organization to its products.

“IPÊ always looked for national visibility and Havaianas is seen as a democratic product, reaching many segments. Through this, we aim to popularize our work and achieve financial resources for the organization’s institutional strengthening”, states Andréa Peçanha, coordinator for the Sustainable Business Unit of the Institute.

The partnership began in 2004, with a collection of sandals that illustrated the manatee, the Superagui Lion Tamarin (Leontopithecus caissara), a small endemic Brazilian primate, and the bluish-red faced parrot (Amazona brasiliensis). Then, in 2005, there was a renovation of the collection with new species as the macaw, the woolly spider monkey, and the jaguar. Also, there was the launching of the cubs collection for children, due to the countless requests from consumers. In 2006, the species chosen were the butterfly, the otter and the sauá monkey (Callicebus personatus). The 2007 collection is made up of the following animals: anteater, ararajuba (Guaruba guarouba) a rare bird and the black lion tamarin (Leontopithecus chrysopygus).

The sales of these sandals contribute towards the organization’s sustainability and continuity of its projects, besides divulging species of the Brazilian fauna that are currently endangered species, many of them unknown by the general public in Brazil.

**The objectives of the partnership**

The Havaianas-IPÊ partnership holds the main objective of making the Brazilian animal species well-known to the most varied publics. Such divulgation aims at promoting the population’s sensitivity regarding the conservation of Brazil’s mega-diversity.

The general objectives of the partnership are:

- Divulge species of the endangered Brazilian fauna;
- Increase IPÊ visibility and its actions;
- Collect resources that contribute towards institutional expansion of the organization and supporting their work sustainability;
- Aggregate value to the brand Havaianas, so that the socio-environmental responsibility expression embedded in the sandal collection can bring loyalty and new clients;
- Establish corporative commitment of Havaianas with regards to the environment.

Both parts intend to partake in a long-lasting partnership, so that the benefits generated by them can remain and endure for a very long time. Havaianas transformed the new sandals collection into a series; IPÊ knows that a partnership with a strong brand is very solid and profitable in Brazil, as well as abroad, it mainly valorizes its image and collects more resources for the development of its activities.

**The mechanics: how Havaianas and IPÊ “made it happen”**

*Collections for the cause*
The royalties paid by Havaianas to Instituto IPÊ are 7% of the net sales of the sandals stamped with endangered animals. These funds are directed to the Institute for a conservation fund, which will create conditions for continuity of the organization’s works, having positive sustainability effects for the environment and regional communities where IPÊ operates.

“IPÊ regards the partnership strategically. This donation creates a longer lasting expectation for the conservation projects, it assures substantial visibility for the organization, attracts the attention of other companies with a potential for future partnerships and widens the possibilities of generating income for the communities assisted by IPÊ, through the project's divulgation”, adds Andréa Peçanha.

Investing in new technologies and markets

The first Havaianas sandals with the stamp of endangered animals arrived in the market in July of 2004. For the launching of the collection, Havaianas invested over R$ 200 thousand in new equipment and technology that would guarantee the impression of the drawings of the animals, the first time in four colors – the creation was by the publicity agency AlmapBBDO. Thus, it was possible to more vividly represent the animals in their habitats. Also, the packing was produced with recycled paper.

The product cost a bit more than the traditional sandals, about 17 to 21 reais. The initial intention of Havaianas was to keep the first three models for a year and then use other animal species, transforming the sandal into a collection item.

The collection was introduced not only to the Brazilian market, but also to 80 other countries, where it already exports its products. “The environmental issue is internationally relevant and the acceptance of the Havaianas-Ipê line has been excellent on account of the important cause that it embraces, and also because of the stamps on the products”, states Carla Schmitzberger.

The 2005 collection introduced another innovation: different designs on both sandals with colored soles, which made the product even more attractive. Another novelty adopted for the cub’s collection was an illustration of the species stamped on the sandal, so that children could color it and learn more about the richness of Brazilian fauna.

Dissemination of the message

IPÊ believes that the population needs to know and assume “ownership” of the Brazilian biodiversity in order to fight for its conservation. That being the case, the pairs of sandals have animal drawings in their soles, and also the scientific names for each animal and information about the animal’s habitats in the packing.

Communication Strategies

The elaboration processes of the product, as well as the communication campaign, are planned jointly. The interaction begins with the definition of the species to be illustrated in each collection and the species’ portrayal within its habitat in the product.

The information about the Havaianas-IPÊ partnership and about the species in each collection, which are in the label that accompanies the product and in the packing, are elaborated by the Institute and the publicity to be aired in the media are left up to AlmapBBDO.
No text or publicity is aired without the consent of the parts involved and there always has been concern with transparency regarding the information that should reach the public, as for example, the percentage that goes to the organization.

The synergy between the work teams increasingly grows and so it is assumed that what was very particular to only one of the involved parts, at the start of the partnership, has expanded and becomes more common for both parts involved, which greatly facilitates communication among them.

Starting from the second year of the partnership, there was a consensus on the importance of divulging the results, that is, the values collected and the consolidated actions from that collection of funds. The divulgence was shown in the product packing and in the campaigns transmitted in national magazines with substantial circulation.

Equally important is the significance of communicating the partnership to the internal publics of the company as well as the organization. For the company's public, such approximation is through lectures and visits that seek to promote people's commitment for the cause with greater information about the Institute, their projects and mission. For this, efforts are added to promote talks in the company's fabrics, aiming at sensitizing a greater number of individuals and developing a sense of pride for the involvement with the environmental cause.

The internal communication may be considered as one of the key-factors of fortification for the relationship of the partners, since good communication leads to increasing involvement of individuals from both sides, who end up taking hold of the entire process, hence creating more possibilities for an everlasting partnership.

**Monitoring and assessment of the partnership**

The partnership sought a healthy and permanent relationship, with yields for both parts, and joint planning activities that would be able to optimize sales, generate spontaneous media and consequently divulge the brands and the cause behind the business.

Annual meetings between management and directory teams of IPÊ and the company assess the main achievements, results and needs of the partnership, in a mixed evaluation of activities of the year and planning for the future. This action also enables that, in an eventual change of collaborators at one of the levels, there is continuation of the actions as there is commitment from the other protagonists.

**Results**

The partners assess the relationship as “win-win-win”. *Havaianas* win, with an attractive product that expresses their socio-environmental values; IPÊ wins, with the broadcasting and mobilization of resources for the cause; the consumer wins, with a new means of adhesion to a socio-environmental cause; and nature wins, with new supporters for its protection.

The sandals had a monthly sales volume four times greater than expected since its launching. The success of the first collection surpassed expectations, which gave rise to three new collections (2005, 2006 and 2007): for adults, with three more species, and for children, with three more endangered animals from the Brazilian fauna, reaching a new public. As a result, the partnership was renewed until 2010.

The main results were:
- From July 2004 until April 2007, 2.4 million pairs were sold;
- From July 2004 until April 2007, more than R$ 1.1 million was collected for the cause;
- Greater credibility for both organizations: Alpargatas seals IPÊ with respects to the seriousness of the organization’s work and, on the other hand, IPÊ seals Alpargatas with relation to its concern with environmental education for the preservation of biodiversity;
- The name IPÊ has reached the population in general and has become engraved as an institute associated to environmental conservation, strengthening the brand’s positioning;
- Divulgation in the press on account of the partnership, encouraging people to know and become interested on the work of IPÊ and the socio-environmental performance of Havaianas;
- Knowledge expansion of the Brazilian species, transmitted through the sandals, operating as disseminators of knowledge to sensitize society in favor of the cause.
SANTANDER AND THE DOCTORS OF HAPPINESS

This case study shows how Santander Banespa and the Doctors of Happiness decided to potentialize their partnership through a CRM program that involved the company's collaborators and their clients, in favor of happiness.

Narrative: Santander and the Doctors of Happiness

Santander Banespa is one of the leading banks in the world and the main one in the Euro Zone in capitalization in the stock market. It was founded in 1857 and has over 66 million clients and operates in more than 40 countries, with wholesaling and retailing operations. In 1982 the first representative office of Santander was inaugurated and nine years later, the operations of Santander Investment began. The process of dynamic growth in business began in 1997, with the acquisition of the Banco Geral do Comércio S.A.. Three more acquisitions ensued in the following years, which made the Santander Group gain ground among the stronger financial groups in the country's sector.

The Doctors of Happiness is a public utility non-profit organization, pioneer in Brazil with the visits of professional clowns to hospitalized children, their families and health professionals. By using the concept of happiness as a well established communication means, these “waggish slapstick jesters” take on new stages with dignity:

- They document, systematize and broadcast the knowledge they obtain;
- They annually publish books;
- They conduct research, meetings and courses;
- They perform theatrical entertainment in all of the capitals where they visit and go to companies and schools to give talks focusing on transforming obstacles into resources;
- They foment structuring of a Cooperation Network among groups of clowns in hospitals throughout the country.

After 15 years in 2006, they are reaching their half a million visits in São Paulo, Rio de Janeiro, Recife and Belo Horizonte.

The mission of Santander Banespa's Social Responsibility is to create and to develop instruments, projects and programs that the bank can use to contribute for the socio-economical and environmental development, hence favoring improvement in the life quality of the community where it operates and society as a whole. The cause of the Doctors of Happiness, the creation of happiness through art for many publics in unusual surroundings, in crisis of extreme situations, fits into this mission perfectly.

Din Din of Happiness

At the end of 2005, the Doctors of Happiness were in the midst of much public notorioty due to a movie of the Doctors of Happiness showed in Brazilian theaters. Within this context and because they already were Santander Banespa's partners since 2002 through the Programa SuperBônus - Cartões Santander Banespa, the Doctors of Happiness became the secure candidate to be the protagonists of a sales campaign for the bank: Din Din Christmas of Happiness, capitalization certificates sold to clients.

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8 Responsible for the information: Luis Vieira da Rocha, Executive Director of Doctors of Happiness and Priscilla Chiavelli, adjunct superintendent of Santander Banespa.
Since it was an old partnership, the negotiations followed the principle of preserving the image of the Doctors of Happiness and remunerate the organization fairly and proportionally to the investment performed in communication, that is, proportional to the exposure of the brand and image of both.

**The objectives of the partnership**

The CRM partnership of Santander Banespa with the Doctors of Happiness holds the commitment of collecting resources to expand the work of the Doctors of Happiness and to, once more, show to their clients the investment in the social organization and in the cause of taking and transmitting happiness to hospitals.

The overall objectives of the partnership are:

- Increase the revenue of a new Santander Banespa product, through a Christmas commemorative certificate: the Din Din Christmas of Happiness;
- Collect funds to make viable the structured growth of the Doctors of Happiness and intensify their effectiveness nationally;
- Strengthen the image of the Doctors of Happiness, as well as to offer the market a product whose sales are directly linked to a very relevant social cause.

This partnership already existed, which made it easier to align the campaign objectives, as well as how to create a long term interaction.

**The mechanics: how Santander and the Doctors of Happiness “made it happen”**

**Collections for the Cause**

The Din Din Christmas of Happiness is a capitalization certificate sold to the clients of Santander Banespa. In 2005, the sales campaign lasted three months, from October to December. The client would save R$ 500 and, after 60 months, he would receive back the amount paid, with a monetary restatement, and would also participate in a drawing during this period for many prizes of R$ 100 thousand and a premium prize of R$ 2 millions. Through this action, Santander donated to the Doctors of Happiness R$ 500 thousand.

In 2006, the campaign underwent some adjustments. The partnership was renewed with some modifications. Santander Banespa decided to reduce the unitary value of the certificate sold to clients, sensing that the adhesion could be larger. From October to December of 2006, the client would be able to acquire the Din Din Christmas of Happiness certificate for R$ 300,00. As in 2005, it had been settled that 1% of the final collection would be donated to the Doctors of Happiness, the minimum amount would come to R$ 300 thousand.

**Communication Strategies**

For the campaign to come about, there was total involvement of the agency that manages communication for Santander Banespa; Hub. All of the institutional material and of the CRM campaign were jointly created and approved, in accordance with the communication policies of the Doctors of Happiness, who reflect the organization’s values, such as: 1. the importance of HAPPINESS as a generator for creativeness and as a means to transform obstacles into resources; 2. the humanizing power of relationships from the presence of clowns in the midst of adversity; 3. the highly cultural
element of the work developed in hospitals; 4. the absence of therapeutical intentions behind the clowns' performance; 5. the non-relief assistance or compensatory work developed with children, their families and health professionals.

Illustrations rather than photos were used; children's pictures in hospital situations were not allowed under any circumstances; use of children's photos from image data banks were only used when they reflected the Brazilian ethnic diversity; a photo of the clowns was especially produced for the material; final approval of the texts and images was the responsibility of the Doctors of Happiness.

The divulgation was concentrated in the “sales spots” (agencies) and entrusted to the bank managers, who are the ones responsible for the sales success of the campaign. Countless graphic materials and an audiovisual presentation were developed for internal distribution in the agencies.

Regional lectures were conducted with the presence of the Doctors of Happiness so that all of the employees involved in sales would be able to better understand the work developed by the institution and could feel more motivated to offer the product, which brings significant social and image benefits.

Also, various communication articles were accomplished (printed and electronic) for the accountholders, the general public at the agencies and for the participants acquiring the certificates. During October, November and December (duration of the campaign), the agencies were decorated with materials (posters, displays and totems) of the Din Din Christmas of Happiness Campaign.

Responsibilities

With regards to responsibility, Santander Banespa was left with the responsibility of presenting the official results to the Doctors of Happiness, conducting the drawing of prizes and paying off the remuneration at the end of the campaign. The Doctors of Happiness were left with the responsibility of using wholly the resources collected for their intended activity – the Program of Visits to Hospitalized Children – and provide accounting of this in their Annual Activities Report.

Monitoring and assessing the partnership

In order to monitor and assess the campaign and the partnership, periodic meetings were conducted, and still are, between the partners, analyzing the main results and identifying the parts to be improved. An excellent assessment indicator is the products sales performance, which was quite satisfactory.

Results

The success of the first cause related marketing action of Santander Banespa and the Doctors of Happiness was confirmed by the action’s development in 2006.

The main results of the partnership were:

- R$ 500 mil collected for the Doctors of Happiness in 2005;
- R$ 300 mil collected for the Doctors of Happiness in 2005 2006;
- Expansion of the organization's work for three more hospitals in São Paulo, Rio de Janeiro and Recife;
- Strengthening of social programs carried out by Santander Banespa dedicated to the area of humanizing hospitals;
- Motivation for the development of other social actions and products;
- A positive association from the clients and employees regarding Santander Banespa’s operation in the Social Responsibility area;
- Strengthening of the institution’s image and the capitalization product;
- Sales of the product doubled, compared to the same period in 2004, before the partnership;
- A relationship of the positive image of the Doctors of Happiness, hence aggregating value to the product.
This case study will show how Copagaz and the Abrinq Foundation decided to potentialize their partnership, by including the commercial side of the company and other holdings in favor of children and adolescents nationwide.

Narrative: Copagaz and the Abrinq Foundation

Copagaz is a Brazilian company that is part of the Zahran Group and with 50 years of activity in the kitchen gas distribution. Copagaz holds 13 gas bottling units and distributes close to 40 thousand tons to millions of homes, companies and commercial establishments monthly. 2000 concessionaires form the distribution network in 19 states, in addition to the Federal District, reaching close to three million consumers.

The Abrinq Foundation is a non-profit organization that was created in 1990, the year the Children and Adolescent’s Statute was officially declared. Nationally and internationally recognized, its mission is to promote defending the rights and citizenship implementation of children and adolescents. In order to achieve its mission, the Abrinq Foundation currently develops 15 programs and various actions nationwide. Since the beginning of its operation, over four million children and adolescents have been benefited.

Embracing smiles...

Copagaz, as the main and oldest company of the Zahran Group, is zealous of its satisfaction and safety values concerning consumers; ethics and respect with relation to the competition and partners; employees appreciation: acknowledgement, opportunities and professional development; enforcement of the current legislation; and social and environmental responsibility: regarding the surrounding communities, development of socio-cultural projects and respect for the environment.

The Copagaz-Abrinq Foundation relationship began with the Company Friend of Children Program, which engages the companies in ten commitments in favor of childhood, with reference to the themes: fight against child labor, education, health, civil rights and social investments in children and adolescents.

“Since the 50s, Copagaz has invested in the social area, however, in 1998, the Ueze Zahran Foundation was created, which unified the Group’s social investments and formalized some company actions, such as the partnership with the Abrinq Foundation for the Company Friend of Children Program”, declares Fernando Colombi, marketing manager of the company.

In 2005, the Abrinq Foundation invited Copagaz to support other projects and to expand its involvement with the Institution. Yet, in spite of the company’s interest, the financial results of that year were already committed. Then, the possibility of a cause related marketing partnership was broached, which would harness the sales of the chief product of the company to collecting resources for the project.

Copagaz had a special interest in supporting projects in Mato Grosso and Mato Grosso do Sul, as they were from that region. The chosen program was the I adopted a Smile, which interacts in 127 municipalities nationwide, including the states of Mato Grosso and Mato Grosso do Sul, which holds

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Responsible for the information: Fernando Colombi, from the Marketing department of Copagaz, and Victor Alcântara da Graça, manager for Funds Collection of the Abrinq Foundation.
the objective of approximating self-employed professionals who desire to provide volunteer work for a cause – the social organizations that care for children and adolescents from low income families.

Realized by the Abrinq Foundation, the program sensitizes and capacitates social organizations to receive liberal professionals and mobilize volunteers that can help to improve the quality of services provided to children and adolescents from low income families. It was initiated by dentists and currently doctors, pediatricians, nutritionists, nurses, audiologists, psychologists, lawyers and architects participate. The participation of such professionals can take place in the very working place (clinic actions) or in social organizations (institutional actions) capacitated by the Program to receive and manage the volunteer work.

After a study of financial viability and of sales impact, it was decided that the first campaign would last four months, but the program will continue in 2007, with a second six-month long campaign mobilizing consumers.

The objectives of the partnership

The CRM partnership of Copagaz with the Abrinq Foundation holds the principal objective of collecting resources for social programs directed to children and adolescents.

The main objectives are:

- Potentialize the company's social investments;
- Develop new social actions involving the company's consumers;
- Aggregate value to the company's image and reputation;
- Potentialize the relationship of the Abrinq Foundation with Copagaz;
- Finance the I Adopted a Smile Program.

Both parts are involved in a long lasting partnership in such a way that the generated benefits of this cause related marketing program can be sustained for a long period of time. Moreover, the partnership is aligned to the program adopting the social responsibility principles of Copagaz, which carries the objective of involving the network of retailers in social responsibility actions.

“The present action with the Abrinq Foundation comes together with the social mission of Copagaz and the company’s developed actions”, affirms Ueze Zahran, president of Copagaz.

The mechanics: How Copagaz and the Abrinq Foundation “made it happen”

Collections for the cause

The amount directed by Copagaz to the Abrinq Foundation was of R$ 0.01 from each gas cylinder sold during the four months of the campaign. The funds were directed by the Abrinq Foundation to the I adopted a Smile Program. It is important to note that the selected product was the company's “foremost product”, which corresponds to close to 80% of the total sales of Copagas.

The collection goal foreseen was R$ 25 thousand, but to guarantee the project's development, the partners signed an agreement that stipulated a minimum amount of R$ 22 thousand per month to be repassed to the Abrinq Foundation, independent of sales, from October 2005 to January 2006.

Communication Strategies
Four types of divulgation categories were decided for the retailers and distribution trucks. Also, an internet campaign was elaborated for the sites of each organization and marketing e-mails were sent to the relationship network of the Abrinq Foundation and Copagas. Finally, a recipe booklet was produced, which in the last page spoke of the partnership and was handed out as a bonus.

The commercial area of the company participated of the entire process to pro-actively involve the 2000 distributors which, as a way of participating of the Program, were asked to purchase broadcasting banners. The total sum was that they invested approximately R$ 20 thousand in the purchase of close to 2000 divulgation banners.

All of the communication strategies were planned jointly. The Abrinq Foundation provided photos and information about the Program supported and Copagas provided its usual marketing structure to develop the segments, which were approved by both parts, prior to divulgation.

**Monitoring and assessment of the partnership**

For the initial development of the Program, as well follow-up of results and review of the accounting, constant meetings were conducted between the partners. Concerning the results for the brands, a balance was elaborated of how much the spontaneous media cost, how much was sold, with some of the quantitative analyses based on consumer e-mails and retailers’ testimonies.

At the end of the Program, the partners also planned an accounting to the general public and for this; they used the communications means that had been used at the initial divulgation.

**Results**

The success of the first cause related marketing action between Copagas and the Abrinq Foundation was confirmed with the second action, which took place from May to August of 2007. The purpose is that this initiative will have an even bigger collection and will implement some of what was learned from the first experience. The retailer’s involvement will be potentialized in order to increase the partnership’s exposure and the monitoring, by means of surveys that can assess the direct repercussions with the consumers.

The main results of the partnership were:

- Close to R$ 100 thousand collected in four months for the I Adopted a Smile Program;
- Spontaneous media in different channels, as an article broadcasted in the Rede Mato-grossense Television, affiliated to Rede Globo Television in the Mid-West Region;
- Many letters from retailers and consumers associating the partnership to the company’s socially responsible image;
- Exposure of Abrinq Foundation and the cause to the network with more than 2000 retailers.
This case study presents a successful pioneer partnership between Atlantica Hotels International and WCF-Brasil to promote sustainable tourism and the protection of Brazilian children and adolescents against sexual exploration.

**The partners: Atlantica Hotels International and WCF-Brasil**

Funded in 1998, and situated in São Paulo, Atlantica Hotels International is the first hotel multibrands administrator in South America. The company operates by strategic alliances with the Choice Hotels International (representing the brands Sleep, Comfort, Comfort Suites, Quality and Clarion), with Carlson Companies (for the trade names Radisson, Park Suites and Park Inn) and with Starwood (Four Points by Sheraton). It also possesses its own brand; Go Inn, in the ultra economic segment, and the brand Atlantica Collection, for undertakings with independent brands.

Atlantica has 60 operating hotels, including commercial condos, which surpass 10 thousand housing units in the main cities of Brazil. Another 25 hotels are under construction. With an average of 1,5 million guest accommodations per year, in 2006 the company was elected as the *Melhor Empregadora da América Latina* (Best Employer of South America), according to classification published by the *América Economia* magazine.

Founded in 1999 and located in São Paulo, the Instituto WCF-Brasil, is a non-profit organization, accredited as a Public Interest Civil Society Organization (PICSO) and as a Promoting Entity of Human Rights. It is the Brazilian branch of the World Childhood Foundation, created by S. M. Queen Silvia of Sweden. The chief objective of WCF-Brasil is to break free from the cycle of violence handed down to Brazilian children and adolescents, by means of programs that aim to bring awareness and mobilization to society, strengthening of self-esteem and structuring life projects for children and adolescents in risk situations, so that they may grow to be individuals with dignity, be productive and happy.

Therefore, WCF-Brasil interacts in three important fronts, with specific strategies and programs for each front: confronting children and adolescent’s sexual exploration; pedophilia and child pornography; and sexual abuse of children and adolescents. With 60 projects in 16 states, the direct interaction in six strategic programs with regional and national repercussions, WCF-Brasil has already benefited over 700 thousand children, adolescents, youths, families and professionals with assistance. All of these actions are grounded on the National Plan Confronting Children-Juvenile Sexual Violence. Thus, WCF-Brasil seeks to imperatively influence in the development of new public policies within this area.

Atlantica, which already possessed a social investment past, was searching for a cause that would unite all of its undertakings and collaborators, which would contribute alongside the community for a better future and which would be aligned with its business strategies, collaborating for its long-term sustainability. In one of the interaction fronts, facing up to children and adolescent’s sexual exploration, WCF-Brasil develops protection programs for children and adolescents in tourism, the cause adopted by Atlantica as basis with which to construct a social responsibility program.

**Responsible information:** Amanda Salles, Marketing supervisor for Atlantica Hotels International, and Tatiana Prado, Marketing coordinator for Instituto WCF-Brasil.
A partnership is created

At the end of 2004, after having knowledge of its strategic partner Carlson Companies' support to the World Childhood Foundation in the United States, Atlantica looked for WCF-Brasil Institute, the local branch of the organization. After a few meetings, it became obvious that the institutions shared a cause; protecting children and adolescents against sexual exploration, in addition to principles and objectives that could be conjugated into a long-term partnership, capable of generating mutual and community benefits.

At the beginning of 2005, a Work Group was formed, made up of representatives from the directorship and from all areas of the company and by WCF-Brasil representatives. This work group became responsible for strategic planning and execution of the partnership's actions.

Objectives of the partnership

In a planning meeting, the Work Group from Atlantica and WCF-Brasil defined the objectives, the outlooks and strategies of the partnership:

Objectives

For Atlantica: Image strengthening with its different publics of interest and maximizing social investment.

For WCF-Brasil: Divulging the cause and collecting funds for the social projects.

For the Cause: Motivating the creation of new public policies within the area.

Outlook

“To promote sustainable tourism and protection for children and adolescents, through a pioneer and successful partnership between Atlantica Hotels International and WCF-Brasil”.

Strategies

1. Implementation of the “Conduct Code of Atlantica Hotels International for the Protection of Children and Adolescents against Sexual Exploration”;
2. Dissemination of the cause;
3. Recourse collection to support the projects.

From planning to implementation

Implementation of the “Conduct Code of Atlantica Hotels International for the Protection of Children and Adolescents against Sexual Exploration”

For these strategies the following activities were performed:

- Elaboration of the Conduct Code of Atlantica conducted participatively with the company's collaborators and based on a successful experience that was implemented in Natal by the Resposta NGO, with the support of WCF-Brasil and Save the Children Sweden;
- Elaboration of a Procedure Manual for the collaborators, counting on the technical support of the Resposta NGO, with practical measures for the prevention of sexual exploration of children and adolescents promoted by the Atlantica hotels;
- Visits by an “occult guest” to hotels in different regions to identify fragilities to be worked on during training;
- Conducting pilot-training by the Atlantica Human Resources (HR) area with representatives of the Resposta NGO and WCF-Brasil, to upgrade capacitiation;
- Applying training and recycling via e-learning by the Atlantica HR for the network of hotels in all of Brazil;
- Inclusion of specific clauses concerned with protection of children and adolescents in the contracts with undertakings of the network, collaborators and main suppliers.

**Dissemination of the cause**

Atlantica applies all of its Marketing Mix to divulge the partnership and the cause to different publics of interest. Examples:

- Social Responsibility page in the company's website;
- Internal bulletins for collaborators and investors;
- Free post cards for guests (with an English version);
- Elevator posters;
- Conduct Code poster in the hotel's reception area;
- Christmas cards.

Atlantica promotes movie sessions exclusively for partner tourist agents and operators. Called *Atlantica Movie Day*, the action divulges the work of WCF-Brasil by showing a part of an institutional video before the movies and distribution of post cards and bonuses of the Atlantica and WCF-Brasil partnership. In 2006, there were six showings throughout Brazil, with a total of 1500 participant. A special session for children was shown on the 12 of October.

The company has also brought this topic up in important forum discussions, as the *Fórum Mundial de Turismo*, conducted in Porto Alegre (November/2006) and the *Fórum de Operadores Hoteleiros do Brasil* (FOHB), of which it is part of.

In 2006, Atlantica and WCF-Brasil administered a promotional action along with Visa and the *Lua Nova* Association, with information in the five issues of Gol’s on board magazine. This action was repeated from March to April 2007.

**Funds collection for projects support**

Since 2005, during the Annual Conventions, which bring together the managers of the Atlantica network, “Silent Auctions” are conducted, where the bids are tendered by paper or by the company’s intranet - in favor of WCF-Brasil. Atlantica invites its suppliers and partners to donate products and services, and also requests of its executives to donate consulting hours to be auctioned and then doubles the amount collected by the donations.

More than 30 items were auctioned off in the last auction in February 2007, including a 7-day cruise for 2 people, hotel packages in the Atlantica network and iPoids with cameras.

In October 2006, a campaign was launched to collect funds for projects of WCF-Brasil in the Atlantica hotels throughout Brazil. Collections were carried out in three ways:

- R$ 1,00 Campaign: where the guests are invited to add R$ 1,00, or any other amount, to the daily stays. This action is divulged by elevator posters and publicity posters in well circulated places;
• Acrylic safe deposit boxes for donation deposits on the hotel’s reception counters;
• Sales of minibar items, with a percentage converted to donation: the minibar’s supplier of each hotel establishes a product that will be identified by the seal of the partnership since there is no special logo for a single product linked to this action. The percentage converted into donation varies from product to product.

The Work Group of the Atlantica and WCF-Brasil partnership chose the “Criando Arte” (Art Creation) as the first project to be benefited. It is located in Araçoiaba da Serra interior of São Paulo, developed by the Lua Nova Association, with the support of WCF-Brasil. The project enables income generation for adolescent mothers in risk situations.

In the promotional action carried out with Visa and Lua Nova from October to December, 2006, the clients that would pay their bill over R$250,00 with a Visa credit card in the 20 hotels of the Atlantica network of the São Paulo area, would receive bonus gifts. The action was repeated from March to April of 2007.

In 2007, new projects will be selected by the Work Group of Atlantica and WCF-Brasil.

**Monitoring and assessment**

Since 2005, the Work Group of the Atlantica and WCF-Brasil partnership has maintained monthly meetings, in addition to sporadic meetings, whenever necessary, to plan, execute, assess results and eventually, reformulate partnership actions.

In January of 2006, the HR area of Atlantica implemented a monthly communication period for General Managers and other focal points of partnerships in the hotels, as a way to constantly keep them informed and motivated with the activities. This communication flux with the hotels is vitally important for the Work Group to follow-up what is taking place at the base.

Furthermore, from the Conduct Code implementation, the hotels need to comply with the related procedures as pre-requisites to be graced with the network’s Blue Seal of Quality.

**Results**

The results already reached by the Atlantica and WCF-Brasil partnership demonstrate their great potential with regards to the implementation of the Conduct Code, concerning the cause related marketing actions.

• Conduct Code implemented in the 60 hotels of the network;
• 2,5 thousand Atlantica collaborators trained;
• Promotional action in partnership with Visa, generating R$ 57 thousand for the *Criando Arte* project;
• Three Silent Auctions that collected a total of R$ 130 thousand for projects supported by WCF-Brasil and for the continuity of the partnership’s actions;
• Funds campaign at the hotels, with a gross amount of R$ 27 thousand up to December of 2006;
• Presenting partnership as a success case in Tourism forums;
• Reported case in the report “Systematizing regional initiatives for the prevention of child sexual tourism in Latin America” of the Save the Children Sweden;
• Client idealization.
Whirlpool and Habitat for Humanity Partnership

Habitat for Humanity believes that every family deserves a home, a safe place to put down roots and nurture a hopeful future. And Whirlpool shares that belief.

The partners’ history: Whirlpool Corporation and Habitat for Humanity

Whirlpool Corporation is the world's leading manufacturer and marketer of major home appliances, with annual sales of more than $19 billion, more than 80,000 employees, and more than 60 manufacturing and technology research centers around the world. The company markets Whirlpool, Brastemp, Consul, Maytag, KitchenAid, Jenn-Air, Amana, Bauknecht and other major brand names to consumers in nearly every country around the world.

Every Home... Everywhere. With Pride, Passion and Performance. These words represent the vision that will guide Whirlpool into the future. Whirlpool works to create the world's best home appliances, designed to make life easier and more enjoyable for people everywhere.

Since it was founded in 1976, Habitat for Humanity International has become a true world leader in addressing the issues of poverty housing. Through the work of Habitat, thousands of low-income families have found new hope in the form of affordable housing. Churches, community groups and others have joined together to successfully tackle a significant social problem – simple, decent and affordable housing in partnership with low-income families. Today, Habitat for Humanity has built more than 200,000 houses, sheltering more than 1 million people in more than 2,300 communities worldwide.

More than houses

In the late 1990s, Whirlpool Corporation went through an envisioning process, which gave birth to a new vision – Every Home... Everywhere -, and to the establishment of the company's values: pride, passion and performance. In this process, Whirlpool carefully considered its stakeholders and envisioned what the company wants to look like 50 years from now.

To realize and implement this new framework, the company decided, among other actions, to seek a social partner. One of its executives proposed Habitat for Humanity, an organization whose ethos is that every person deserves to have a decent place to live. This ideal was totally in tune and aligned with Whirlpool's vision of Every Home... Everywhere.

The decision to enter into this partnership involved the company's top management and the partnership was developed with strong employee engagement. In 1999, Whirlpool Corporation's partnership with Habitat for Humanity started with the donation of a refrigerator and a cooking range for every Habitat home built in North America during that year. In addition, Whirlpool employees could become tangibly involved in the community by working as volunteers for Habitat.

As the partnership continued to grow, becoming an integral part of the company and the organization's culture, Whirlpool began to draw its business partners toward Habitat for Humanity, and to actions of advocacy for the organization's cause. At this point, the company realized it had a responsibility to help advocate the eradication of substandard housing and to publicly disseminate its partner's work.

At the same time, in an assessment of the global marketplace, Whirlpool Corporation discovered that its products produced an incredibly high level of satisfaction but elicited a very low level of loyalty.
The company made a survey involving over 40,000 people – both customers and target clients – to understand what loyalty was about. The survey indicated that it is twice as important to connect emotionally to your consumers as it is to connect to them rationally and that one of the increasingly important variables for the consumer is the awareness of social responsibility. This finding led the company to realize that the partnership could differentiate it in the marketplace. In the words of Whirlpool’s Habitat partnership manager, Jeff Terry, “We had such a strong loyalty partnership, but we didn’t know what this meant to our customers. We realized that we have a great story to tell, probably one of the best stories a company can ever have, which is our relationship with Habitat for Humanity.”

Until then, Habitat for Humanity had never engaged in a cause-related marketing program involving major media exposure. Together, the company and the organization worked carefully, publicizing their partnership as a way to raise awareness for the cause, inviting and inspiring people to join them in support of its objectives. During these activities, Whirlpool never talked about its products, preferring to focus on mobilization for the cause.

**Partnership objectives**

For Whirlpool, the idea was to achieve a genuine translation of corporate social responsibility, of brand assets, and of employee engagement. For Habitat, it was a way to engage society in support of its cause.

The main objectives of the partnership were:

- Raise awareness of the problem of substandard housing;
- Raise financial support for Habitat;
- Increase Whirlpool’s employee engagement;
- Whirlpool’s goal was to increase the loyalty of Whirlpool’s clients through the establishment of an emotional connection by sharing Whirlpool’s commitment to Habitat.

**How Whirlpool and Habitat for Humanity make it happen**

The CRM Program had a broad scope of influence: financial and product resources, employee mobilization, marketing strength, advocacy and contribution to strategic direction. From the beginning, Whirlpool’s engagement with Habitat has involved its two greatest assets: inspiring employees and donating its products.

Whirlpool Corporation donated a refrigerator and a cooking range to every Habitat home built in North America in 1999. In 2000, Whirlpool made a five-year commitment of $25 million to Habitat for Humanity International’s More Than Houses campaign. More Than Houses was a campaign aimed at increasing the depth and scope of Habitat’s impact on the problem of substandard housing. The ambitious goals of this campaign were: to establish Habitat in 100 countries, build 100,000 homes and raise $500 million.

In addition, Whirlpool’s employees were engaged to volunteer their time and efforts to build safe, suitable Habitat homes. Whirlpool also began to appeal to its business partners to help Habitat. Whirlpool has engaged many of its trade partners to experience the work of Habitat for Humanity with the hope of building stronger relationships in the marketplace while providing their partners with the tremendous experience that Habitat provides individuals and companies. Important companies like
Lowes, a home improvement retailer, experienced Habitat with Whirlpool for the first time and has since become a multi-year, multi-million dollar supporter of Habitat for Humanity. Whirlpool has brought many companies with them to experience Habitat’s work and have created even stronger business and philanthropic partners in the process.

In 2004, Whirlpool Corporation launched a media campaign to raise awareness of Habitat for Humanity’s cause and work and to invite and inspire people to become involved in the cause through voluntary work and financial contributions. As the protagonist of the campaign, they invited Reba McEntire, an American celebrity personally involved in Habitat for Humanity and well known from a marketing standpoint. All the publicity focused on the cause and on people rather than on product promotion.

Whirlpool also sponsored the 2004, 2005 and 2006 Reba McEntire Habitat for Humanity concert tours. A portion of the proceeds from the concerts was used to support Habitat for Humanity’s work in the communities where the tours took place as well as to support Habitat’s work around North America.

**Monitoring the partnership**

The company and the CSO are in constant touch to evaluate and enhance the partnership.

From the standpoint of the cause, a good example of monitoring is the stratagem they use to understand the work Habitat does in each country to develop a strategy to improve that reality. In Mexico, for example, they realized that the donation of a refrigerator was unfeasible given the country’s reality, so they switched to a different appliance.

The company, in turn, carries out surveys to evaluate the effect of its strategy on employees, customer loyalty and market share.

**Results**

**The cause**

- Since 1999, Whirlpool Corporation has donated approximately 80,000 appliances to Habitat homes in North America.
- The company is now an active partner of Habitat in eighteen (18) countries.
- By the end of the More Than Houses campaign, Whirlpool’s commitment had totaled $33.8 million. Whirlpool was the campaign’s number one corporate donor and the campaign raised a total of $593 million—119 percent of its original goal.
- Whirlpool Corporation has contributed, with significant price discounts, nearly 30,000 other appliances to Habitat affiliates and/or homeowners.
- The company has sponsored and/or supported and helped build 115 Habitat homes around the world.
- Over 4,500 of its employees have been involved in building Habitat homes, and
- The company has matched employees’ financial contributions to support Habitat or issued Whirlpool Foundation grants to Habitat in the amount of greater than $1,2 million.
Habitat for Humanity

- Direct exposure of 2,5 million people to the marketing campaign.
- Open up a space and capacity in Habitat for Humanity to develop CRM Programs with other partners.
- Contributed to a significant increase in Habitat's brand value.

Whirlpool Corporation

Likability
- More than 400 unsolicited letters from consumers annually;
- Ranked #7 on Ad Age's Top 20 Ads in the category of “Likability” (First time in Whirlpool brand history);
- Ranks ahead of big budget players like “Pepsi”, “Burger King” and “T-Mobile”.

Consumer loyalty
- A 9 percent increase in loyalty through individuals who became aware of the company's relationship with Habitat for Humanity over an 18-month period.

Enhanced Engagement
- Hundreds of emails and editorials from employees.
- In 2003, only 45 percent of Whirlpool employees saw us as a socially responsible company. By 2004, this number had grown to 68 percent and continued to rise in 2005.

Business Impact over the same time period
- Whirlpool Brand outperformed the overall industry by 6.4 percent
- Whirlpool Brand market share increased by nearly two percentage points
WWF Plush Collection

*IBTT and WWF share the desire to offer a high-quality, environmentally and socially responsible product for educating children about animal species and the threats they face in today’s world.*

**The partners’ history: WWF and IBTT**

International Bon Ton Toys (IBTT) - a Dutch, family-owned company - became a WWF multinational licensing partner in 1995. IBTT has been producing soft toys ever since 1933.

IBTT has offices and showrooms in The Netherlands and Hong Kong. The company operates with exclusive distributors in 19 countries, mostly in Europe but also in Brazil, Japan and in South Africa.

WWF – World Wide Fund for Nature - is one of the world’s largest and most experienced independent conservation organizations, with almost 5 million supporters and a global network active in more than 100 countries.

WWF’s mission is to stop the degradation of the planet’s natural environment and to build a future in which humans live in harmony with nature, by:

- conserving the world’s biological diversity
- ensuring that the use of renewable natural resources is sustainable
- promoting the reduction of pollution and wasteful consumption.

Since 1985, WWF has invested over US$1,165 million in more than 11,000 projects in 130 countries.

Plush toys that stands for the environment

IBTT’s main interest in partnering with WWF is to raise its profile as a small company among several very big players and to use the powerful WWF brand as a means to differentiate its products in the marketplace. Apart from its marketing interests, IBTT has a genuine desire to manufacture products that do not harm the environment or favor unfair working conditions in the Far East.

However, IBTT did not choose WWF - rather, the choice was WWF’s! WWF was actively seeking to conclude a licensing agreement for plush toys, since it felt that soft toys are an excellent tool to disseminate its message and brand to parents and their children around the world.

The negotiations were quite lengthy, for a common understanding had to be reached about the implications of WWF’s stringent environmental criteria for IBTT’s sourcing business and the timelines needed to implement these criteria. IBTT spent a great deal of time seeking new suppliers for the materials and putting into place regular checks of the materials against WWF’s criteria by an independent certification agency. The new criteria imposed by WWF strongly affected IBTT’s daily business but ended up by providing a valuable ‘learning curve’.

The WWF Plush Collection today contains over 150 items in various styles and sizes, which are currently sold in some 30 countries and represent a major part of IBTT’s total catalogue plush turnover (more than a million toys per year). The plush toys, which represent wildlife species that are
made as life-like as possible through carefully detailed design features, full comply with WWF’s stringent environmental and social production criteria.

Unlike similar items available on the market, the WWF Plush Collection meets additional environmental criteria – which were defined together with WWF – such as the ban of PVC or other materials containing chlororganics (e.g., nose and eyes), and approved flame protection agents.

**Partnership objectives**

IBTT and WWF identified an opportunity to transform an unremarkable product into an educational product for society.

**The main objectives of the partnership are:**

- Increase sales and awareness of IBTT through its association with WWF;
- IBTT to offer a real choice to consumers – plush toys are a mass product that has become increasingly interchangeable;
- Raise funds for the WWF Network;
- Raise awareness for the cause – plush toys as an ideal ‘vehicle’ to disseminate WWF’s mission;
- Actively license the WWF logo to protect its trademarks;
- Leading by example: if produced correctly, a mass product does not have to harm the environment or favor unfair working conditions (Note: it should be noted, however, that WWF toys are priced on the high end).

**How the WWF Plush Collection works**

The WWF Plush Collection contains over 150 items per year. One third of the collection is renewed every year, based on a joint discussion with WWF to reflect its current programs and campaign focus.

IBTT pays WWF royalties for every plush toy that is sold. Thus, IBTT has, since 1995, contributed several million Swiss francs to WWF’s conservation programs and projects and has helped WWF raise environmental awareness worldwide. IBTT pays WWF an annual minimum amount as advance guarantee. WWF receives quarterly sales reports and the royalties are distributed to the WWF Network according to sales in each participating country. If annual sales exceed the minimum guarantee, IBTT pays the ‘over and above’ amount to WWF.

Licensing income is non-earmarked, i.e., is not allocated to specific programs or projects, but used wherever it is most needed. While WWF International keeps a management fee to cover customer relationship management costs, its national offices earn royalties on sales in their territories and are free to allocate this money according to their needs.

In addition, IBTT and WWF work with suppliers and the plush toy factory to ensure their full commitment to working towards WWF’s environmental criteria and labor standards. Raw materials are regularly tested and the toy factory is regularly audited by independent third parties.
The plush toys are actively marketed through IBTT’s exclusive distributors throughout the world. Consumer communications take place mainly through point-of-sale materials and in-store activities such as special ‘themed’ displays at retailers and gift shops, etc. All promotional material such as hangtags, display boxes, rotairs, header cards and catalogues are made of 100% recycled paper. IBTT also participates in various toy trade fairs with large highly visible WWF toy displays.

To make this partnership work, IBTT is responsible for maintaining the high quality of the product and for constantly renewing the collection, promoting increased sales and expanding distribution. WWF, in turn, is responsible for identifying cross-promotion opportunities with other WWF corporate partners and for providing IBTT with texts and images for communications. Both parties share the task of ensuring that environmental and social criteria are met at all times.

**Monitoring and evaluating the partnership**

IBTT and WWF International meet semiannually to monitor sales and review the collection and the communications around it. WWF National Organizations meet regularly with the IBTT distributors in their markets to discuss joint activities aimed at increasing sales.

**Results**

The relationship has been highly successful so far, with the income generated for WWF increasing year after year. The WWF range plays a very important role in IBTT’s overall business and new markets are added to the company’s distribution network each year.

**The environment**

- Several million Swiss francs have been generated and allocated to the environment over the years.
- Dissemination of the cause through a new ‘vehicle’: over a million toys per year.

**IBTT**

- Sales growth: the WWF Plush Collection represents a major part of IBTT’s total catalogue plush turnover.
- Innovative and exclusive collection to differentiate the brand.
- A socially and environmentally successful alternative for operating its business and developing a product.

**WWF**

- Exposure of the brand.
- A successful case of a socially and environmentally responsible product and an innovative way of accomplishing its mission.
VI - CONCLUSIONS OF CRM PRACTICAL CASES

The analysis of some of the best national and international practices of cause related marketing programs enables to point out the many lessons learned.

Firstly, it is important to mention the significance of adopting a cause that has a relationship to the business. As David Hesselkiel reflects, the consumer should not take longer than three seconds to see the connection between the cause and the business. The AVON case is a good example of a company that has its mission linked to women and whose cause - the early detection of breast cancer - was chosen to be compatible with its mission.

Along the same line, it is possible to highlight the alliance between the WCF-Brasil and Atlantica Hotels. This, which at first sight, might have seemed a difficult cause to be embraced by a company (confronting sexual exploration of children and adolescents), proved to be possible, after identifying the ideal partner, who shared the same values of CSO and whose business, tourism, was strongly linked to the proposed cause. This partnership also discloses how mobilization for a cause must reverberate within the company.

The Whirlpool and Habitat partnership shows how positive the involvement of employees with a cause supported by a company can be and how this can be used by the corporate volunteer program. It also makes explicit how companies can stimulate their partner companies to act in favor of the same cause. Surely, programs such as these assist with a company’s employee fidelity, which is confirmed in the 2004 Cone Corporate Citizenship Study. According to the study conducted in 2004, 81% of Americans say that a company’s commitment with a social issue is important when deciding on the place where they will work.

Also worth mentioning is that a CRM program can revert into a profitable exemplification for the business. After WWF invited IBTT to establish a CRM partnership, IBTT invested in the negotiations, adapted its production means to meet the most rigorous environmental criteria of WWF, and saw its sales expand – at the same time contributing towards awareness to the environmental cause. This case also demonstrates how the civil society organizations should develop to propose and negotiate in CRM partnerships.

The Doctors of Happiness also demonstrated they knew how to negotiate when closing a deal for a partnership with Santander Banespa. Taking advantage of its name and institutional will-power, they potentialized this asset not only in the campaign’s communication but also when determining the minimum guarantees for the cause in question. Something very important in a partnership, but which in most cases falls to second place.

A drawback faced by social organizations is seeking resources that can be used to finance their operations, hence institutional strength. Such was not the case for the Instituto de Pesquisas Ecológicas (IPÊ), who found Havaianas as a partner. The company wholly embraced the cause, developing a new product and adopting a new appellation (Havaianas-IPÊ). Today, the partnership accounts more than R$ 1 million, investing in a conservation fund, which will provide continuity to the organization’s work.

The main point to be learned from the Copagaz and Abrinq Foundation is the proceedings performed by the partners in the planning stage to determine the equation of feasible donations for both parts. These partners endeavored to clearly explicit in the communication the R$ 0,01 donated for every 13
kilogram gas cylinder, allying it to an intense accounting process. Upon focusing in a specific divulgence area (Mato Grosso), they were able to effectively work the communication channels for the mobilization and accounting procedures to the consumer and to society at large.

All of these cases are substantial examples that demonstrate how strategic partnerships can add up, generating social benefits and hence aggregating value to the partners. As valuable as the funds collected and the products sold are, so is the mobilization of consumers through such programs, which were activated to excite the principles of citizenship, turning them into strong allies for a sustainable development of society.


ACKNOWLEDGEMENTS

Anabete Colas
Andréa Peçanha Travassos
Anelise Torres
Carla Cabrera
Carla Duprat
Carlos Parente
Ciro Fleury
David Hessekiel
Fabio Arita
Fernanda Bombardi
Fernando Colombi
Flávia Lang
Jair Resende
Jeff Terry
Jéssica Boatright
Lírio Cipriani
Lizandra Mayra
Luis Vieira da Rocha
Márcia Andrade
Marianne Ernstberger
Mônica Rennó
Priscilla Chiavelli
Rafaela Müller
Renata Truzzi
Rui Porto
Silvia Rosa
Sheila Meneghette
Samanta Cunha
Tatiana Akabane
Tatiana Prado
Victor Alcântara da Graça
The cases of this publication are from participating organizations of the Agente network - mobilizer of cause related marketing, and were systematized with the support of the Network. The Agente network emerged in 2006, from the CSO Committee of Cause Related Marketing, created through the IDIS CRM Initiative. After two years being established and after discussions about the theme, the participating social organizations of this committee felt the need to unite in the task of disseminating this tool and to produce information on the subject.

With the chief objective “Expand the CRM practice based on transparency and effectiveness”, the future outlook of the Network’s participants is that there should be an increase of “Partnerships between companies and the third sector mobilizing society towards socio-environmental transformations, hence promoting social equality”.

Currently, the network is made up of the following organizations:
Sponsors

Apoio

Technical support

Publication support

Implementation

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