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Partnership and Sponsorship relations in youth mobility projects
Case: Recycling Roadshow by Launch Pad Kainuu



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ABSTRACT

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The main purpose of the thesis is to clarify the factors that drive companies or other organizations to support youth mobility projects. Erasmus+ provides a high amount of fund to ensure the growth of youth, however it is not enough to cover all the costs. From this reason it is essential for youth projects to get supported.

The thesis is a descriptive research, meaning that it analyses the facts of sponsorship and partnership relations between companies on already existing knowledge. It is also an applied study, based on a real case. The case study is used as secondary data source. Qualitative research emerges in the questionnaire, which provides information as the primary data. As the research is based on an observation of an experience it is also defined as empirical research.

The best way to support youth mobility projects is through sponsorship or partnership relations. Although it can seem to be difficult to define the benefits of such project, companies are more interested in supporting youth than it is firstly thought. Companies believe that youth are the future, which has to be supported and given the most opportunity to develop themselves.

Another reason why companies are interested in youth support is the marketing advantage of brand awareness and strengthened image. Such projects are good potentials for companies to show social responsibility in order to gain good reputation and further corporate communication objectives.

Aside of youth, a well-chosen topic, networking and learning opportunities and other impacts on the area are essential motivational factors of a company to become sponsor or partner of a youth project.

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1 INTRODUCTION

Erasmus+ provides opportunity for youth to advance their skills, open their mind and easily meet with other cultures. Although the Erasmus fund provides a big opportunity for youth to travel abroad, learn new cultures and skills, the fund can not cover every cost of a project. In order to create better, more equal opportunities for youth there has to be an additional way of financing the rest of the youth exchange costs. Knowing that usually youth organization does not have the capital to support these kind of actions, sponsorship and partnership could be a potential opportunity to solve such problem. Companies or other organizations are able to support in many ways, which can reduce costs or provide extra capital to finance the lacking amount of money.

However, considering the small size of youth mobility projects it seems to be hard to define, what drives the interest of companies in supporting such actions. It is hard to define what the benefits of the company are from youth projects.

The purpose of the thesis is get a better understanding of the factors that inspires companies to support youth mobility projects. This understanding would provide help for future sponsorship and partnership creations.

At the very beginning of the work the thesis commissioner and the background of the topic, the Erasmus funds will be explained. Later, through the theoretical part sponsorship and partnership will be explained generally from the marketing point of view. After that the research method and methodology will be defined, the data will be reported and analysed and final conclusion will be drawn.

The thesis uses both primary and secondary data. The main source of secondary data is based on a case study of Recycling Roadshow by Launch Pad Kainuu. The project has been visualized in 2015. It has achieved a big success due to its sponsorship and partnership relations. The thesis topic was generated from this success, the potential of creating a new data, which could be used in future projects. The case study is considered to be reliable and valid due to the fact that the author has been part of the organizing team and knows well about the whole planning and implementation phase of the project.

The primary data of the research is based on a questionnaire that was sent out to the previous partners of the Recycling Roadshow. Although the population size of the questionnaire is small, it is considered to be valid and reliable due to the purposeful sampling.

The research is built around a main research question, which is supported by three sub-questions:

What are the main drivers of companies and other organizations to become sponsors or partners of a youth exchange projects?

- What are the marketing objectives of sponsorship and partnership?
- What are the main determinants of a cooperation?
- Why is it important to cooperate with youth projects?

The sub-questions will be helping to answer the main research question. The first sub-question helps to understand the concept of sponsorship and partnership from the marketing point of view. The second sub-question will stress the determinants of cooperation. There will be two models mentioned in order to get a better understanding the importance of the determining factors. One of them will be explained more detailed and used during the research the other will be suggested for further research. The last sub-question will seek to define why it is important for companies to cooperate with youth projects.

2 THESIS COMMISSIONER AND PROJECT BACKGROUND

The research topic of the thesis has been requested by Launch Pad Finland Ry. The association based on the success of its previous youth exchange mobility project, wished to conduct a research about the driving factors of companies or organizations to support youth projects. Through this chapter, the commissioner party, Erasmus+ program and more precisely the youth mobility projects will be explained to provide a clearer understanding of the research background.

2.1 Launch Pad Finland Ry

Launch Pad Finland is an association with a group of youngsters and mentors, passionate about the topics of internationalisation and networking. Launch Pad Finland operates in Kainuu region, Finland.

Launch Pad was firstly formed as a short course in 2014 to provide opportunity for youngsters to create transnational collaborations. Youngsters from the countryside of Northern-Eastern Kainuu region have been collected to break out of their comfort zones and to try themselves out in international environment. Under a rural development projects funded by Living Kainuu Leader, these youngsters have created different kinds of handicraft, while getting to know each other. Through the project the youngsters got the opportunity to travel into the three partner countries' village festivals to get to know the locals and sell their handicrafts.

Upon the success of the course, the already inspired and passionate youngsters have decided to invite their newly made international friends to Finland through an Erasmus+ Youth in Action mobility project. Short after, the Recycling Roadshow by Launch Pad Kainuu has been visualized and implemented. At the end of the project, it has been proclaimed as a very successful, teachable example through not only Kainuu region, but whole Finland. The reason of the high recognition of the project is in its marketing communication, sponsorship and partnership strategy. The project has achieved more supporters than similar kind

of youth mobility programs usually able to attract. Dreaming big has sparked the interest of local companies, enabling to realize those dreams with full support. The Recycling Roadshow project is used as a case study in this work in order to understand the success and provide help for future sponsorship and partnership creations.

After the successful project and the lots of positive and constructive feedback, drawing on the success the group has decided to go into deeper sea by becoming an association. At this point the name of the group has been finalized to Launch Pad Finland.

2.2 The Erasmus+ “package”

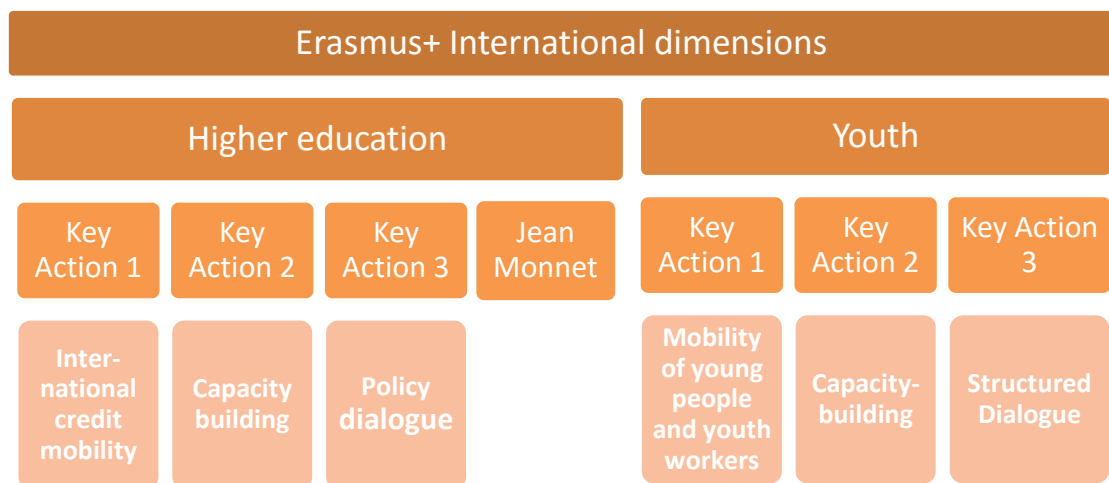
Erasmus, known as a form of mobility opportunity, was principally available for students and teachers in higher educations. In 1987, 3244 student has started their exchange periods, lasting for three to twelve month in another country to enrich their studies and gain intercultural experiences (Feyen & Krzaklewska, 2013). Erasmus got more and more popular during the years which increased the number of travelers. At the same time the program has been expanding, more schools and education centers created partnerships with each other to ensure a the easier mobility of student, staff and knowledge (Feyen & Krzaklewska, 2013). According to the European Commision (n.a) around 230 000 students goes on exchange annually with the opportunity of Erasmus+. Looking into the Finnish statistics in 2013 over 5500 student went on exchange, while over 7200 student came to Finland (European Commission, 2016).

From 1995 other mobility and learning programs such as Socrates, Life Long Learning, Edulink etc. have been incorporated under a common “umbrella”. In 2014, starting a new period of funds, all previously separate programs have been combined into one big funding base called Erasmus+ (Feyen and Krzaklewska, 2013). Erasmus+ focuses on different categories; study exchange, vocational education and training, education, sport and youth. According to the Erasmus+

statistics in 2014 over 14 600 people have participated in Erasmus+ actions from Finland (CIMO, 2016).

Two big segments can be differentiated in Erasmus+, funds that are supporting higher educations and others that support youth. Both educational and youth funds are divided into different segments of actions depending on the purpose of the project.

Table 1 Erasmus+ international dimensions (European Commission, 2016, 10)



Three Key Actions provide support for different kind of activities in educational and youth projects. Key Action 1 works with international mobility in school as well as within young people and youth workers. Key Action 2 is focusing on capacity building between higher educations and youth associations, youth workers. The third Key Action provides fund for international dialogues, such as alumni associations, partner schools and youth organisations meetings, conferences, events (European Commission, 2016).

This thesis is mainly focusing on the segment of youth by analysing a previous Youth in Action mobility project that was realized in Kainuu, Finland. The project belongs to the first Key Action group, therefore this segment is explained more detailed.

2.2.1 Key Action 1 – Learning Mobility of Individuals.

Learning mobility projects are supporting individuals to travel freely on purpose of enhancing their skills. These kinds of mobility projects include youth exchanges, student or higher education exchanges and volunteer programmes.

Table 2 Outcomes of Key Action 1 (European Commission, 2016, 31)

OUTCOMES OF KEY ACTION 1 - LEARNING MOBILITY OF INDIVIDUALS - ON DIFFERENT TARGETS	
STUDENTS, TRAINEES, YOUNG PEOPLE, VOLUNTEERS	STAFF, YOUTH WORKERS, PROFESSIONALS
<ul style="list-style-type: none"> • Improved learning performance • Enhanced employability and improved career prospects; • Increased sense of initiative and entrepreneurship; • Increased self-empowerment and self-esteem; • Improved foreign language competences; • Enhanced intercultural awareness; • More active participation in society; • Better awareness of the European project and the EU values; • Increased motivation for taking part in future (formal/non-formal) education or training after the mobility period abroad. 	<ul style="list-style-type: none"> • Improved competences, linked to their professional profiles (teaching, training, youth work, etc.); • Broader understanding of practices, policies and systems in education, training or youth across countries; • Increased capacity to trigger changes in terms of modernisation and international opening within their educational organisations; • Greater understanding of interconnections between formal and non-formal education, vocational training and the labour market respectively; • Better quality of their work and activities in favour of students, trainees, apprentices, pupils, adult learners, young people and volunteers; • Greater understanding and responsiveness to social, linguistic and cultural diversity; • Increased ability to address the needs of the disadvantaged; • Increased support for and promotion of mobility activities for learners; • Increased opportunities for professional and career development; • Improved foreign language competences; • Increased motivation and satisfaction in their daily work.

The aim of the mobility projects is to create long-lasting and positive influence on the participants by reaching different kind of outcomes. There are general outcomes gained through such projects for example language and social skills. However the table above defines the outcomes more detail by separating the dif-

ferent target groups of the Erasmus+. Students, youth or volunteers between the age of 17-30 (youth exchanges participants from already 13 years old) (CIMO, 2015) obtain knowledge that guide them through their studies and might help to find their future career interest. On the other hand for teachers, staff, youth workers or other professionals the program tend to increase motivation and helps career development through learning about new technics, sharing practices in order to improve their present performance (European Commission, 2016, 31).

2.2.2 Youth in Action mobility project

The thesis is focusing on the Key Action 1 youth projects through an example case study; Recycling Roadshow by Launch Pad Kainuu. The case will be explained later; however some of the Youth in Action mobility criteria has to be defined beforehand.

Youth mobility exchange is based on one of the partner countries' visit that is fully organized by youngsters. The aim of these projects is to let the young people to improve their skills 1.) by learning about a relevant topic that is chosen according their own interest and 2.) by planning and implementing the partner visit on their own. To realize a project like this, can be challenging for the participants, however new skills can be more easily adapted through learning by doing. At the end of each project the youngsters will evaluate their own learning during the project by creating their own Youthpass certificate (CIMO, 2016).

Erasmus+ Key Action 1 youth mobility funds can be applied by NPOs, governmental actors, social enterprises or even by individual groups (CIMO,2015). There are different criteria concerning the participants. The at least two project partner countries have to be a part of EU or EU neighbour countries and the exchange has to be realized in one of the partner countries. The number of participants can vary between 16 - 60, at least four youngsters from each partner countries. The target group of youth mobility project consists of 13-30 years old young

people and can include one or two older mentors, who are leading the youngsters (CIMO, 2016).

The length of the whole project can be set between 3 – 24 month, which has to include one organizing meeting at the hosting country and the final exchange. One or two members of each group is invited to the organizing meeting, which consist of two days without the travelling. The exchange can vary between 5 – 21 days without the travelling (CIMO, 2016).

The project has to consist of three phases. The first, preparation phase has to include the selection of participants, agreement creation between the partners, participants and organizers, task-related preparation, instructions and other kinds of planning before the departure. This preparation phase also includes the preparation meeting, where each of the partner countries' representatives meet for discussion. The second phase is the implementation of the mobility. The third phase includes the evaluation of the activities, formal recognition and collecting the learning outcomes of the project (CIMO, 2016).

The fund provided by Erasmus+ is not covering all the costs of the exchange, meaning that every group is obligated to collect own capital to be able to implement the project. The actual support is counted individually to each project, depending on different criteria. Further information about the determinants of the amount of fund can be found in the Appendix 1.

3 SPONSORSHIP AND PARTNERSHIP IN MARKETING

According to Borden (1984) **marketing** is an art with its different instruments that has to be organized in a special order to make it sound magnificent. In other words to be able to create value that can be exchanged while achieving organizational and individual goals various marketing tools have to be harmonized in marketing plan. These instruments of marketing have been defined as 4Ps (product, price, place, promotion) by McCarthy (1960) and has been most commonly used through the recent decades.

According to Pelsmacker, Geuens & Bergh (2010, 3) marketing is used the best when it is integrated. They also state (2010) two principles that have to be taken into consideration when designing a marketing strategy: consistency and synergy. Consistency stands for the interlacement of the instruments. In other words, starting from a well precised product all the other elements of the 4P has to be built around to support it. The synergy stands for a reinforcement, which supports the brand image with integration of different marketing communication tools. Many times marketing is misunderstood by focusing only on selling, however a great marketing, as it has been mentioned, strengthen and reinforce the company and its product first, which eventually increase the further sales (Horner & Swarbrooke, 2005). Marketing is considered as an efficient way of communication within the company and its customers, stakeholders (Pelsmacker et al., 2010). Integrated marketing communication strategy creates added value (Pelsmacker et al., 2010) by combining the elements of the communication mix for a higher reach of right customer and better brand positioning.

There is a growing awareness in partnership and sponsorship marketing, which drives to a greater value within the marketing mix (Mediator, 2014). Nowadays increased visibility and the realization of changing collaboration factors and types, partnership marketing has become a powerful tool of innovation, cost efficiency and more powerful communication (Mediator, 2014). The thesis is mainly focusing on sponsorship and partnership relations, therefore will be analysed more deeply.

3.1 Sponsorships

From the 90th century sponsorship has become more and more popular form of marketing communication. The increasing importance of sponsorships can be explained by different factors. Firstly, the cost of advertising has become more and more expensive in the recent years, as well as the people became more sensitive about the selling based, aggressive types of marketing. On the other hand, there has been a radical increase can be seen at leisure-oriented society and emerging number events (Meenaghan & Shipley, 1999).

Sponsorship can be defined as a business action, where a company or an individual provides capital or different kind of resource to support different actions, groups or individuals, in return for commercial advantages (Pelsmacker et al., 2010, 369). The support provider, called sponsor achieves benefits, in exchange to its “donations”, through marketing objectives that strengthen its brand image and brand awareness towards its customers and own employees. The sponsee or sponsored object receives money or other sources to be able to achieve higher goals and provides a good feedback through public to subserve the sponsor’s brightening image. According to Pelsmacker et al. (2010, 371-374) there are two fundamental objectives of sponsorship; advertising and promotion of a positive message.

3.1.1 Types of Sponsorship

There are several ways to define the different kind of sponsorships. The most basic differentiation is by the four different types of sponsorship; 1) event-related, 2) cause-related, 3) broadcast and 4) ambush marketing (Pelsmacker et al., 2010, 379).

- 1)** Event-related sponsorship is considered to be one of the most common types of sponsorships. The different types of events; sport, art, entertainment or cultural happenings reach different kind of targets. Finding the most suitable type of event; rock concert, soccer game or exhibition, it is

one of the best tool to reach specific target audience. Event sponsorship focuses on increasing brand awareness and creating corporate hospitality (Pelsmacker et al., 2010, 380-381).

- 2) Cause-related sponsorship, being one of the oldest types of sponsorship, focuses on achieving marketing communication advantages through “charity” or “donation”. One of the main objective of this kind of sponsorship is to provide good image of the company and manage public relations. Talking about cause-related marketing, MUSH, transaction-based and value marketing can be differentiated (Pelsmacker et al., 2010, 385-387).
- 3) Broadcast or programme sponsorships have been recently growing due the popularity a television programmes and at the same time the limited allowance of broadcast advertising. However, a company can benefit broadcast marketing advantage in return, when sponsoring a television programme. There are different types of broadcast sponsorships; bill-boarding, in-script sponsoring and prize-sponsorships (Pelsmacker et al., 2010, 383-384).
- 4) Ambush marketing is an aggressive form of sponsorship marketing. The aim is to show, the company is the main official sponsor of the event or person. Ambush marketing is also known from crossing legal borders in some cases (Pelsmacker et al., 2010, 387-388).

Another way to differentiate sponsorships relations is to define the different kind of sponsors. According to the type of sponsors, the benefits and sponsorship structure can differ. McQuerrey (n.a) distinguishes six kinds:

- a) Financial sponsor gives money support to the sponsee and receives marketing advantages in return. The received benefit is always agreed through a sponsorship agreement.
- b) In-kind sponsor offers goods or service as donation instead of money support.

- c) Media sponsor is the supporter who usually covers the fee of media coverage. This kind of sponsor can be the media itself, meaning the newspaper or television channel itself.
- d) Location sponsor offers facilities for different occasions.
- e) Labor sponsor provides its members' or employees' time and talent to help the sponsee.
- f) Signature sponsor signs up to be the 'number one' sponsor of the event. The signature sponsor pays the biggest price to become the lead sponsor and receive the most awareness ((MyQuerrey, n.a).

3.1.2 Sponsorship objectives

Pelsmacker et al. (2010) defines two categories of sponsorship objectives; marketing and corporate communication objectives that can be seen on the table below.

Table 3 (Pelsmacker et al., 2010, 377)

SPONSORSHIP OBJECTIVES		
Corporate communications objectives	General public	<ul style="list-style-type: none"> • Increase general public awareness • Promote or enhance corporate image • Alter public perception of company • Involvement with local community
	Channel members and trade relations	<ul style="list-style-type: none"> • Build trade relations • Corporate hospitability • Demonstrate trade goodwill
	Employees	<ul style="list-style-type: none"> • Enhance employee relations and motivations • Assist staff recruitment • Facilitate prospecting for the salesforce
	Opinion-formers and decision-makers	<ul style="list-style-type: none"> • Increase media attention • Counter adverse publicity • Build goodwill • Reassure policy-holders and stakeholders • Personal objective of senior managers
Marketing communications objectives	Awareness building	<ul style="list-style-type: none"> • Increase awareness with actual customers • Increase awareness with potential customers • Confirm market leadership • Increase new product awareness

	Brand image	<ul style="list-style-type: none"> • Alter perception of brand • Identify brand with particular market segment
	Sales/market share	<ul style="list-style-type: none"> • Induce trial of new product • Increase sales/marketing share

Depending on the types of sponsorships and the cooperating entities, sponsorships have different objectives (Pelsmacker et al., 2010, 376). From the marketing point of view the focus in sponsorship is mainly on increasing the brand awareness as well as market share and strengthening the brand image. Sponsorship works as brand awareness creating factor between the company and the actual and potential customers or stakeholders. Sponsorship can also increase the awareness of a new product and at the same time increase sales and market share. Brand image can be strengthened by identifying with a particular market segment (Pelsmacker et al., 2010, 376).

There are also essential corporate communication objectives that can be achieved through a well-planned sponsorship through general public, stakeholders, employees and other decision markers. It increases the goodwill inside as well as outside of the company, creating good reputation (Pelsmacker et al., 2010, 376-378).

3.1.3 Sponsorship attributes

One of the reasons, sponsorship has become popular form of communication lies in the form of the hidden message that is provided to customers. Being compared with advertising, which sends a clear message to the customer to make action, sponsorship uses events or other projects, individuals to get marketing surface and good impression. Many times people get the awareness of a company through going to and event. In these cases the potential customers do not see the advertising as the main purpose, the more they see, is charity, altruism or patronage (Pelsmacker et al., 2010, 369). Customers become engaged with the company in a way they might not even realize it.

Sponsorship as a marketing tool can be at the same time criticized on the indirect message which is less controllable than the message of advertising. The traditional advertising can be controlled by the company and the message can be better defined and managed (Pelsmacker et al., 2010).

Sponsorship might not be able to work as an effective marketing tool on its own. It requires support from other marketing communication tools to achieve better results. Many times it can be seen that event sponsorships are combined with couponing or prize winning opportunities. Also public relations have a big role in managing sponsorships or creating more well-being, corporate advantages (Pelsmacker et al., 2010).

3.2 Partnership

Just as sponsorship, partnerships relations have also increased during the recent year, due to decreasing amount of governmental supports and realization of cooperation opportunities. Partnership, as defined by Weiss, Anderson and Lasker (2012), takes place, when two or more parties help to each other to achieve mutual goals, objectives. Lister (2000) states that the main purpose of partner creation and partnership are about to help to build bridge and additional capacity for higher achievements. Weiss et al. (2012) also highlights that partnership and other collaborations offer great potentials to achieve more support from public and private funders.

According to Mediator (2014) due to various changes in business environment, partnership marketing has become more relevant factor for the integrated marketing strategy. Companies and brands create marketing sponsorship to reach new audiences and to achieve common benefit in marketing communication. The changes in technologies, the increased number of mobile devices, application and social media sights, have created a new surface of marketing. Marketing partnerships provide greater opportunities in usage of such social surfaces, not forgetting the better tracking potential (Mediator, 2014).

Types of partnership

Partnerships can be built between community-based non-profit organizations, cross sectors or between donor and recipients (strengtheningnonprofits.org). There are many different ways to categorize partnership. Two common ways are business partnerships (Strengtheningnonprofits, n.a) or social co-ordination (Lowned & Skelcher, 1998) and partnership marketing. From the business perspective partnership means a legally binding cooperation through which two or more bodies co-own a business and share its profit and loss. There are three main types of legal partnerships: general partnership, limited partnership and limited liability partnership (Murray, 2016). However in contrast of business partnership, through social cooperation or marketing partnership the parties are able to remain independent while helping each other to achieve common goals (Kunitzky, 2011).

As it has been previously mentioned, one of the objectives in using cooperation in marketing is to achieve public awareness through supporting a good cause (Pelsmacker et al., 2010). Three different forms of partnerships can be categorized in connection to non-profit organisations and socially responsible companies; social marketing, cause-related marketing, corporate social responsibility (Şerban, 2011, 105-106).

Table 4 Forms of partnership between non-profit organizations and socially responsible companies (Şerban, 2011, 106)

FORMS OF PARTNERSHIP BETWEEN NON-PROFIT ORGANIZATIONS AND SOCIALLY RESPONSIBLE COMPANIES		
	Non-profit organizations	Socially responsible companies
Non-profit organizations	Social marketing	Cause-related marketing
Socially responsible companies	Cause-related marketing	Corporate social responsibility

Two non-profit organisations bound together in partnership will always create social marketing platform. The aim of both parties in such cooperation is to support

a good cause, target consumer welfare. Two non-profit organization in partnership creates a highly valuable and effective tool for marketing (Şerban, 2011, 105).

When socially responsible companies join to achieve similar goals, by supporting social happenings, associations etc. they create social responsibility (Şerban, 2011, 105-106). Corporate social responsibility uses principles of social marketing in order to increase positive effects on society and more importantly to raise customers' attention (Şerban, 2011, 105-106).

The third type of partnership accrues when non-profit organizations cooperate with socially responsible companies. This cooperation creates cause-related marketing (Şerban, 2011, 106). However, non-profit organizations and socially responsible companies cooperate with each other to support a good cause and to achieve common goals, cause-related marketing is still defined as commercial activity (Adkins, 1999). Cause-related marketing aims to raise the customer loyalty, value of promotion by improving the reputation of the company (Şerban, 2011, 106).

3.3 Importance of cooperation

Along the thesis different concepts (i.e. sponsorship and partnership) have been used to identify and create a better understanding for cooperation. Cooperation is defined as an action of neutrally working together in order to achieve mutual benefits (Merletti de Palo, Masia, Nitti, Tito & Singh, 2015)

Many positive aspects come along with cooperation. One of the main benefits that has been mentioned above is the marketing advantage and the social goodwill creation (Pelsmacker et al., 2010, 377). While it is one of the key purposes of sponsorship, it is also an important point for other cooperation. According to Mediator (2014), the increasing popularity of partnership and sponsorship marketing has created a higher value within the marketing mix.

Oliver (1990, 241) has defined six elements that motivate organizations to establish a cooperation with one another; necessity, asymmetry, reciprocity, efficiency, stability, legitimacy. These determinants can be classified into three main groups: external and internal motivators and factor of mutual consistency.

Table 5 The determinants of interorganizational relationship (Oliver, 1990, 241-246)

THE DETERMINANTS OF INTERORGANISATIONAL RELATIONSHIPS					
EXTERNAL MOTIVATORS				INTERNAL MOTIVATORS	MUTUAL CONSISTENCY
Necessity Legal, regulatory requirements	Asymmetry Resource inequality, power, scarcity	Stability (Predictability)	Legitimacy Rules, norms, beliefs	Efficiency Reduction of costs, increase of return	Reciprocity Common goals

The first group to be explained includes the external motivators. Four determinants out of six are focused on the need of external resources. Necessity or need refers to the term, when an organisation launches cooperation with another to achieve higher authority to be able to fulfil legal or regulatory requirements (Whetten, 1981; Oliver, 1990, 243). Necessity also means a sort of need that has to be fulfilled. Another determinant of cooperating is the asymmetry of control and power. Through asymmetry the focus is on the scarcity of the resource instead of the dependence on it (Laimer, 2015, 124). Several other factors generate environmental uncertainty in interorganizational atmosphere (Cook, 1977). Such factors as lack of knowledge and availability of partners drive organizations to create cooperation in order to achieve stability (Cook, 1977; Oliver, 1990, 145-146). By Laimer (2015,125) it is also defined as “adaptive strategy to environmental uncertainty”. The fourth external motivator of determinant is legitimacy. Cooperation with a well-planned legitimacy in prevailing norms, rules, beliefs and expectations is giving better opportunities in improving image and reputation (Oliver, 1990, 146; Laimer, 2015, 125). Efficiency is considered an internal motivator of cooperation creation. According to this determinant one of the aims of

business cooperation can be reducing costs and increasing return (Laimer, 2015, 125). Last, reciprocity as a separate segment of the six determinants focuses on the mutual consistency. This is the determinant that has been mainly explained under partnership as the aim of common goals and mutual benefits (Laimer, 2015, 124).

In nowadays competing business world, competitive advantage and value creation are essentials to stay in business. It has been realized that to reach higher developments and implementations firms, that might have been competing with each other previously, have to become alliances for corporate learning.

Companies, small communities are sometimes lack of the know-how and skills for development. With the right cooperation any kind of firm, association or group can learn new skill and increase their available resources. There are three ways of learning that can be reached easily through cooperation. Firstly new knowledge can be acquired with learning by doing attitude. This type of learning attitude has become more and more common and being used in schools and higher educations as well. The second learning type is only providing partial knowledge. The learning is based on accepting advices and following instructions that have worked before for the other actor. The third is the most cooperative by joint learning. Both of the parties share their resources and knowledge, learning from each other to be able to create something new (Möller & Svahn 2002).

4 RESEARCH METHOD AND METHODOLOGY

Research method and methodology shall not be mistaken; the two structurally similar words mean different things. While research methodology consists of the facts, concepts that reinforce the existing knowledge, research method is the process of conducting and implementing a new research (Adams, Khan, Raeside & White, 2007, 25).

4.1 Types of research

The thesis is a descriptive research, which analyses the sponsorship and partnership relation between companies, organizations and youth mobility projects. Descriptive research underlines the facts that existing and known in the present providing a base for the theoretical data. Descriptive research commonly uses surveys, facts findings to prove the statement (Kothari, 2004, 2-3).

This study is an applied study. Applied study means, that the research is based on a real action, a difficulty of a specific group that seeks for understanding and solution (Kothari, 2004, 3). As it is defined, Erasmus+ youth exchange projects cannot be successfully implemented without the help of companies and other organizations. The thesis tries to understand the supporters' point of view on sponsorship, partnership relations and more specifically on youth projects.

The thesis uses qualitative research method instead of quantitative. While quantitative research is based on measurements and numbers, qualitative research method is focusing on quality facts, desires that influence actions (Kothari, 2004, 3). The thesis is seeking for understanding of companies and organization motivation in order to support youth actions. Questionnaire is supporting the qualitative data collection in the thesis.

Empirical research, instead of creating a new concept as conceptual research, the thesis relies on observation or experience (Kothari, 2004, 4). It has an empirical base, meaning that the research is based on previous experience, case

study, and a part of the research questions are supported by theoretical background.

4.2 Data collection

Data collection includes two kinds of data: primary and secondary data. Primary data is the information that has been collected for the first time (Kothari, 2004, 95) specifically for this paper. On the other hand, secondary data has been previously collected by another author, researcher and it is used over again to prove fact in other research (Kothari, 2004, 111).

To ensure and analyse the findings of the thesis both primary and secondary data is used. The primary data has been collected from a questionnaire to help to understand the motives and drivers of companies and association to cooperate and support youth projects. The secondary data is based on the case study of Recycling Roadshow by Launch Pad Kainuu. The main data about the case has been previously stated at the final report that has been delivered to CIMO, the main financial supporter of the project.

4.2.1 Case study

Case study, a common form of qualitative data analysis (Kothari, 2004, 113), is used to examine a real life situation in order to narrow or specify the research (Veal, 2006, 108). Case study is a popular, naturalistic and field oriented way of study (Adams et al., 2007, 112).

Description of the case study

The thesis is investigating the project of Recycling Roadshow by Launch Pad Kainuu, organized in 2015. The project was an Erasmus+ funded Youth in Action mobility project. The case study is used to get a better understanding of the entities that supported the project as sponsors or partners. The motivational factors

of partnership and sponsorship creation are examined and the outcome provides developmental information for future cooperation.

The Recycling Roadshow project was a 10 days youth exchange around Kainuu area, discovering the topic of recycling. In all 30 youngsters, from Hungary, Slovakia and Spain have been enjoying the warm welcoming of the Finnish group and local entrepreneurs. The youngsters have travelled over 600 km around Kainuu, crossing municipality borders. Along the trip, youngsters have visited different places, cities, and several companies to gain more knowledge about recycling opportunities (detailed schedule can be found in the appendix 2). The Recycling Roadshow has also included three events organised by the youngsters and implemented with the help of the other participants. Two of the events have been organized in local schools in Kuhmo and Suomussalmi, where the roadshow participants gave an introductory show about their cultures and workshops, where they taught different recycling techniques to the pupils. The last event was organized the main recycling shop called Entrinki in Kajaani. The participants of the Recycling Roadshow have been helping the workers during the whole morning and at the same time learned about the recycling techniques they use in the shop. Later, the participants also gave a show for the locals at the yard of the shop about their cultures.

The Recycling Roadshow project has been achieved several prizes and has been awarded as a very successful project due to its marketing communication. The project has gained 17 partners to support the youth exchange. With all the support from the cooperation, the project could reach higher objectives than the original tender's parameters could have afforded.

The roadshow has received a lot of media coverage, due to an important cooperation with the main local newspaper Kainuun Sanomat. The project has been chosen to represent Finland at the international project competition organized by European Rural Youth. It has been also awarded as the most successful development project of Elävä Kainuu Leader in 2015. Moreover, the Launch Pad group has been invited to present the project's communication strategy at CIMO's training session in Helsinki and as the best Finnish example to the Contact Seminar of the Baltic Sea areas in Järvenpää during November 2016.

4.2.2 Questionnaire

Questionnaire is a commonly used form of data collection due its low costs, time effectiveness in responding more questions in a limited time phrase. Positive side of questionnaire as well is that not easily approachable respondents can be also easily reached and the larger samples provide more reliable data (Kothari, 2004, 100-101). In the case of this thesis work the low cost, time limitation and the approachability of the respondents were the main factors in choosing questionnaire as the main primary data source.

The questionnaire, by collecting the main source of information about the motives of companies and organizations to participate in sponsorship and partnership relations has to be valid and reliable and generalizable (Adams et al., 2007, 107). To come up with a valid and reliable data the population of the questionnaire has to be clearly defined (Kothari, 2004, 153). The population of this specific research are the sponsors and partners of the Recycling Roadshow by Launch Pad Kainuu. There have been 17 entities including companies, organizations and municipalities that have supported the project. Due to the small number of population, it is not necessary to define a sampling method (Kothari, 2004, 153), but it can be mentioned as purposeful sampling. Purposeful sampling occurs when the researcher choose the list of answerers to the questionnaire (Dudovskiy, n.a.).

Kothari (2004, 101) defines three main aspects in order to be able to create reliable questionnaire that collects the answers for the specific problem: a) general form, b) question sequence and 3) question formulation and wording.

- a) General form: A questionnaire can be structured or unstructured (Kothari, 2004, 101-102). Structured questionnaire is used in this research to collect information about concrete and pre-determinant (Kothari, 2004) by using standardized questions and same form for each respondents. Structured questionnaire makes the data analysis easier, because the respondents have had similar experiences due to the Recycling Roadshow. The research also seeks for similar kinds of outcomes from the participat-

ing companies, organizations, therefore structured questionnaire was chosen.

The questionnaire for this specific research uses both open and closed questions. Open questions can be answered freely, while closed questions usually include 'yes or no' or multiple choice answers (Kothari, 2004, 101-102).

- b) The question sequence is important in order to achieve effective and quality results (Kothari, 2004, 102). Clearly set questions are smoothly driving the respondent through the questionnaire without confusions. It can reduce the misunderstanding and accidental false answering. Following the idea of Kothari (2004, 102) the questions are supposed to follow an imaginary way of respondent's thinking.

The questionnaire, which has been created to collect information about companies and organizations supporting the Recycling Roadshow youth project, is divided into three segments. The first part of the questionnaire focuses on the experience about the project specifically and then generally collects information about previous sponsorship and partnership relations of the respondents. Although, according to the theory the question-sequence should first include the general questions then specify (Kothari, 2004, 102), in this case the opposite order of questions seemed to be more effective. The reason of choosing to set the questionnaire contrary is based on the assumption that by raising the memories of the Recycling Roadshow will emerge the other previous memories as well to be able to generalize the answers. Also the questions about the roadshow have been more important to be answered, therefore by using the literary concept, '*in medias res*' the questions have been starting from the centre.

- c) Question formulation and means that the questionnaire should be easily understood, simple and concrete in order to achieve better and more reliable result (Kothari, 2004, 102-103). As it has been mentioned previously the questionnaire can include open or closed questions, multiple choice or open-end questions. Most of the questions stated in the questionnaire for

this research are multiple choice questions. However to exclude the limitation of additional answers '*other*' options were provided to give the chance of own personal ideas as well. Moreover multiple choice or closed questions are chosen for such questions that can be easily categorized to ensure the faster processing. Realizing that not all questions might be able categorized, open questions were used. These questions let the respondents use their own words to express their thoughts.

5 REPORTING THE DATA FINDING

In order to understand why companies chose to support small sized youth mobility projects, the Recycling Roadshow by Launch Pad Kainuu as a case study is investigated. The previous partners and sponsors of the project are studied through a questionnaire to provide data for later analysis. All the 17 partners have been asked to fulfil the questionnaire, which has included 24 questions. Most of the partners have small or nano-sized businesses with over 20 years of experience. Some of them are local companies working with waste management; others operate in tourism industry, youth workers or other providers in the leisure industry.

The questions and answers of the questionnaire, filled by the Recycling Roadshow's previous partners and sponsors, are divided into three themes; 1) responses about the experience of the particular case itself and previous experiences in 2) sponsorship and 3) partnership in general. This categorisation is used, when reporting the data finding below.

5.1 Recycling Roadshow sponsorship and partnership experiences

The questions according to the particular case have been discovering inspirational, important, expectation factors, and opinions according to future cooperation.

- 1) The first question in this segment was asked; how partners/sponsors got the information about the project. According to the answers, all of them has been firstly informed by e-mail, which has been followed by personal meeting, a pitch about the importance of the project for the bigger supporters.
- 2) The second question has focused on the facts that have inspired the companies and organizations to do cooperation with the project. The responses are pulled together in the chart below.



Figure 1 Company and organization drivers in joining the Recycling Roadshow as supporter

As the diagram shows, seven out of eight companies has answered that one of the main reasons was that youngsters were at the centre and they have prepared and implemented the project on their own. Other motivational factors (5/8 respondents) were there relevant topic of the project, recycling, and the goal of the project; international networking. Two respondents out of the eight have also mentioned the possible impacts on the area, visibility as an important factor.

- 3) In the third question the credibility and the facts that made the project worth to support have been asked.

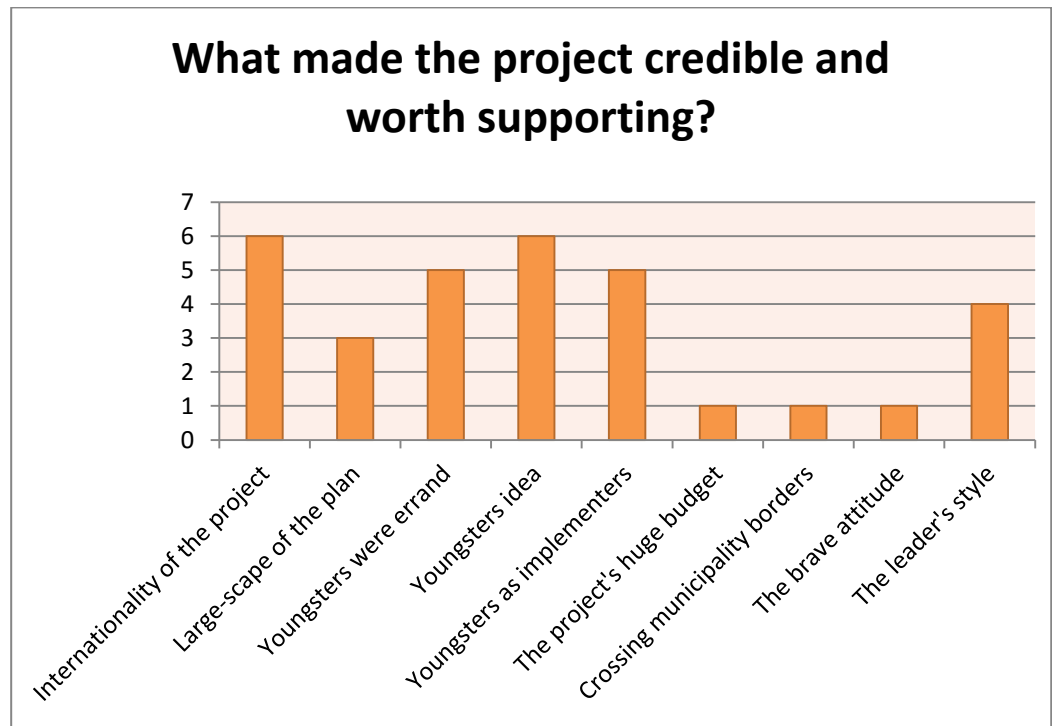


Figure 2 Credibility and worth of supporting factors of the Recycling Roadshow project

The main reasons of worth supporting were; internationality including four participating countries (6/8), the project based on the youngsters own idea (6/8), the youngsters are in focus (5/8), the youngsters implement the project on their own (5/8) and the communication style of the organizers (4/8). Other factors have been also mentioned such as large-scope of the plan (3/8), brave attitude (2/8), the huge budget of the project (1/8) and the plan, which crossed municipality borders (1/8). Furthermore, according to the answers it mostly did not influence the decision of joining the project that other companies were already supporting. To the question, stressing other companies' participation, as an influencing factor of final decision making in order to support the project, only three out of the eight respondents have answered positively.

- 4) About the question focusing on the importance of supporting youth projects, the companies and organizations have shared similar opinions. Most of the companies have answered that the main reason is the youth and that people can learn the best when they are young. It has been also

mentioned as a reason that projects can always achieve more when it is supported. It was also important for companies that the project has supported their own missions as well and strengthened the company's image.

- 5) Asking the companies and organizations, if the project and cooperation has fulfilled their expectations, the answer was very positive. All the companies have answered that the cooperation has fulfilled their expectations. Some has mentioned it as a new kind of experience, while others were proud to be part of the project and that they could share their knowledge with the youngsters.
- 6) Linking to the fulfilled experienced, all the companies have answered to the future cooperation opportunities that they would be willing to help similar kind of projects.

5.2 Sponsorship experiences

In the second part of the questionnaire the companies, associations, organizations have been asked about their general experienced according to sponsorship relations. These questions are classified into four information segments: 1) general sponsorship information, 2) benefits and 3) opinions on the importance of sponsorship.

- 1) General sponsorship information: Only one of the respondents have answered that the organization does not have previous experience in sponsorship relations. Half of the questioned companies have had previous sponsorship experiences more than 10 times, and usually these sponsorships were only short-time, one-time occasions.

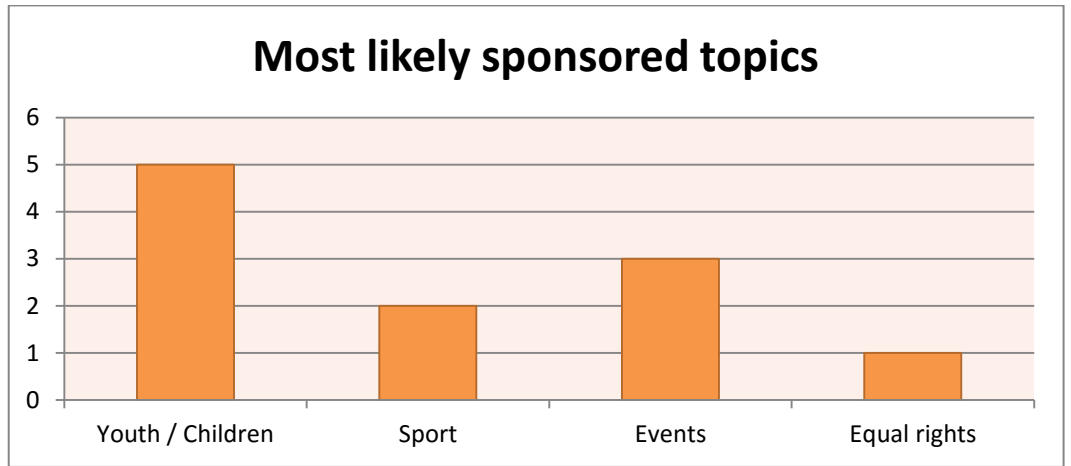


Figure 3 Most likely sponsored topics

The most likely sponsored topics, as it can be seen on the graph above, were youth and children (5/7) events (3/7), sport (2/7) and equal rights (1/7).

- 2) Beneficial factors of sponsorship for the companies: Companies seem to benefit in different ways from sponsorship relations. The questionnaire was stressing the beneficiaries from the marketing point of view.

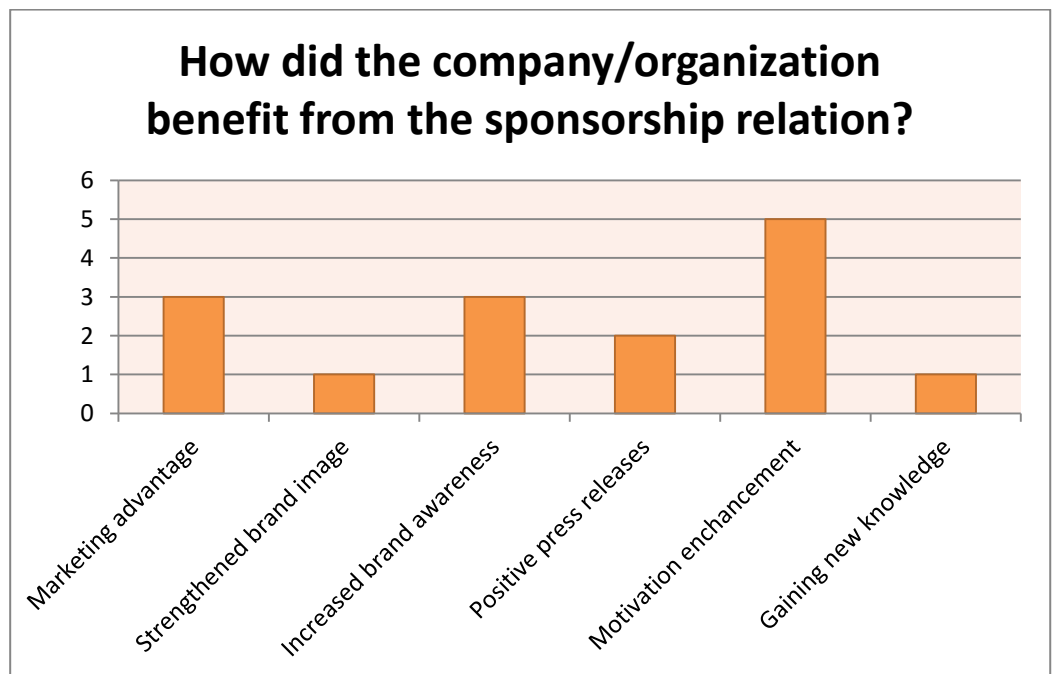


Table 4 Sponsorship relation benefits

Most of the times companies have benefited from the sponsorship relations through employee relations and motivation enhancement (5/7), through marketing advantages (3/7), increased brand awareness (3/7). Furthermore press releases (2/7), strengthen brand image (1/7) and new knowledge (1/7) have been also mentioned as sponsorship benefits.

- 3) The importance of sponsorship: Companies have also found sponsorship relations important because it involves networking opportunities at the same time, marketing advantages and positive reputation in press. It has been also mentioned through the answers that without sponsorships some events or projects would not be able to be visualized. Also supporting youngsters especially when it is about their own improvement in such areas have been mentioned as an important factor.

5.3 Partnership and cooperation

Asking the companies and organizations about their partnership and other cooperation experiences, all of the respondents have answered positively by having previous experiences. In this question group the answers are also divided into three groups of 1) general partnership and cooperation experiences, 2) benefits and 3) opinions on the importance of partnership relations.

- 1) General partnership and cooperation experiences: In partnership relations the companies tend to have a wide-range of experience in different fields such as events, sports, exhibitions, education, marketing, projects and rural development. The respondents have had previous partnerships at least five times but most of them have had over 10 times. These cooperation usually lasted for longer period of time.

Being more precise about the type of previous partnerships, the form of implementation was asked.

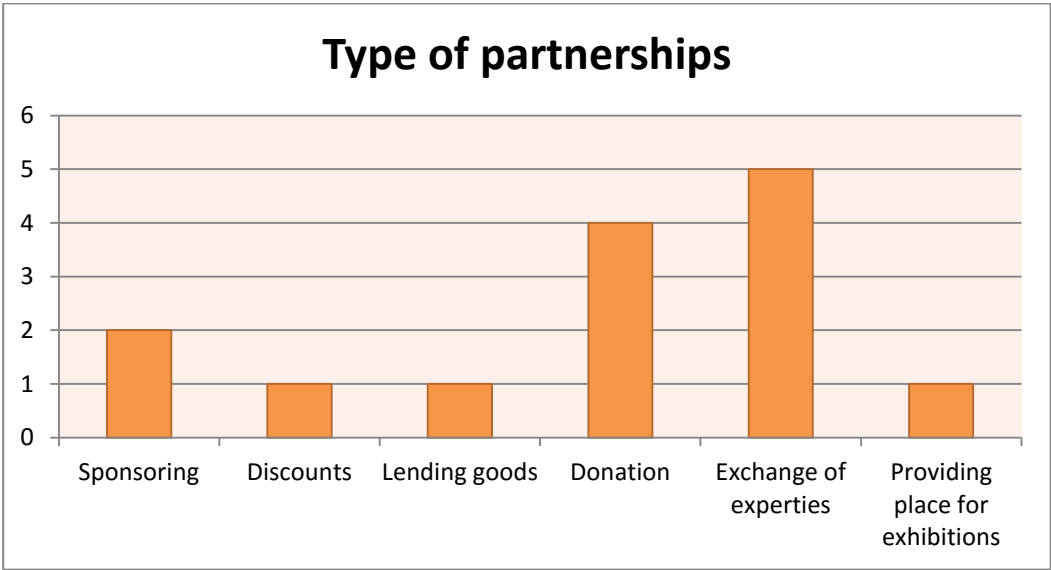


Figure 5 Types of partnerships

According to the answers the most common realization form was exchange of knowledge/knowhow (5/8), donation (4/8), sponsoring (2/8), discount (1/8) and other benefits such as lending goods (1/8) or providing place for exhibitions (1/8).

2) Benefits of previous partnership relations: The following question was trying to understand how companies benefit from partnership relations.

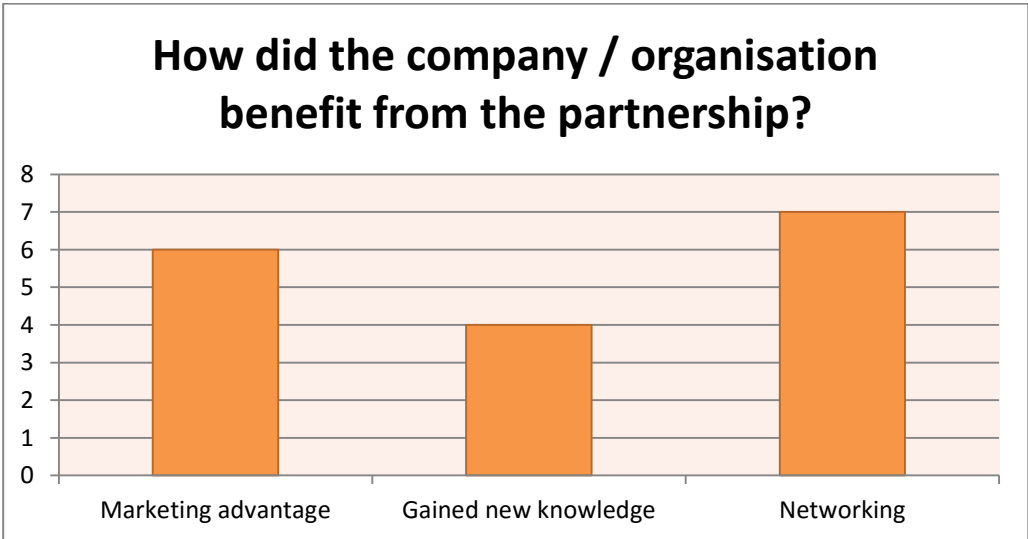


Figure 6 Partnership relation benefits

According to the answers in the most cases companies have benefited from the partnerships through new networks (7/8), marketing advantages (6/8) and gaining new knowledge (4/8).

- 3) Opinions on the importance of partnership relations: The last question considering the previous experiences in partnership relations was collecting information about the companies' opinion on the importance of partnerships relations. The respondents consider partnership important for many reasons. One of the most important reason have been pointed out is the fact that with cooperation much more can be achieved. It has been mentioned, when more people, companies, associations work together, the bigger the outcome is. A more broad cooperation brings new connections. It has been also mentioned as importance of partnership the fact of learning from each other. Entities with different knowledge and background can help each other in many situations and teach each other in problem solving or development.

6 ANALYSING THE DATA

In order to be able to have a clear understanding why companies or associations are cooperating with small sized youth projects, the theory and the data collected from the experience of the particular case study have to be combined and analysed. Following the previous structure first of all the Recycling Roadshow's experiences will be analysed, continued with sponsorship and partnership relations in general.

6.1 Recycling Roadshow

The Recycling Roadshow by Launch Pad Kainuu has achieved lots of recognition according to its cooperation and communication strategy. Analysing the data collected by the questionnaire and the author's own experiences in connection with the theory will point out the main factors that ensured the successful cooperation of the Recycling Roadshow.

6.1.1 Contact creation

Potential companies and organizations that have shown a good fit to support the Recycling Roadshow project have been contacted personally through e-mails. In these first e-mails the potential sponsors and partners have been informed about the project, how essential their support is for the community and the youngsters. Furthermore they have been informed about the great opportunity of marketing advantage and increase in good reputation in return. Lightening the sparkle at the companies and organisations, the next step included a personal meeting with a pitch about the project idea and its needs. According to Altman (2014), finding the right emotional factors that connects with your potential partner through a personal connection can easily win a cooperation pitch.

6.1.2 Motivational factors

There are different motivational factors that have been pointed out through the questionnaire, which inspired companies and organizations to join in supporting the Recycling Roadshow project. Such factors were the youth being in the center, the important message of the project, the networking opportunities and the impact on the Kainuu area.

Supporting youngsters have always been an important and reasonable factor to sponsor or partner such happenings. The Recycling Roadshow is fully organized by young people from Kainuu area. Local companies easily feel the connection with the project when it involves their own youth and their development, knowing that youth are the future of the area.

The Recycling Roadshow covers a timely, globally relevant topic of recycling. The youngsters did not only increase their own knowledge about recycling through company visits and workshops, but have visited schools to teach pupils about it through handicraft activities. The project has also included three events, where next to the cultural shows recycling has been promoted to the local people.

Other motivational factor was the large-scale of networking possibilities as well as for youngsters, companies, organizations and locals. The Recycling Roadshow has been continuously present in the local media and the international visitors (30 participants from Hungary, Slovakia and Spain) have been sharing their experiences through different kinds of social media channels.

The fourth motivational factor for companies and organizations to support the project was the project's impact on the area of Kainuu. According to the final report of the project (Elävä Kainuu Leader, 2015), the impacts on the area have covered the raising awareness in the power of youngsters, in the power of cooperation and income for local service providers.

6.1.3 Credibility of worth supporting

Only an inspiring topic with a well-chosen target does not promise the support of companies or organizations. To be able to attract the potential sponsors or partners the motivator facts has to be analysed deeper.

For companies and organization to give opportunities to the youngsters to achieve better result is very important. As it has been at the case of Recycling Roadshow as well, an idea that is fully based on the youngsters and also implemented by them creates more value to the project in order to achieve support. The youngsters of Kainuu have come up with the Recycling Roadshow idea, after another successful course Launch Pad, which taught them the basic skills of networking and internalization. After the end of the course the youngsters have decided on their own to keep extending their skills by organizing a youth exchange.

The topic of the exchange has been also an important issue of the youngsters from the beginning. At the time of the previous course they have been creating handicrafts from recycled materials and sold them in Slovakian, Hungarian and Italian village festivals. By that time they have realized how much more developed Finland is in recycling compared to other southern countries. From this perspective, the youngsters wanted to teach their new friends the way it is done in Finland and inspire them to make actions in their home countries.

Another factor, which gave the green light on supporting the project, was, according to the questionnaire, the communication style of the organizers. The group has believed in their idea and that it is something, that is worth to support. With this attitude, they have not been afraid to go and ask for support in person from the biggest players of waste management in Kainuu area.

6.1.4 Importance of cooperation within youth projects

As it has been already mentioned previously it is important to support youth actions. According to the questionnaire of the Recycling Roadshow's experience,

the fact that people can learn the best when they are young has been mentioned by many supporters. According to their opinion it is important to give opportunity to youngsters with the attitude of willing to do more to develop their skills. Also youth has been recognized as the future leaders, which has to be supported!

Another factor why companies consider cooperation with youth projects important, is to strengthen the companies' image as well as to create social capital responsibility. This is also in line with Şerban's idea (2011), that companies, which are supporting a good cause, often raise the awareness of customers.

Social corporate responsibility is important to be communicated from the companies to achieve higher marketing objectives (Şerban, 2011). Corporate social responsibility involves business actions that benefit the society (Caramela, 2016). In case of Recycling Roadshow the companies and organizations are supporting the youngsters and the raising awareness of recycling at the same time to enhance sustainability.

6.2 Sponsorship

As it has been previously introduced in the theory section, Pelsmacker et al. (2010) has classified four types of sponsorships; event-related and cause-related sponsorship, broadcast and ambush marketing. Among the previous experience of the supporters of Recycling Roadshow, the most commonly supported topics were children and youth (5/7), events (3/7), sport (2/7) and equal rights (1/7). Usually these sponsorships were only short-time, one-time occasions. As it is seen, the most common type of sponsorship among smaller-sized local businesses are event or cause-related sponsorships. The respondents have also pointed out the essential benefit of such sponsorship relations, which is the opportunity to strengthen the good image and manage public relations (Pelsmacker et al., 2010).

The types of sponsorships are classified also according to the benefits and sponsorship structure. According to McQuerrey (n.a.) six types of sponsorships have been defined; financial sponsor, in-kind sponsor, media sponsor, location

sponsor, labor sponsor, signature sponsor. Looking at the data provided by the local companies and organizations, the most common type of sponsorship is labor sponsorships, meaning that sharing knowledge is an important factor. Other commonly used sponsorship is in-kind sponsorship, when the company provides donations instead of financial support (McQuerrey, n.a.). Furthermore financial and location sponsorships have been mentioned as well. Signature sponsorship are not seemed to be relevant in Kainuu's small-sized business sponsorship strategy.

Sponsorship objectives

There are several kind of objectives to be reached when creating sponsorship. As it has been defined above (p.13) these objectives can be classified into two categories: marketing and corporate communication objectives.

In youth sponsorships the corporate communication objectives are dominating due to the focus on the social responsibility. Supporting a good cause of youth development raises the motivation of the employees towards their own tasks (Armstrong, 2006). According to the findings, in a company that supports a good, employees are more inspired, work harder and more engaged to their workplace. Increased media attention has also helped to strengthen the image and public relations with the positive reputation.

Companies and organizations benefited from sponsorship relations through creating new social relationships. Joint marketing seemed to be more effective in order to achieve public awareness of the companies and to strengthen their corporate image. It was also highly motivating and important that the youngsters have benefited from the sponsorship relation at Recycling Roadshow project. Without the support the project could not achieve so high objectives, also the quality of the project would have been lower. Education of the youngsters creates better opportunities for the area in the future, knowing that youngsters will be grown to be the next leaders. Companies have also found sponsorship relations important because it involves new networking and marketing opportunities at the same time.

6.3 Partnership

Companies and organizations tend to create partnership with many different kind of actions from events, through sport until exhibitions or rural development. These are only few examples that have been raised by the respondents of the research, however partnerships can be created for many kind of actions. Partnership relations last generally longer.

According to Şerban (2011) partnership types can be differentiated according to the type of the sponsors. Two kind of partnerships were created through the Recycling Roadshow; partnership relations between non-profit organizations and socially responsible companies, and relations between two non-profit organizations. These cooperations create social marketing and cause-related marketing. As it has been seen at the questionnaire new networks (7/8) and marketing advantages (6/8) were commonly mentioned benefits. In order to achieve goals together shared knowledge and the gaining of new knowledge have been also important for the partners.

As it has been mentioned at the responses as well, cooperation considered to be important in order to achieve higher outcomes. The more companies, associations work together the greater the outcome can be. Broader cooperation brings new connections. It has been also mentioned as importance of partnership the fact of learning from each other. Entities with different knowledge and background can help each other in many situations and teach each other in problem solving or development.

6.4 Determinants of cooperation

Using Oliver's (1990) the determinants of cooperation the data can be divided into different categories such as external and internal motivators and mutual consistency.

Table 6.1 The determinants of international relations in case of the Recycling Roadshow project

THE DETERMINANTS OF INTERORGANISATIONAL RELATIONSHIPS					
OLIVER (1990)					
EXTERNAL MOTIVATORS				INTERNAL MOTIVATORS	MUTUAL CONSISTENCY
Necessity Timely topic, sustainability, Environmental factors, Necessity to react	Asymmetry Helping youngsters, doing good for society	Stability Networks, the need of partners	Legitimacy Public image, social corporate responsibility	Efficiency Business aspects, operational and financial efficiency	Reciprocity Achieving common goals

External motivators include necessity, asymmetry, stability and legitimacy. The globally important topic of the Recycling Roadshow, to inspire people to do more about sustainability created a necessity among the youngsters to act and try to do something. Environment factors, the lack of recycling opportunities in southern countries have been inspiring the young people to show their international friends how can it be better. As asymmetry of the project the youngsters were helping two specific groups. During the roadshow one of the groups were the foreigners that had to be inspired to take action after the exchange in their own community. The other group was local children who were inspired by the handicraft that were made out of recycled materials. In order to provide the right knowledge and learn the right techniques of recycling external help was needed. Companies have been asked from waste management industry to give workshops, presentations about their organization in order to achieve higher learning and stability. Companies and organizations partnering with the Recycling Roadshow raise the good image among the public by communicating the corporate responsibility. Doing good for the community fulfills the legitimacy motivating factor.

The internal factor of efficiency was raised from business aspect to be able to implement the project. Operational and financial help was needed to visualize the project and create higher achievement.

The mutual consistency, reciprocity was based on the common goals that have been mentioned above; providing opportunities for youth development, and networking common learning, employee relations and motivation enhancement.

6.5 Summary of the results

As the outcome of the questionnaire and the author's personal experience, some essentials are defined that leads companies to support youth mobility projects: powerful communication, motivational and other determinant factors, such as powerful communication strategy or common interests.

Communication strategy has been defined as a powerful tool to attract companies. The strong belief in the success of the own project can fill the pitch of the idea with more positivity and credibility. The Recycling Roadshow experience has also proven that speaking straight forward, knowing the advantages and positives of the project, while not being afraid also to speak them out, increase the feasibility of the project.

Matching the companies' motivational factors in order to join cooperation with the other parties' needs provides a better understanding and helps to create common goals. A socially important target, relevant topic, networking possibilities and positive impact on the area are general motives in order to achieve companies' corporate marketing objectives. Therefore, it is essential to find the right partner for each project that shared the same interest and needs, to be able to relate with the importance of the topic. Being able to define the common motivators between a project and a potential supporter can raise the self-consciousness of the support seeker in order to achieve cooperation.

7 CONCLUSION

The main purpose of the thesis was to get better understanding of the factors that inspires companies, organizations to support youth mobility projects. This would provide help for future sponsorship and partnership creations.

It has been defined that sponsorship as well as partnership are important marketing communication tools. While achieving marketing advantage is the main purpose of sponsorship relations, it is also experienced in partnerships. Marketing communication objectives, such as increased brand awareness, market share and strengthened brand image, and corporate communication objectives are both mentioned as potential advantages of sponsorship and partnership relations.

According to the findings there are two main drivers to be defined, which inspire companies to create partnerships or sponsorships. These main drivers are 1) marketing factors and 2) motivational factors. From marketing point of view joint marketing and corporate communication objectives are the main drivers to establish cooperation. These also raise the awareness on the companies' social responsibility, strengthening the brand image and the good reputation of the company. Youth in general, a good chosen topic, networking and common learning opportunities and impacts on the local area has been defined as main motivational factors to support youth mobility projects.

There are several kinds of determinants in cooperation creation. During the thesis these determinants have been defined through the theory model of Oliver (1990). Following this model the determinants have been classified into three categories according to internal, external motivators or mutual consistency factors. In order to have a deeper understanding the cooperation determinants model defined by Czernek (2013) could be further analyzed. It also helps to understand the readiness factors of cooperation. The four determinants have been developed by Czernek (2013): 1) factors of precondition, 2) factors for successful development, 3) key personal capabilities and 4) factors of effective cooperation.

The results have highlighted the power of the youth. Most of the companies have been highly motivated by the fact that youngsters were in the center of the project, they have created the idea and implemented the youth exchange on their own. Local companies feel more responsible for the growth and learning of the local youngsters. It has been defined important to support youth mobility projects in order to achieve higher development in younger age.

The research of the thesis has been defined reliable and valuable. The primary research of the report is based on a purposeful sampling, which means that the population of the questionnaire has been chosen by the author. The size of the population is considered small, which provides a specific outcome because the interviewees were particularly chosen. The researcher could expect to have relevant answer outcome considering the questionnaire because the participants were well aware of the Launch Pad Finland Kainuu project and they had practical experience about it. The questions, however, through the questionnaire might limit the possibilities of opinion making, due to the usage of multiple-choice and other closed questions.

The results of the research may not be generalized in a large-scale; however the results and findings can be taken into consideration, when planning a small-scale sponsorship and partnership relations for especially in youth mobility projects. The socially important focus of youth, as the main motive of the project, has been clarified and stressed. It has also been evaluated as one of the main motivational factors for the cooperation. It is important to find the common interest and objectives between the project and the supporter to be able to create and enhance the value creation for both parties.

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Appendix 1.

TABLE 1 - ERASMUS+ KEY ACTION 1 YOUTH IN ACTION MOBILITY FUND DETERMINANTS (CIMO, 2016)	
Type of support	What it covers?
Travel support	<ul style="list-style-type: none"> • Support can be used to cover travelling costs to the exchange place and back • It does not cover the travelling inside of the exchange, host country • The travelling support is counted according to the length (km) of the trip • The distance table informs about the different length categories (Appendix1, Table 2) • The travelling support is paid only ones per person
Organisational support	<ul style="list-style-type: none"> • It covers the realization costs of the project (accommodation, food, local transport, materials, administration) • 39 € / participant + trainers + facilitators / action day (in Finland) • The amount of support depends on the hosting country • The support is paid for the travelling days as well
Special needs support	<ul style="list-style-type: none"> • Covers 100% of the additional costs, in case the project includes participants with special needs due to disableness or chonical disease (e.g. personal assistant, special needs in accommodation, materials, sign language translator)
Exceptional costs	<ul style="list-style-type: none"> • Covers 100% of additional costs incurred due to necessary expenses of disadvantaged youngsters • Covers 100% of the costs associated with obtaining visa, residence permit or vaccinations • Covers 100% of the organising meeting costs such as accommodation and food

TABLE 2 - ERASMUS+ KEY ACTION 1	
DISTANCE TABLE	
(CIMO, 2016)	
Length of the journey	Support € / participant
10 – 99	20
100 – 499	80
500 – 1999	170
2000 – 2999	270
3000 – 3999	400
4000 – 7999	620
8000 -	830

Appendix 2.

RECYCLING ROADSHOW - FINAL DAILY PROGRAM		
Date	Time	Program
1st Day	6.00	Spanish and Slovakian team arrive to Kajaani
Tuesday	8.00	Breakfast and leisure time / getting rest
18/8/2015	11.30	Lunch
	12-17	Happy box - activities, shopping possibility
	17.20	Hungarian team arrive to Kajaani airport
	17.45	Driving to Juntusranta (2 night accommodation at Arola farm)
	20.30	Dinner
2nd day	9-10	Breakfast
Wednesday	10-12	Ice breaking activities
19/8/2015	12-13	Driving to Raatteen portti
	13-15	Winter war museum
	13-15	Lunch
	15-18	Hiking with dogs
	19-20	Dinner
	20-	Youth Pass
	21-	Evening program
3rd Day	8-10.30	Breakfast
Thursday	8-10.30	Cleaning up
20/8/2015	11-12	Opening workshop at Ruhtinansalmi village house
	12-13	Lunch
	13-15	Presentation: The Life of a Plastic Bottle
	15-16	Driving to Suomussalmi (Ammänsaari)
	16-18	Bottle return automat / Shopping
	18-20	Dinner
	20-	Accommodating at dormitory "Amis" in Suomussalmi for 3 nights
	21-	Team reflections
4th Day	8-9	Breakfast
Friday	9-18	RECYCLING EVENT in Ruukki School
21/8/2015	9-9.45	Preparing the stands
	9:45-10:15	Opening Ceremony + insight to foreign culture + Junk Art
	11.15-12.00	Lunch
	12-18	Recycling Festival
	18-19	Cleaning up stands and everything
	19:00	Dinner
	19:30-20:15	Youth Pass

5th Day	8:00	Breakfast
Saturday	9:50	Leaving to Hyrynsalmi
22/8/2015	10:30	Kaunislehto's museum
	12:30	Lunch
	13:30	Leaving to Mustarinda
	14:15	Workshop
	16:45	Dinner
	18:00	Walk in nature and overlook
	18:45	Sausage, juice and campfire bun at the hut
	20:00	Leaving to suomussalmi, also Youth Pass
6th Day	9-10	Breakfast
Sunday	10-11	Cleaning up the place
23/8/2015	11-13	Driving to Kuhmo!
	13.00	Accommodation at Hotel Kainuu (for 2 nights)
	13.30-14.15	Lunch
	14.30-15.30	Petola nature center and guided tour in English
	15.30-16.30	Visit 4H Kuhmo youth organization
	17-19	Dinner + Youth Pass
7th Day	8.30-9.30	Breakfast
Monday	10-14	RECYCLING EVENT in Tuupala School
24/8/2015	12.-12.45	Lunch
	15-18	Leisure time
	20.00-	Dinner
	21-	Youth Pass
8th Day	7.30-8	Breakfast
Tuesday	8-10	Driving to Kajaani
25/8/2015	10-13	VISIT: Kajaanin Romu (metal recycling) and Ekokymppi Majasaari Waste Treatment Center
	13-14	Lunch
	14-15	Driving to Sotkamo
	15-16	Hiukka Beach / Shopping for cooking
	16-17	Driving to new accommodation: village house "Heinis"(for 3 nights)
	17.00	Cooking / Leisure time
	18.00	Dinner
	19-20	Evaluation
		Evening program (karaoke, biliard)

9th Day	8-9	Breakfast
Wednesday	9-10	Driving to Kajaani
26/8/2015	10-15	POP UP RECYCLING EVENT ENTRINKI
	15-16	Flea market
	16-17	Driving back to Sotkamo
	17.00	Cooking/ lesure time
	18-19	Dinner
10th Day	9-10	Breakfast
Thursday	10-12	WORKSHOP: Summarizing of the Roadshow, ideas for future - working in groups
27/8/2015	12-13	Cooking / Leisure time
	13-14	Lunch
	14-17	Lesure time (packing for travel)
		Driving to Napis Dance Hall
	18-21	CLOSING CEREMONY: Dinner and Dance evening at Naapurivaara Dance Hall
		Show, live band, and program
	21	Driving to Heinis
11th Day	4:30	Breakfast (Take Away)
Friday		Driving to Kajaani to the airport
28/8/2015		

Appendix 3

**SPONSOROINTI- JA YHTEISTYÖKUMPPANUUS NUORTEN
LIKKUVUUSHANKKEISSA**

Olen Réka Bencsik, Kansainvälisen liiketalouden (tradenomi) opiskelija KAMK:issa. Valmistuvana opiskelijana teen opinnäytetyöni aiheesta, joka on lähellä sydäntäni: osallistuin kainuulaisten nuorten itse suunnittelemaan ja toteuttamaan Erasmus+ nuorisovaihtohankkeeseen vuonna 2015, nimeltä Recycling Roadshow by Launch Pad Kainuu. Hanke on antanut niin minulle, kuin muillekin nuorille paljon uusia kokemuksia, hyödyllisiä verkostoja ja tärkeitä työelämätaitoja.

Hanke oli suuri menestys: se on saanut useita tunnustuksia ja se on esitelty hankeviestinnän ja yritys yhteistyön parhaimpana esimerkkinä useissa foorumeissa Suomessa. Tämän vuoksi olen kiinnostunut tutkimaan syvemmin hankkeessa tehtyä yritys yhteistyötä: 1) miten se on syntynyt ja toteutunut, 2) mitkä tekijät johtivat siihen, että hanke on onnistunut saamaan taakseen 17 yritystä - joka on valtakunnallisestikin poikkeuksellisen suuri luku. Tutkimuksessani tarkastelen yhteistyö ja sponsorointisuhteita nuorten liikkuvuushankkeissa nojaten tarkastelua tukeviin teoreettisiin aineistoihin. Tapaustutkimuksena tarkastelen Recycling Roadshow-hanketta.

Kyselyn ensimmäisessä osassa on tarkoitus on saada ymmärrystä siitä, että MITKÄ TEKIJÄT INSPIROIVAT yrityksen yhteistyöhön tässä RR-hankkeessa. Kyselyn toisessa osassa etsin vastauksia siihen, MITKÄ OVAT YRITYKSEN NÄKEMYKSIÄ yhteistyön merkityksestä yleisesti.

HUOM! Kyselyssäni "YRITYS" merkitsee myös yhdistystä tai muuta organisaatiota, esim. kuntaa.

Ennen kysymyksiä avaan olennaisia käsitteitä, joita kysymyksissä tulee esille:

SPONSOROINTI (sponsorship) on liiketoimintaa, jossa yritys tarjoaa taloudellista tai muuta resurssia erilaisten ryhmien tai yksilöiden toimintojen tukemiseen markkinointi hyötyjen saamista vastaan (Pelsmacker & Geuens & Bergh, 2010).

YHTEISTYÖ (partnership) on toimintaa, joka tuo yhteen ihmisiä tai organisaatioita toteuttamaan yhteisen suunnitelman ja saavuttamaan yhteisen päämäärän (Weiss & Anderson & Lasker, 2012.)

*Required

YLEISIÄ KYSYMYKSIÄ

Tässä osiossa kysytään vastaajan taustatietoja.

1 Yrityksen nimi

2 Yrityksen toimiala *

3 Kauanko yritys on ollut toiminnassa? *

4 Yrityksen koko *

Mark only one oval.

- Nano business (0-4 työntekijää)
- Micro business (5-9 työntekijää)
- Small business (10-49 työntekijää)
- Medium business (50-249 työntekijää)
- Large business (250 <)

KOKEMUKSIA RECYCLING ROADSHOW - HANKKEESTA

Olette tehneet yhteistyötä hankkeen kanssa vuonna 2015. Seuraavien kysymysten tarkoitus on kerätä tietoa yhteistyön syntymisestä ja toteuttamisesta.

1. Miten saitte tiedon. hankkeesta? *

2. Mikä inspiroi yhteistyöhön hankkeen kanssa? *

Tick all that apply.

- Hankkeen aihe: kierrätyskasvatus

- Hankkeen tavoite: kansainvälinen verkostoituminen
- Hankkeen mahdollinen laaja vaikutusalue (näkyvyys)
- Nuoret itse toteuttajina ja kohderyhmänä
- Other: _____

3. Mikä teki hankkeesta uskottavan ja tukemisen arvoisen? *

Tick all that apply.

- Kansainvälisyys (4 maata mukana)
- Laajamittainen suunnitelma (kiertue koko Kainuun alueella)
- Nuoret olivat asialla
- Hanke perustui nuorten omaan ideaan ja suunnitelmaan
- Nuoret itse toteuttajina
- Hankkeen budjetin suuruus (27.000 €)
- Hankkeen kuntarajoja ylittävä kokonaisuus
- Rohkea asenne
- Vetäjien viestintätäytyli
- Other: _____

4. Vaikuttiko tukemiseen se, että muita yrityksiäkin oli jo mukana? *

Mark only one oval.

- Kyllä
- Ei

5. Miksi koit tärkeänä yhteistyön nuorisohankkeen kanssa? *

6. Täyttikö yhteistyö odotuksenne? *

7. Olisiko yritys kiinnostunut yhteistyöstä samankaltaisten nuorten liikuvuushankkeiden kanssa tulevaisuudessa? *

Mark only one oval.

- Kyllä
- Ei

SPONSOROINTI KYSYMYKSET - YLEINEN NÄKEMYS

Tässä osassa kysymysten aiheena on SPONSOROINTI, liiketoiminta, jossa yritys tarjoaa taloudellista tai muuta resurssia erilaisten ryhmien tai yksilöiden toimintojen tukemiseen markkinointi hyötyjen saamista vastaan. Näiden kysymysten avulla pyrin saamaan ymmä rystä yrityksen sponsorointikulttuurista yleisesti.

1. Aikaisempia kokemuksia sponsoroinnista? *

Mark only one oval.

- Kyllä
- Ei

2. Sponsoroinnin kohteet *

Tick all that apply.

- Ei ole kokemuksia sponsoroinnista
- Lapset / nuoret
- Urheilu
- Tapahtumat
- Other: _____

3. Miten usein /montako kertaa yritys on sponsoroinut kohteita? *

Mark only one oval.

- 0
- 1-2
- 3-4
- 5-10
- 10 <

4. Oliko sponsorointi kestoaltaan *

Mark only one oval.

- Kertaluontoinen
- Toistuva

- Ei ole kokemuksia sponsoroinnista

5. Miten yritys on hyötynyt sponsoroinnista?

Tick all that apply.

- Yritys on saanut näkyvyyttä
- Yrityksen tuotokuva on vahvistunut
- Yritys on saavuttanut suurempaa tietoisuutta ihmisten keskuudessa
- Positiivisia uutisia lehdistössä
- Kohteen avustaminen toi hyvää mieltä ja motivaatiota töihin
- Other: _____

6. Koetko sponsoroinnin tärkeänä? Miksi?

YHTEISTYÖ - YLEINEN NÄKEMYS

Tässä osassa kysymysten aiheena on YHTEISTYÖ, joka on toimintaa, joka tuo yhteen ihmisiä tai organisaatioita toteuttamaan yhteisen suunnitelman ja saavuttamaan yhteisen päämäärän.

Näiden kysymysten avulla selvittelen yritysten yhteistyökulttuuria yleisesti.

1. Aikaisempia kokemuksia yhteistyöstä? *

Mark only one oval.

- Ei
- Kyllä

2. Jos vastasit kyllä, niin minkä tyyppisestä yhteistyöstä?

3. Montako kertaa yritys on tehnyt yhteistyötä? *

Mark only one oval.

- 01
- 2
- 3-4

- 5-10
- 10 <

4. Oliko yhteistyö kestoaltaan *

Mark only one oval.

- kertaluontoinen
- pitempikestoinen
- Ei ole kokemuksia yhteistyöstä

5. Missä muodossa yhteistyö on toteutettu? *

Tick all that apply.

- Sponsorirahoitus
- Alennuksen myöntäminen
- Luontaisedut
- Lahjoitus
- Tieto-taidon siirtäminen
- Ei ole kokemuksia yhteistyöstä
- Other:_____

6. Miten yritys on hyötynyt yhteistyöstä? *

Tick all that apply.

- Yritys on saanut näkyvyyttä
- On oppinut uutta
- On päässyt mukaan uusiin verkostoihin
- Ei ole kokemusta yhteistyöstä
- Other:_____

7. Koetko yhteistyön tärkeänä? Miksi? *

KIITOS

VASTAUKSISTA!

Opinnäytetyöstäni on tarkoitus tehdä käytännöllinen opas nuorisotyöntekijöiden, hanketoimijoiden ja neuvojien työn tueksi, jakelusta on kiinnostunut myös CIMO, Kansainvälisen liikkuvuuden ja yhteistyön keskus! Oppaan avulla tämä hieno kainuulainen esimerkki leviää mahdollisesti ympäri Eurooppaa!

