Good360

Capstone Final Report

April 26, 2013

SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS
INDIANA UNIVERSITY

The SPEA Capstone Team

Professor Lisa Blomgren Bingham, JD
Professor Cindy M. Lott, JD

Co-Investigators:
Casey Campbell
Megan Clayton
Joanne Colby
Erin Culp
Sasha Dutton
Brooke Feldman
Haozhe Gu
Patrick Hansen
Ngot Hoang
Andrew Keeler
Michael Malik
Lindsay Nash
Lynn Nguyen
Emily Pike
Bethan Roberts
Daniel Rossi
Linh Vo
Nicole Wolfersberger
Katherine Zilvinskis

With assistance from:
Susanna Foxworthy

Special thanks to:
Ashley Bowers, Director of the Indiana University Center for Survey Research
Dr. Beth Gazley, SPEA Associate Professor
Stacey Giroux, Senior Study Director at the Indiana University Center for Survey Research

I. Table of Contents

II. Executive Summary

In 2012, the Virginia-based national nonprofit corporation Good360 approached the Indiana University School of Public and Environmental Affairs (SPEA) about conducting research that would define a metric or metrics for measuring the impact of new product donations on nonprofit organizations. Good360[1] is a large nonprofit organization that acts as a distributor of new product donations. Good360 solicits unused goods from organizations and corporations across the country and distributes them to a network of nonprofits in the United States and abroad.

Initially, Good360 requested that we address three key questions:

• In the field of product philanthropy, what does success look like and how is it measured?
• What is an appropriate unit of measurement for impact of new product donations?
• In what ways is the Good360 service model conducive to measuring impacts, and in what ways could changes better facilitate measurement?

In reviewing the literature that exists on measuring the impact of new product donations, i.e., product philanthropy, we determined that establishing a metric was not possible at this stage, as impact metric research for product philanthropy is fairly new to the field of philanthropic research. Without prior qualitative research, we would not have a theory or set of theories to test in order to find an impact metric. Initial qualitative research was therefore required to discover why new product donations are important to recipient nonprofits, and this data would serve as the basis for a framework that could, through further research, lead to metrics. The primary goal of the current study thus moved from finding an impact metric to developing a framework for measuring the impact of new product donations on recipient nonprofit organizations. We anticipate that five stakeholders will find our results particularly useful:

• Donor corporations
• Good360 (and other product philanthropy nonprofits)
• Recipient Nonprofits
• End-users
• The public

Our research focuses on impact of new product donation on recipient nonprofits and, through the lens of recipient nonprofits, the end-users. We define "recipient nonprofits" as nonprofit organizations that solicit or acquire new product donations either from Good360, from other nonprofit organizations with a similar service model, or from donor corporations directly. We define "end-users" as the individuals who in turn might receive the product from the recipient nonprofit and use or consume the product. Note that although recipient nonprofits are often the final users of donated products (for administration, etc.), for the purposes of this study "end-users" refers to the individuals serviced by the recipient nonprofit.

From January to April 2013, upon receiving Institutional Review Board (IRB) human subjects approval from

---

[1] Good360 was known as Gifts in Kind International until 2011.

In the end, our research and analysis revealed that there is more than one unit of measurement for impact, and it is difficult to isolate one metrical unit to get the full scope of impact. Further, measures of impact depend on how the product is used within categories of potential impact: operations, finances and end-users.

Indiana University, we conducted a qualitative interview research study. We created screening protocols and full interview protocols with the purpose of gathering rich narrative data regarding new product donation solicitation, receipt and use. In addition, we conducted research examining the marketing and service model strategies of Good360 and other product donation-focused nonprofit organizations in order to share observations and make recommendations.

The Good360 member sample from which we drew our interviews included 19 active member nonprofits and 124 inactive member nonprofits. We then created a list, using IRS Form 990 information listed on GuideStar, of 110 nonmember nonprofit organizations in the Indianapolis area that were similar to the member organizations regarding their National Taxonomy of Exempt Entities (NTEE) codes and total revenue. Researchers were able to interview a total of 55 organizations, both members and nonmembers. Of these organizations, 24 self-identified as nonusers of new product donations, and 31 self-identified as users of new product donations and completed the full interview protocol (See Appendix 2).

Following the data collection stage, we undertook the process of interview transcription and data coding. In qualitative research, data coding entails a multi-stage process designed to extract meaningful findings from a large body of textual information. Our interview transcriptions were carefully examined to note trends and repeated themes that could help us to formulate hypotheses about how nonprofit organizations may perceive and use new product donations in fulfilling their missions and serving their clients. Where possible, this data was extracted and quantified to provide a better understanding of new product donation and use; where data took a more narrative form, we extracted pertinent quotes and themes that we noted again and again through the review process for further examination and incorporated these into our final recommendations.

Our interview protocol identified important organization-level relationships that were instrumental in understanding new product donations: the relationship between

a nonprofit organization and end-users; the relationship between an organization and other local nonprofits; and the relationship between a local organization and national pacesetter organizations such as Good360. Organizations noted that new products were instrumental in attracting end-users and building relationships that would help end-users thrive. Organizations also indicated that they preferred locally donated new products; the rationale for this being that organizations felt strongly about community responsibility and interpersonal relationships among organization members. In contrast, organizations spoke impersonally about national pacesetter organizations, viewing them more as a means to an end rather than as a partner in a cause or in achieving their mission.

The specific impact of new product donation on organizations was measured intra-organizationally by looking at three potential impact areas: operations, finances and end-users. More than half of organizations reported that new product donations had a positive impact on all three areas and 87 percent reported a positive impact on end-users. Organizations could realize end-user impacts directly through new product use in programs and indirectly through new product use in organizational operations. Seventy-five percent of organizations reported positive impacts on the bottom line and 52 percent noted that new products aided them in fundraising. Two-thirds reported positive operational impacts.

Other interesting trends culled from our interview research include the fact that many organizations requested new products regularly but were not necessarily concerned with getting products quickly. Bulk ordering was also an issue; some organizations reported that they lacked the space to store large quantities of items long term. Organizations also reported that quality, not necessarily newness, played an important role in the perceived benefit of new product donations.

In the end, our research and analysis revealed that there is more than one unit of measurement for impact, and it is difficult to isolate one metrical unit to get the full scope of impact. Further, measures of impact depend on how the product is used within the above-noted categories of

potential impact: operations, finances and end-users. For example, office supplies that are distributed to children for use in a home-learning program have a different impact than office supplies used to support a nonprofit organization's day-to-day operations. Thus, the use of the product should inform the measure of impact studied in further research. Potential measures include: increased number of donors, number of work hours saved, number of new employees hired, number of end-users served, number of end-users reporting an outcome, etc.

Because of the importance of relationships on nonprofits' use of new product donations and the multi-faceted nature of these donations' potential intra-organizational impacts, we recommend that Good360 and other organizations with a similar service model focus more on building partnerships with local distributors of new products.

We also suggest that they communicate more frequently with recipient organizations regarding end-user, organizational and financial impacts of new product donations. If closer relationships and better channels of communication are maintained, pacesetter organizations will be able to track how recipient nonprofits use new products and how those organizations perceive impact, which will facilitate impact measurement.

As a framework for future research and analysis, we suggest taking a targeted approach that focuses on 1) programmatic, 2) organizational or 3) product-specific aspects of the donation. New product donation organizations should also keep in mind differences regarding which impacts are of most interest to the various stakeholders involved: corporate donors, the pacesetter organization itself, the recipient nonprofit organizations, the end-users and the public.

Further research is necessary to confirm how product donations affect end-users. This includes direct interviews with end-users and research on how geographic location, organization type and financial capacity affect new product donation programs. •••

III. Project Overview

A. The Research Team

A team of 19 Master's candidates at the Indiana University School of Public and Environmental Affairs (SPEA) completed this research from January to April, 2013. Investigators came from a wide range of professional and academic backgrounds, including nonprofit and public management, public policy, international development and arts administration. The team was assisted by Professors Lisa Blomgren Bingham (primary investigator or PI) and Cindy Lott, JD. Bingham is the Keller-Runden Professor of Public Service at Indiana University and Lott serves as senior counsel to the National State Attorneys General Program at Columbia Law School and as the lead counsel to its Charities Regulation and Oversight Project. The research team received additional support from the V600 Teaching Assistant, Susanna Foxworthy. Further information about all researchers is located in Appendix 4. Professor Ashley Bowers, Director of the Indiana University Center for Survey Research, and Professor Stacey Giroux, Senior Study Director at the Indiana University Center for Survey Research, provided expert qualitative research guidance. SPEA Associate Professor Beth Gazley offered her expertise in research methodology.

To complete the Master's degree program, SPEA requires Master's candidates to work with a third-party client and undertake collaborative, student-directed research to address a specific client need. Our research, which has been conducted at the request of Good360, a nonprofit with both a national and international scope, fulfills that requirement. Findings originally were presented to Good360 President and CEO Cindy Hallberlin on April 19, 2013, during an hour-long oral and visual presentation. Slides for that presentation are in Appendix 6.

B. SPEA's Partnership with Good360

With a budget of $310 million in 2011, Good360 is the 30th largest nonprofit organization in the United States. Created as a spinoff of the United Way to focus on in-kind donations of new products, Good360 works to provide nonprofit organizations with the products they need to be successful. Good360 receives only new product donations, which are donated goods that are neither used nor second-hand. These goods are provided by other organizations or from businesses that donate their surplus new products or returned merchandise to charities. Good360 utilizes an online ordering system that allows nonprofits to order what they need when they need it and the organization generally delivers ordered products within a two-day period. Nonprofits are not permitted to re-sell the donated goods or to use them for raffle or auction prizes. To discover how its product philanthropy model as well as its order and delivery system affect the

Photo courtesy of Good360

ability of member nonprofits to achieve their missions, Good360 President and CEO Cindy Hallberlin partnered with SPEA to conduct research regarding the benefits new product donations have on member nonprofits.

This research represents the second partnership between SPEA and Good360. A previous study examined whether product philanthropy via a specific Good360 program made positive contributions to sustainability through decreasing landfill use and increasing energy savings through the use of Energy Star qualified donated goods (Bashour et al., 2010).

C. Research Goals and Determination of Method

Initially, Good360 requested that we address three key questions:

• In the field of product philanthropy, what does success look like and how is it measured?
• What is an appropriate unit of measurement for impact of new product donations?
• In what ways is the Good360 service model conducive to measuring impacts and in what ways could changes better facilitate measurement?

Of these, the most important to Good360 was the establishment of a unit of measurement for the impact of new product donation on both recipient nonprofits and individual end-users.

As we examined Good360 and other similar organizations' service models and began a review of existing research on new product donation, we realized that current research was not sufficient to create a useful and appropriate metric. In order to identify such a metric and determine its appropriateness, we need at least one and ideally several possible metrics to evaluate. Through our research, we could find no such theory for new product donation impact analyses.

In order to advance the research toward Good360's goal of establishing a metric for measuring the impact of new

product donations, we determined that the next appropriate step was to build a framework to establish several theories (each a possible unit of measurement and a means of collecting the requisite data). In order to obtain rich and detailed information, we identified qualitative research as the appropriate tool. This was an important choice because asking the kind of open-ended questions involved in qualitative research allowed us to uncover a variety of potential measures of impact, including— quite crucially—metrics we had not identified in advance. The logical step to follow this research will be the testing of the resulting possible metrics through a large quantitative research study.

Having established our place in a multi-step plan to meet our client's request, we established two research goals for our study.

1. To develop a framework for measuring the impact of new product donations on recipient nonprofits and end-users.
2. To examine Good360's specific service model in order to recommend ways the organization and others like it can better measure the impact of new product donations on recipient nonprofits and end-users.

To accomplish these goals, we engaged in two research methods. The majority of our findings come from qualitative interview research we conducted with representatives from nonprofits organizations located in the Indianapolis, Indiana area. We also undertook significant background research to better understand the service models, marketing strategies and general best practices of product philanthropy nonprofit organizations.

We chose interview participants after reflecting on the complicated ways in which multiple stakeholders are ultimately affected by new product donations. In our initial research, we identified five distinct stakeholders:

• Donor corporations,
• Good360 itself (or other product philanthropy nonprofits)
• Recipient nonprofits

• The end-user
• The public

In determining the impact of new product donation, we could focus on any one stakeholder or subset of stakeholders and choose to analyze impact through that particular lens.

For the purposes of this research, we are not interested in effects on the public at large. Though we understand, for example, that the public is impacted when new product donations are gifted to nonprofits rather than dumped in a landfill or that society as a whole benefits when donated hygiene products contribute to an addict's recovery and rehabilitation, these sorts of impacts are far beyond the scope of this study. We also recognize that donor corporations are integral to the new product donation cycle, but we found that measures of impact on these stakeholders are both more easily identified and better researched than impacts on other stakeholders. For these reasons, our research focuses specifically on the impact of new product donation on recipient nonprofits and end-users through the lens of recipient nonprofits. We define recipient nonprofits as nonprofit organizations that solicit or acquire new product donations either from Good360, from a similar product philanthropy nonprofit organization, or from donor corporations directly. For the purposes of this study we define end-users as the individuals served by recipient nonprofits and who eventually use or consume the product, although we realize that in many cases recipient nonprofits themselves can be the end-users.

We conducted our research through the lens of the recipient nonprofits because we found that to be both the most practical and most effective way to obtain information about impacts on a variety of both kinds of end-users. Other lenses for analysis of new product donations that would allow for measurement of impact on recipient nonprofits and end-users include the programmatic approach utilized by Gazley and Abner's (2010) Framing Hope research (discussed in detail in Section IV) and a product-based approach.

D. Institutional Review Board

The Indiana University Institutional Review Board, commonly referred to as the IRB, is an ethical review board that exists "to protect the rights and welfare of human research participants recruited to participate in research conducted under the auspices of Indiana University" ("Human Subjects/IRB"). Due to our interaction with human respondents, we underwent the IRB approval process to ensure the highest standard of ethics. This included submitting a detailed summary of our study's purpose and methods as well as all communication materials (e.g. emails to participants, the screening protocol, informed consent statements and the interview protocol). In addition, all students and professors completed a human subjects course implemented by the Collaborative Institutional Training Initiative (CITI) for social science and behavioral research. This involved education on ethics and proper protocol when interacting with participants.

Approval from the IRB assures participants that their responses will only be reported in aggregate form or with personally identifiable information removed and that the research team completed all possible measures to ensure the protection and safety of responses. Such measures included using secure storage on the Indiana University server, securing paper copies of interviewer notes in a locked locker and deleting all materials after completing transcription and coding. Review and approval from the IRB also ensures that all research conducted meets the national standard for ethical conduct and allows any research and reports on the research to be published for the public. •••

IV. Literature and Industry Pacesetters Review

A. Qualitative Methodology Research

As discussed above, in developing the methodology of this study, we determined that qualitative research was the most effective to achieve our ends. We found this approach particularly appropriate because our research question was not the simple acceptance or rejection of a hypothesis but rather an exploration designed to identify several potential factors to be considered in the development of a framework for future research. Our reading of the literature on the subject informed our decision that a qualitative approach would allow us the freedom to discover a wide variety of potential measures, whereas a quantitative study would only facilitate the evaluation of established hypotheses. In order to make best use of the advantages this approach offers, we relied on extant literature to inform our methodology. An understanding of previous on the topic also allowed us to mitigate any potential limitations of our method.

Rathbun (2008) points out that the qualitative research is not without challenges, some of which begin long before the researcher begins interpreting data. The simple logistics of gaining access to subjects and marshaling a team ready to make a large investment of time are enough to deter many researchers from undertaking the research. He assures us, however, that the rewards are well worth the effort as "interviewing, despite its flaws, is often the best tool for establishing how subjective factors influence political decision-making, the motivations of those involved and the role of agency in events of interest (pg. 690)."

Another advantage of qualitative research, according to George and Bennet (2005), is that it allows the researcher a broader range of potential purposes. Where quantitative methods are well adapted to testing an extant hypothesis, qualitative research lends itself to other ends, including heuristic contributions to the field. They maintain that qualitative studies identify new elements to research that were not expected. They importantly point out that though the findings of qualitative research may not necessarily be readily generalizable to the larger population, they are useful when the goal is to shed light on previously unexplored causal links as a means of providing insight into the research question at stake and to lay the groundwork for further research.

Westbrooke (1994) similarly finds that qualitative research answers many questions that quantitative research cannot. Qualitative research seeks to understand rather than predict behavior, which lends itself to our goal of seeking information to use as a foundation for building a framework. He offers that this approach is perhaps most valuable when little is known about the area of research and when the identification of what is unknown presents a problem. The research itself allows the researcher to formulate a theory, which should then be analyzed in a more quantitative fashion and on a large scale for confirmation.

Even in research seeking to answer an open-ended question, we cannot develop an instrument that is capable of uncovering every possible answer. Rather, we must define what Munck (2004) describes as "the universe of causes" by establishing causal homogeneity. This process involves identifying potential causal factors identified in case studies or anecdotally; setting limitations on the scope of research and placing it in context; and exploring typologies or creating broad categories of responses, an activity we will discuss more at length in Section V of this report. Our methodology is designed to lead respondents to dis-

cuss what we perceive to be the universe of possibilities but also ask questions that are sufficiently open-ended as to allow for unexpected answers.

The interview protocol for this study relied on what Patton (2002) describes as "the standardized open-ended interview," which is comprised of specific questions carefully worded ahead of time to limit variation in responses. Though this prevents the researcher from taking full advantage of the individualized nature of the interviewing process, it allows for clearer and more easily identifiable trends among responses. In our case, we adapted this approach to our needs by training interviewers to supplement the scripted questions with prompts to facilitate respondents' full understanding and participation.

From a practical standpoint, our sample selection process was different than a standardized, large N study. In cases of large populations, accepted best practice calls for the random selection of a sample large enough to elicit statistically significant and therefore safely generalizable analyses. In the case of this study, however, our population of interest was limited to Good360 member organizations and comparable nonmembers in the Indianapolis, Indiana area. Further, the explorative nature of the study meant we were interested less in achieving a statistically significant or representative sample than in uncovering as many contributing factors to the impact of new product donation as possible. In order to achieve this, we used a process outlined by Eisengardt (1989), which suggests that qualitative researchers begin by defining the population and then using a theoretical rather than random sampling method. For the purposes of this study, this meant soliciting responses from all current Good360 agencies in the population and then seeking responses from other nonprofits based on criteria that would allow reasonable comparisons with the Good360 member agencies.

According to Johnson, et al. (2010), in contrast to quantitative research projects, "qualitative research is far less structured and cannot be easily converted into numbers that can be analyzed by … statistical packages" (Johnson, 2010). By its nature, the organization and coding of qualitative data is many-layered and involves some level of subjectivity, as the conversion of words into numbers depends not only on what respondents have said but on what researchers were asking. The richness of the data captured by this method provides us with a great deal of insight into not only the answers to the questions being asked, but also how respondents perceive those questions and how they think about the topic at hand; information and insight beyond simple answers to closed-ended questions. Due to its more narrative character, coding such data is a trial-and-error process requiring several iterations to fully make sense of this great quantity of textual information.

B. Product Philanthropy Research

New product donation represents a rapidly growing segment of nonprofit resource provision, but its impact has not yet to be satisfactorily understood. Much of the literature that exists in the field of product philanthropy has focused on how new product donation benefits donor corporations. These benefits include the good will and brand loyalty publicized corporate philanthropy can bring in addition to the more easily quantifiable tax benefits. This study, however, is concerned with benefits product philanthropy brings to recipient nonprofits and end-users of those goods. Although it seems self-evident that acquiring new product donations at little or no cost would be of use to nonprofit organizations, there is little information describing either the magnitude of benefit or the specific ways in which the organizations derive benefit from the products.

Gray (2007) writes, "Noncash (in-kind) contributions constituted nearly 11 percent of total contributions to all nonprofit organizations in 2002," and the majority of corporate contributions are now gifts-in-kind (Muirhead 2005). A problem that Gray discusses with regard to quantifying the impact of product philanthropy is the issue of assigning value. The variation in valuations placed on the same or similar items by different organizations makes a uniform, broad assessment regarding the magnitude of product philanthropy very difficult. The IRS attempts to address this issue by stipulating valuation at "'fair market value,' defined as 'the price that property

would sell for on the market'" (Gray 2007). However, this approach is inherently flawed given the inconsistent nature of the marketplace and sometimes the unsalvageable state of the donated products.

In addition, Gray (2007) includes the following two information sources that are instructive both to nonprofit organizations considering seeking GIKs and to organizations like Good360 that have an interest in serving them:

• A list of core competencies necessary for organizations to collect and manage gifts-in-kind as well as questions organizations should consider when determining whether to seek GIK, which can be found in Appendix 7.1
• A chart that lists nonprofit organizations by categories of the National Taxonomy of Exempt Entities (NTEE) and their use of GIK as a percent of total contributions (cash and noncash) received. This chart can be found in Appendix 7.2.

As Gray (2007) notes, "monetary donations require financial management; GIK management can be much more complicated and require a far broader set of skills." Therefore, in short, for new product donations to be the most impactful, they must be received by nonprofit organizations that are able to properly manage their collection, storage and use. This is important for understanding a key benefit of Good360's service model to recipient nonprofit organizations: Good360 is enabling nonprofit organizations that do not have the skills or infrastructure to manage their own GIK program a means of regular access.

Also relevant to understanding the role and impact of gifts-in-kind on recipient nonprofit organizations is Gray's (2006) book, Gifts-In-Kind and Other Illiquid Assets, which looks at whether and to what extent gifts-in-kind are complements or substitutes for nonprofit organizations.

C. Existing Research Related to Good360

Bashour et al. (2010) provide a good model for quantifying the benefits of new product donations to donor corpora-

tions and recipient nonprofits, though their scope is significantly different from our own. They are concerned with:

> Sustainability-related and economic benefits of the Framing Hope product donation program. Specifically […] 1) landfill space and cost savings resulting from the program, 2) manufacturing energy savings resulting from the program and 3) energy consumption savings resulting from the program. (Bashour et al. 2010)

They found financial benefit in all three areas, impacting both donating corporations and recipient nonprofits (Bashour et al. 2010). This is a good example of research that examines new product donation impacts through a programmatic lens. Notably, the research questions were already associated with established units of measurement, quantifying outcomes for landfill space, energy use and cost.

Of use to this study, however, are their findings regarding Good360's service model. As part of their suggestions for increased benefits, Bashour et al. propose more communication between the three primary stakeholders: Good360, donor corporations and recipient nonprofits. Specifically, they advised that Good360 should track the products they provide and gather information about final use so as to "better match products to recipients," a suggestion that is in line with previous findings. They additionally offered that donor corporations offering goods directly to recipient nonprofits should more actively gather information about the recipient nonprofits' actual needs to avoid giving nonprofits products they "cannot use but are required to take."

According to Ross and McGiverin-Bohan (2012), product donation can prove more beneficial than cash donations for both donor corporations and recipient nonprofits. First, when it comes to surplus or other products that donor corporations wish to jettison, product donation makes more financial sense than paying the fee to dump them in a landfill and though businesses can write off unsold merchandise on their taxes, they can also receive a tax credit for charitable donations. Ross and McGiver-

in-Bohan also assert that product donation can be more financially advantageous than liquidation, depending on the tax environment in which the donor corporation operates. In addition, they note less tangible benefits of product donation, including the positive effects of new product philanthropy on public image and brand identity, high public visibility of large product donations, employees' increased likelihood to seek employment at and be loyal to "socially responsible" businesses and the increased support donor corporations can receive from governments and investors. The pair also note that new product donation makes good fiscal sense during economic recessions when businesses are likely to have surplus inventory due to low consumer demand.

With regard to recipient nonprofits, Ross and McGiverin-Bohan note that because the donated product is valued below market price, recipient nonprofits actually receive more value from a donated new product than from an equivalent cash donation. They point out that nonprofits targeted for product philanthropy are also more likely to use older products, either because they cannot afford newer models or because they receive used product donations. New products, therefore, help reduce the inefficiency costs that come with using older products. They illustrate this with figures from Bashour et. al. (2010) that demonstrate how energy use and associated costs fall when nonprofits use Energy Star products. Lifetime energy savings from ceiling fans alone was estimated to be more than $1 million. This is a useful example of quantifying one financial impact of new product donation on recipient nonprofits.

Ross and McGiverin-Bohan (2012) point out that new product donations are likely to be "necessary goods," such as food, utilities, large furnishings, personal hygiene items, etc. The defining characteristic of such goods is that demand for them does not increase or decrease proportionally with changes in income. Households with lower incomes will spend a greater portion of their income on these products than higher-income households, leaving them with less disposable income or even the inability to meet other basic needs. Ross and McGiverin-Bohan demonstrate that "even small donations con-

tribute substantively" to the necessary portions of household budgets and that this "frees family income to cover other, more discretionary expenses." In other words, the impact on end-users is significant but the mechanism or mechanisms for measuring that impact have yet to be established and researched.

A study by Gazley and Abner (2010) examined Good360's service model as it manifested itself specifically through Framing Hope, which is, a direct donation program through which local Home Depot stores give building materials and other supplies to area nonprofits. Their findings include that member organizations often found shipping costs to be prohibitively high and that it was frequently difficult to find products they could utilize. The study found substantial capacity challenges, including that 62 percent of nonprofits using the Framing Hope program had been offered more materials than they could reasonably use and that 35 percent of nonprofits were unable to store the quantity of products they had received. Gazley and Abner also discovered that few of the recipient nonprofits that received new product donations – whether from Good360 or elsewhere – utilized any kind of system for tracking the use of these products or calculated the value of the products they received. One-third of the recipient nonprofits they studied "started new programs or expanded existing services with Framing Hope donations." Importantly, this study employed a programmatic lens, looking only at the impacts of new product donations distributed through the one Good360 program, Framing Hope. The study offered no insight into the impact of new product donations to other recipient nonprofits or on end-users.

D. Industry Pacesetters

To instruct our evaluation of Good360's service model, we reviewed its marketing strategies, messaging and media presence. We also identified organizations with similar service models, selecting industry leaders with both local and national scope. We refer to these organizations as "pacesetters." With consideration for similarity of mission, scope and size, excellence of marketing, perceived level of public awareness and usability of messaging themes for Good360, we selected seven pacesetter orga-

nizations. None match all criteria, but each has sufficient similarities to offer insight relevant to Good360.

We have identified each of the pacesetters along with its scope, mission, size (based on total revenue) and exemplary competencies.

Pacesetters with a national scope:

• Feed the Children uses effective messaging, parts of which can serve as a model for Good360 in conveying impact.
• Goodwill Industries International, Inc. (GII) utilizes strong and compelling messaging, particularly that which targets business partners and effectively promotes the organization's established brand. Also of note is GII's more recent effort to reach a broader consumer base through the online vendor Amazon. Understanding their nonprofit supply chain management may prove useful, since Good360 also uses the Internet as a means for transaction.
• Kids in Distressed Situations (KIDS) has a network of more than 1,000 local partner agencies located in all 50 states and an overhead of less than 3 percent. KIDS serves as a strong model regarding the use of messaging that focuses on the end-user, including photographs and stories from individual donors to help tell the organization's story.
• The National Association for the Exchange of Industrial Resources (NAEIR) is rebranding to achieve its maximum level of impact through improved fundraising and increased name recognition. Following NAEIR's process will be a source of potential ideas for Good360.
• TechSoup is a non-profit organization specializing in outfitting organizations with technology-based solutions to advance the missions of its members. Many donors are able to donate products directly; donors also offer products for a discounted rate or through administration fees. While TechSoup is smaller financially and in terms of donors served and donations received, the arena in which it operates – technology – is an area where Good360 is looking to expand its services.

Looking at metrics used during data reporting and their marketing strategies could prove useful.

Pacesetters with a local scope:

• Gleaners Food Bank of Indiana, Inc. (Gleaners) accepts donations (mostly food) from many sources, such as federal and state governments, major wholesale and retail food outlets, including the Kroger Co., Quaker Oats, Walmart and others. Of particular interest is the language Gleaners uses to illustrate impact and to compel individuals and organizations to donate. See Appendix 3.5 for a screenshot of such language on the Gleaners' website.
• Teachers' Treasures, Inc. operates a "retail-like" free supply store, open year-round, with more than 300 items that member teachers can obtain. Eligible teachers pay an annual supply fee of $35 and then "shop free" once per month. Teachers' Treasures, Inc. is aware of member teacher needs. It would be useful to learn from its means of receiving information from member teachers regarding wanted items, which Teachers' Treasures in turn shares with potential donors. See Appendix 3.4 to view Teachers' Treasures' wish list.
• Matthew: 25 Ministries (M25M) serves the distressed and poor locally, nationally and internationally by rescuing and reusing overstocked or slightly damaged products obtained from corporations, manufacturers, hospital and individuals. Its main function is to provide humanitarian aid and disaster relief. M25M has a processing center in Cincinnati, OH, where new product donations are processed and shipped via seagoing containers and semi-trailers to locations in the United States and around the world. This model may offer insight into effective international distribution networking. See Appendix 3.6 to view sample M25M messaging.

More detailed summaries of the pacesetter organizations, including sample key messaging and other organizational data, can be found in Appendix 3. A complete listing of potential pacesetter organizations and rationale for exclusion from the pacesetter list can also be found there. •••

V. Research Design and Methodology

Our qualitative interview research focused on two main groups: users and nonusers of new product donations. We designated respondents users or nonusers based on self-reporting during the initial screening protocol. Subgroups were established that included Good360 member organizations and nonmember organizations. All research was conducted in accordance with IRB-approval. In greater detail:

• **Users** self-reported as having acquired or solicited new product donations from any source within the last 12 months (since February 2012). The user group included both Good360 members and nonmembers. In our discussion of stakeholders, these were identified as recipient nonprofits.

• **Non-users** self-reported as having either not acquired or not solicited[2] new productdonations from any source within the last 12 months, or had used donated new products purely as liquid assets, that is, they immediately converted them into cash through resale, raffles, auctions or similar activity.

• **Active members** were defined as nonprofits that had used Good360's ordering service within the last 12 months.

• **Inactive members** had not ordered from Good360 in the past year but were registered with Good360. All information on membership and ordering status was provided by Good360.

Figure 1 shows this group breakdown in more detail. While the main study groups were users and nonusers,
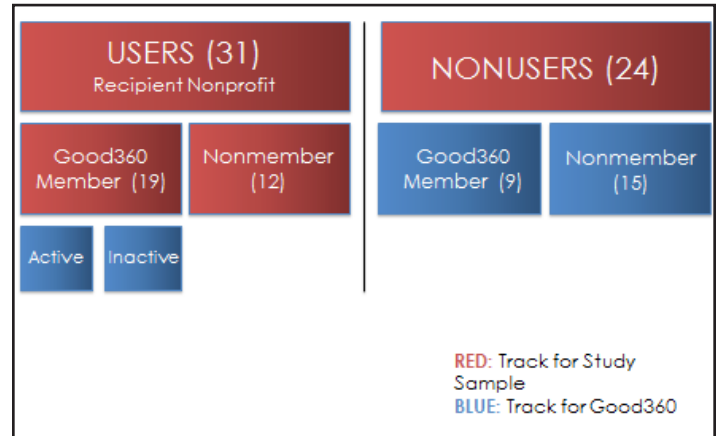
Figure 1: Study Structure Showing Respondent Breakdown

both groups could include members and nonmembers as subgroups. Users who were Good360 members could either be actively using the Good360 service and/or soliciting or acquiring new products from other sources.

A. Interview Protocol

We developed a strategic screening protocol (See Appendix 1) to identify recipient nonprofits (users of new product donations) as well as a full interview protocol (See Appendix 2) to be administered to recipient nonprofits.

In the initial interviews, we used two separate screening protocols: one for active Good360 members and one for nonmembers and inactive Good360 members. The protocol for active Good360 members directed interviewers to describe our work, to ask which staff person was most

---

[2] In initial screenings, interviewers asked respondents whether they requested new product donations, but during the interview process, it became clear that several organizations did not actively solicit but did receive new product donations.

appropriate to respond to questions about new product donations and then to schedule an interview with that person. The protocol for nonmembers and inactive Good360 members instructed interviewers to describe the research, identify a respondent and ask to speak to him or her. Once the interviewer was able to speak to the appropriate respondent (sometimes in the same phone call and sometimes in a follow-up call), the protocol directed the interviewer to collect some basic information about the organization (correct legal name, EIN number and service category) and the respondent (title, duties).

The interviewer then asked whether the nonprofit had requested new product donations in the past 12 months. If the respondent indicated that the organization had requested new product donations, the interviewer immediately identified the organization as a recipient nonprofit and attempted to schedule a full interview. If the respondent indicated that the organization had not requested new product donations, the protocol directed the interviewer to inquire as to the reasons the organization did not request new product donations and whether it was likely to request them in the upcoming year. If the respondent answered that the organization was unlikely to request new product donations in the upcoming year, the protocol directed the interviewer to again ask the respondent to explain this choice. If the respondent reported that the organization was likely to request new product donations in the next 12 months, the protocol indicated to the interviewer that he should ask what kinds of products the organization was likely to request and instruct the respondent to rank those choices in order of priority. We identified as non-users all organizations that did not report requesting new product donations in the past 12 months, regardless of whether they indicated a likelihood to request new product donations in the future.

We designed the full interview protocol to gather the bulk of the data needed to perform an analysis on the impacts of new product donations. This protocol included mostly open-ended questions intended to allow respondents to describe impacts in their own words. Importantly, we intended the full protocol to be a broad look at the ways in which recipient nonprofits utilize and conceptualize

the impact of new product donations. For both active and inactive Good360 members, we asked an additional five questions to obtain specific feedback about Good360 use. Though many organizations commented on the usability of the Good360 online ordering system, we did not design the protocol to be a survey of Good360 customer satisfaction.

Before administering the protocol to our sample, we conducted a cognitive interview, which is an interview simulation conducted with a respondent outside the target population but who fits the criteria of a potential participant. In this case, a staff member at a Bloomington, Indiana nonprofit agreed to participate. The organization had requested new product donations in the past 12 months and the respondent was the staff member at the organization most familiar with its new product donation policies. As the respondent answered each question, the interviewer asked a series of follow-up questions regarding the specific protocol question. The follow-up questions were designed to discover how the respondent arrived at a specific answer, if the question wording was unclear or confusing, etc. This process allowed the interview protocol creation team to troubleshoot any problems in the interview protocol prior to implementation. We then submitted the improved version to Indiana University's Institutional Review Board for review and approval, at which time the all of the protocols were finalized.

B. Sampling Methodology

Good360 refers to nonprofits as members once they have registered with Good360 and provided proof of nonprofit status. Only member nonprofits are eligible to receive, or "purchase" (by paying an administrative fee), donated items from Good360's inventory.

We identified the target population to be nonprofit organizations in the Indianapolis area and then based the initial sample on a list of member organizations in the Indianapolis area provided by Good360. The list included 19 active members and 124 inactive members. In order to determine the population that would supply the remainder of our sample, we used a theoretical sampling

Category	Member List	Nonmember List
Arts, Culture, & Humanities - A	3%	4%
Education - B	11%	13%
Environment & Animals - C,D	6%	7%
Health - E-H	14%	18%
Human Services - I-P	41%	49%
International, Foreign Affairs - Q	1%	1%
Public, Societal Benefit - R-W	7%	3%
Religion Related - X	3%	4%
Uncategorized	14%	0%
Total	100%	100%

Table 1: Research Sample Categorized by NTEE Code

Income Group	Member List	Nonmember List
Less than $100K	12%	10%
$100K - $500K	26%	36%
$500K - $1M	11%	8%
$1M - $5M	22%	31%
$5M - $10M	7%	8%
More than $10M	8%	6%
Unknown	14%	0%
Total	100%	100%

Table 2: Research Sample Categorized by Total Income

method. This ensured that nonmember organizations were reasonably comparable to member nonprofits. To do this, we examined the list of member organizations and noted total revenue and NTEE code. We then created a list of nonmember nonprofit organizations in the Indianapolis area that were similar to the member organizations with regard to these criteria. We collected this data from IRS Form 990 information listed on GuideStar for each of the nonmember organizations. Data regard-

ing the member organizations was also retrieved from GuideStar. With this information, we identified of 110 parallel nonmember organizations in the Indianapolis area. Tables 1 and 2 illustrate the similarity of the 143 Good360 member and 110 nonmember organizations that constituted our final population.

While we did match nonmember population for accuracy, the final member and nonmember samples did come

Figure 2: National Good360
Population by Total Revenue

N = 24,112
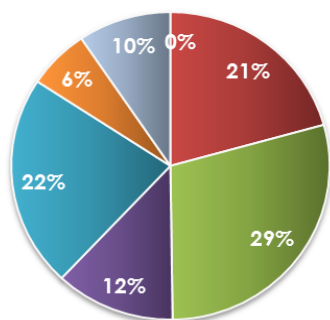
- Unclassified
- Less than $100,000
- $100,000 - $500,000
- $500,000 - $1 million
- $1 million - $5 million

Figure 3: Indianapolis Good360
Population by Total Revenue

N = 140

- Unclassified
- Less than $100,000
- $100,000 - $500,000
- $500,000 - $1 million
- $1 million - $5 million

Figure 4: Study Sample by Total
Revenue

N = 19

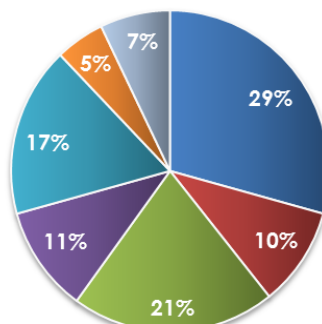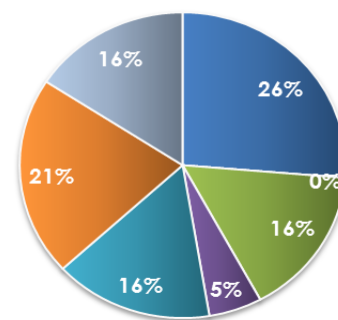- Unclassified
- Less than $100,000
- $100,000 - $500,000
- $500,000 - $1 million
- $1 million - $5 million

out with some differences, most notably regarding non-profits' total assets. There were differences here between our sample, the population of Good360 nonprofits in Indianapolis and the nation-wide population of Good360 nonprofits. These differences are illustrated in the above figures.

As illustrated, Indianapolis has a greater share of high-revenue Good360 member nonprofits than the national population of Good360 member nonprofits and we were able to capture an even greater share of these in our sample.

Once the two sample populations were identified, we sent an IRB-approved email to each organization introducing the study and requesting its participation. This email was sent with Professor and PI Lisa Blomgren Bingham's signature, describing the study and providing information regarding confidentiality. Good360 member organizations, both active and inactive, received an additional email from Good360 encouraging participation.

C. Data Collection Methodology

We began collecting data by placing phone calls. All 19 researchers participated in the calling process. Researchers called each organization one to five times in hopes of reaching an appropriate respondent. Calling continued until a sufficient sample was obtained to administer the interview protocol. In each case, interviewers used IRB-approved screening protocols to establish whether organizations solicited new product donations and, if applicable, their motivation for not soliciting new product donations. In this way, we collected data from 24 nonuser organizations including nine Good360 members and 15 nonmembers. From these phone calls, we further identified 31 user organizations or recipient nonprofits, 19 member organizations and 12 nonmember organizations that solicited new product donations. Appropriate staff members from these recipient nonprofits agreed to participate in a longer interview.

We asked these staff members of recipient nonprofits to describe their organizations' use of new product donations. Using scripted questions and approved prompts, we encouraged respondents to identify what specific products they requested, what products they actually received, their reasons for requesting particular products and how and when their organizations used the products. We included an opportunity for respondents to describe a time they felt a new product donation had an impact on an end-user or group of end-users.

The process for the screening calls went as follows and is illustrated below in Figure 5 .

- **Active Good360 members:** The researcher conducting the call read from the script explaining the research and its purpose, then immediately scheduled a full interview in person or via phone depending on the circumstances discussed earlier.
- **Inactive Good360 members and nonmembers:** The researcher conducting the call read from the script explaining the research and its purpose. The interviewer then proceeded through the screening protocol to determine whether or not the organization had received new product donations within the last 12 months. If so, the researcher would then schedule a full interview. If the organization reported that the organization had not received new product donations within the last 12 months, the researcher would proceed with the specific questions for nonusers.

Full interviews were scheduled and conducted with a representative from each user organization. In several instances face-to-face interviews were not an option, in which case we administered phone interviews. Although phone interviews lack some of the interpersonal nature that face-to-face interviews possess, the interviewer was still able to obtain important audio or visual cues from the respondent that would not otherwise be available if the interview was conducted as a paper or online interview or not conducted at all.

We also knew that our population of nonprofits was too large to task one person with collecting data, so we designated eight researchers to undertake the interviewing process. We felt this number was small enough to ensure some level of consistency among interviewers but large enough to collect data efficiently. Due to the subjective, interpersonal nature of the interview process, we used small teams to minimalize bias. Being part of a small team also allows interviewers to notice patterns within the responses to each question that one sole interviewer or a multitude of interviewers who did not complete many interviews each otherwise may not have noticed (Eisengardt, 1989). The researchers who had developed the interview protocol trained the eight interviewers to help ensure consistency. Additionally, the researchers who developed the protocol wrote all of the questions as clearly as possible and gave interviewers the chance to ask any questions they had about the meaning or intent of any question or section. It is important to note that interviewer inconsistency is almost always a limitation of qualitative research and there is the possibility that it impacted the data we collected though we took all reasonable steps to minimize this kind of error.

During each interview, regardless of whether it was in person or via phone, the interviewer took notes on a hard copy of the interview protocol and recorded the interview electronically for transcribing and analysis purposes. Each interviewer also used brief, probing follow-up questions, or prompts, reviewed during the interviewer training process to encourage clear and thorough answers from respondents. Interviews lasted between 15 and 60 minutes. Interviewers and analysts handled data in accordance with approved IRB protocol.

D. Transcription and Coding Methodology

We transcribed 30 recordings of in-person and telephone interviews nearly verbatim. We extracted data from closed-ended questions and set it aside for analysis and identified more narrative, qualitative responses to be coded. Coding simply describes the process of translating qualitative data into quantitative, categorical data. In our case, the coding process was primarily analyzing qualitative data with a variety of methods to uncover trends and
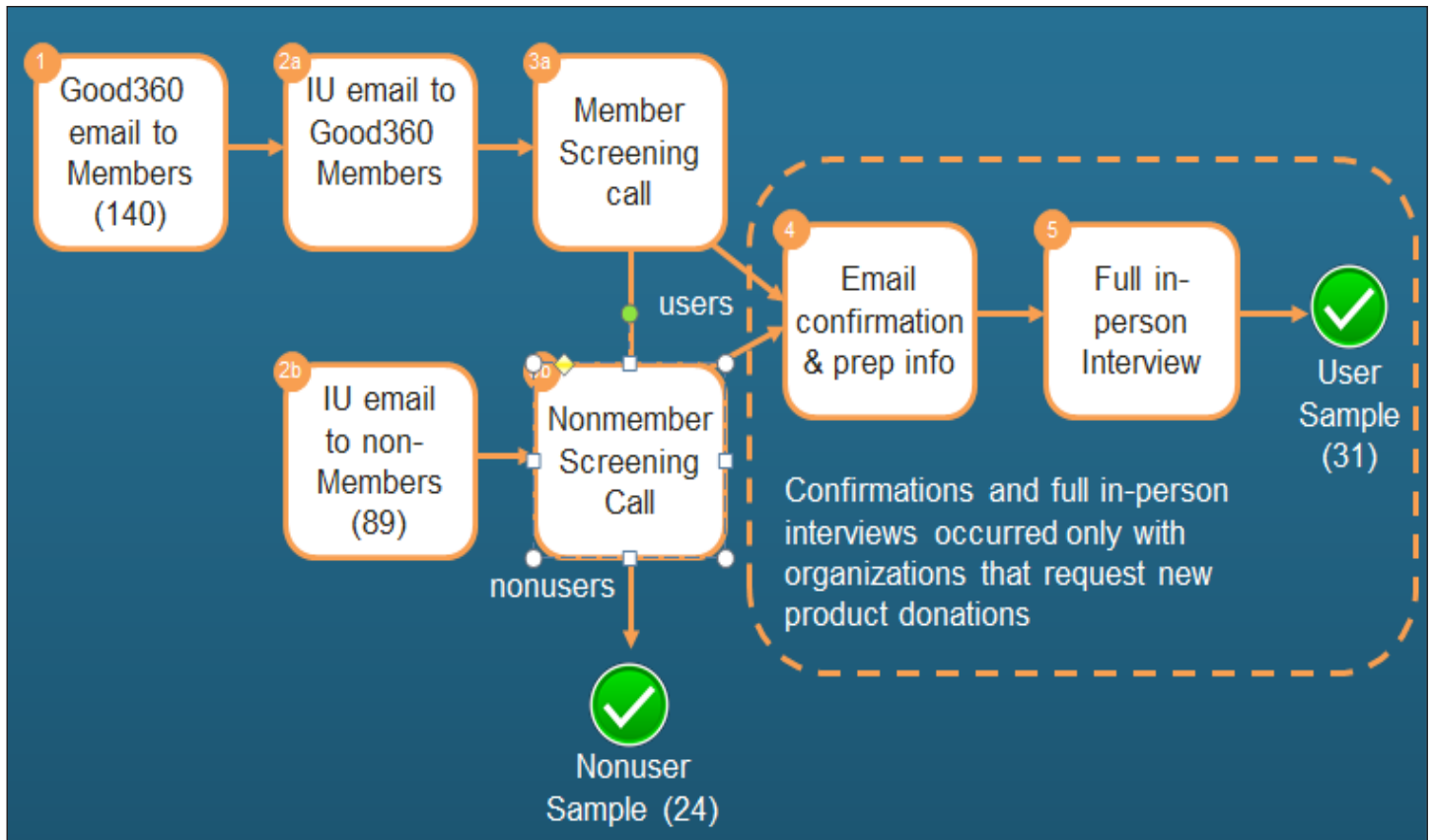
Figure 5: Data Collection Process Breakdown

commonalities among responses. To develop our particular coding system, a group of six coders split into pairs. Each pair read through approximately six transcripts and identified major and minor themes, potential codes and potential categories of codes. Then, the full seven-member methodology team gathered together at one meeting to discuss the themes and codes each had developed. The team then listed the codes and grouped them by question number, broader categories and broader themes.

They compiled these basic codes into a User Codebook. Each coder and several members of the research team who were not part of the coding team reviewed the User Codebook for clarity and completeness. Descriptors, examples and full operational definitions were developed for each code. For the full User Codebook, see Appendix 5.

Following this more general first round of coding, we divided the open-ended questions into two sets. The first set included questions relatively objective and straightforward concerning types of new product donations requested/received and how they were used by the recipient nonprofit, as well as questions related to organizational measurement of new product donation benefits and questions specific to Good360. The second set consisted of more subjective and experiential questions. These questions prompted the respondent to recall stories and situations in which new product donations had some impact on key areas of the organization's function such as operations, mission, fundraising, programs and end-users.

We converted responses to the first set of questions, identified as the more objective of the open-ended questions, into plain text files and anonymized them to remove identifying information before uploading the result to the Coding Analysis Toolkit (CAT) for coding. CAT is an open-source, online free service of the Qualitative Data Analysis Program (QDAP), hosted by the Univer-

sity Center for Social and Urban Research at the University of Pittsburgh and QDAP-UMass in the College of Social and Behavioral Sciences at the University of Massachusetts Amherst (University Center for Social and Urban Research at the University of Pittsburgh and QDAP-UMass at the University of Massachusetts Amherst 2012). We chose this program for its ease of accessibility and use and because as a web portal it was easily adaptable to either PC or Macintosh systems.

Two coders used CAT to code the more objective questions and then called upon a third researcher to validate their findings for consistency and accuracy. During the coding process, coders began to notice common themes and types of products that were not in the original codebook. We noted and flagged each of these themes and products and the original two coders then revisited the datasets to examine any discrepancies in the coding and any new codes flagged throughout the process to create the final coded datasets.

Initially, we attempted to use CAT for the more subjective set of questions as well, but we quickly realized that the narrative and overlapping nature of these questions did not lend itself to the strictly defined codes originally developed for the User Codebook. As a result, two members of the coding team read and analyzed these questions as a whole rather than as discrete datasets and created codes drawn from the main themes that emerged from this set of questions (See Appendix 5.2). We created an Excel spreadsheet that allowed the two coding team members to apply a binary code to each theme for each transcription. For each theme, we applied a code of "1" whenever the organization mentioned a positive impact from new product donations and a code of "0" when there was no perceived impact or no mention of the theme in regards to new product donations.

Throughout the coding process, we split tasks between "big-picture" coders and more "detail-oriented" coders. The detail-oriented coders investigated each question in their subset individually, discussed the questions, then finalized codes as a pair with a third person serving as a check. The "big-picture" coders familiarized themselves

with the entire corpus of interview data and worked to piece the detailed codes into broader, more holistic themes that could be used to help formulate an understanding of the ways in which nonprofit organizations perceive and use new product donations.

Notably, whenever possible, we coded responses to reflect respondent intent and meaning, regardless of the question posed. This variation in responses and how that variation was accounted for during the coding process represents a potential limitation. While we instructed interviewers to read questions word for word, respondents interpreted these questions in a variety of ways, which was clear in their responses. For example, we asked respondents about the duration of their new product donations, intended to mean how long the product lasted or how long the product was kept before being put to use. Instead, many interviewees interpreted this to mean how frequently or consistently the organization ordered that product. For this reason, we choose to code responses as frequency.

Additionally, after the start of the interview process, we realized that some interviewers had collected information about new product donations that recipient nonprofits turned into cash through activities such as auctions, raffles, or resale. Other interviewers had asked respondents not to report on products immediately exchanged for cash, a practice in line with Good360's current operations. Ultimately, the impacts of all reported new products were considered during the coding process. However, this means that information about some products used for auction may have gone unreported; that information is consequently excluded from our analysis.

Finally, we coded the responses we received, but we are also cognizant that the questions required respondents to recall information from as far as a year in the past. We chose this timeframe in order to provide a realistic, well-defined period of time from which respondents could recall their experiences; however, some respondents recalled new product donations from periods preceding the 12 months designated by the interview protocol. Though few respondents noted it, intuitively we
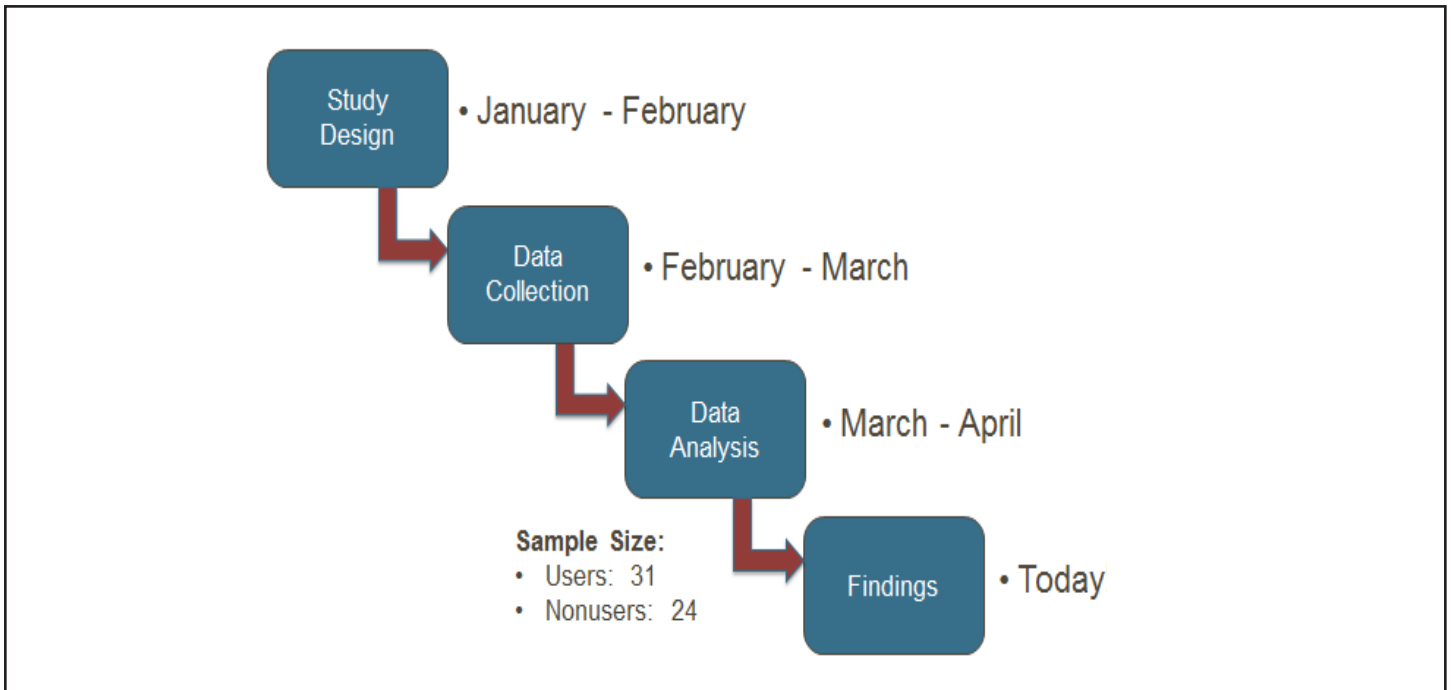
Figure 6: Study Phases

feel it is likely that the further in the past the new product donation, the more likely it was that the respondent may have provided a "best guess" response. We do not feel, however, that this represents a serious limitation to our research, particularly because we are primarily concerned with themes and perceptions and not specific numbers.

E. Research Timeline

Research took place throughout four major phases: study design, data collection, data analysis and findings. Each subsequent phase could not begin until the majority of the prior phase was near complete, or fully complete. Phase 1: study design, began in 2012 when the project was first set in motion, thanks to the assistance of Professors Bingham and Lott, as well as the Teaching Assistant, Susanna Foxworthy. Throughout the month of January 2013, researchers worked to revise the study design and protocols for use during the qualitative data collection. Before beginning the second phase, data collection, the study required an amendment approval from the IRB, which was received on February 8th, 2013. Immediately following IRB approval, we began data collection. For one month, we reached out to nonprofits via email, screening phone calls and full-length in-person/phone interviews.

The final full-length interview was completed on March 17th, 2013. During the data collection phase, members of the coding and analysis team were actively researching and preparing for the coding process. The data analysis phase began just shortly before the data collection phase ended as nonuser screening protocols were fully collected earlier during the period. On March 14, nonuser coding began from the completed screening protocols. On March 19, when all full-length interviews were complete and coding of these interviews began. During this phase there were three rounds of coding that led to the analysis of the data. Once analysis was complete we began the final phase of our research, the findings. During the findings phase we used the analysis to determine the findings of our research and make recommendations. At the time of presentation this phase was still ongoing; it will be complete by Friday April 26, 2013. •••

VI. Findings

A. Sample Characteristics

Researchers interviewed a sample of 55 nonprofit organizations from an identified target population of 219 nonprofits. Of interviewed organizations, 24 self-identified as nonusers of new product donations and completed the 5 - 10 minute screening protocol (See Appendix 1). Thirty-one organizations self-identified as users of new product donations, which we refer to as recipient nonprofits, and completed the full interview protocol.

In terms of National Taxonomy of Exempt Entities (NTEE) Code, the most striking difference between user and nonuser organizations is in the Human Services category. Human services organizations (NTEE Codes I-P) comprised almost 50 percent of the user organizations interviewed but less than 15 percent of nonuser organizations. Education (NTEE Code B), Environment & Animals (NTEE Codes C-D) and Health (NTEE Codes

E-H) were the inverse; in each of those categories a greater percentage of nonusers were interviewed than users. Within the sample of interviewed organizations, these differences suggest that new product donations are more frequently used in certain nonprofit categories, namely Human Services, than in others. Figure 7 shows the breakdown of organizations by Service Category and NTEE Code.

To view our sample in a national context, we compared it to a chart from Gray (the original chart can be found in Appendix 7.2) that lists all nonprofit organizations by NTEE code and their use of gifts-in-kind as a percent of total contributions (cash and noncash) received, as reported via IRS Form 990's for the 2002 tax year. Table 3 at the top of page 28 shows which types of organizations used the most new product donations.
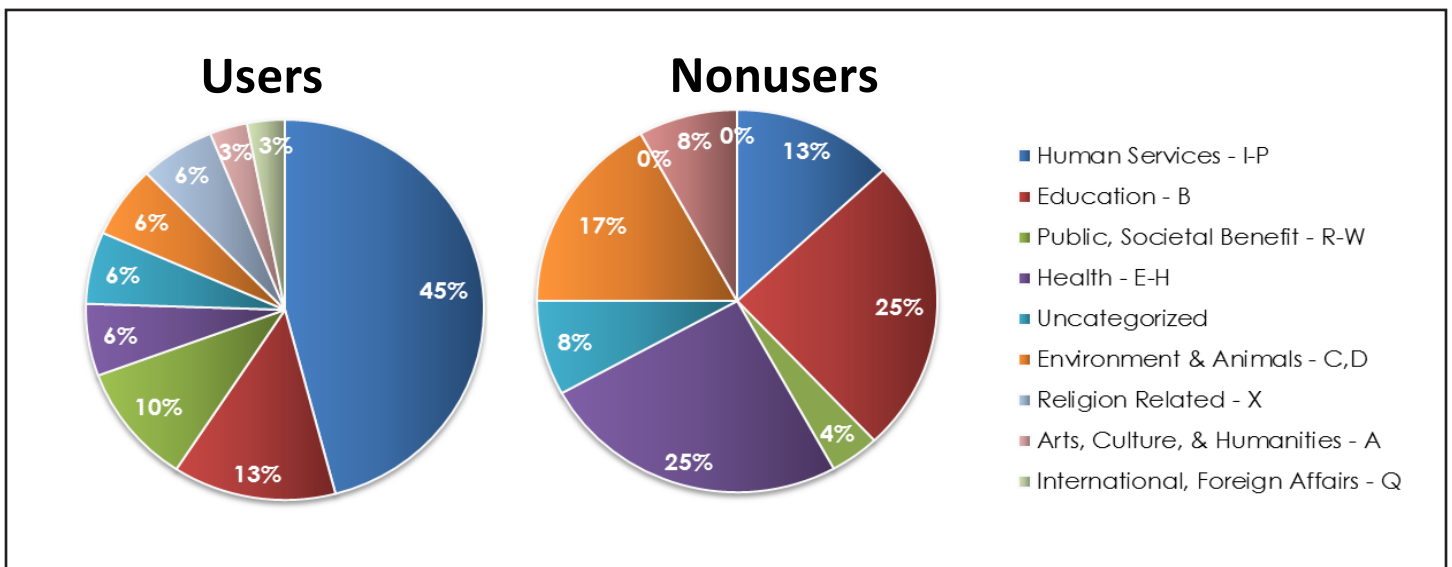

Figure 7: Breakdown of Users and Nonusers by Service Category and NTEE Code

Mean Contributions Received (dollars)					
NTEE Major Category	Total ($)	Cash ($)	% of Total	Noncash ($)	% of Total
Total	826,601	739,511	89.5	87,090	10.5
A Arts, etc.	531,860	471,413	88.6	60,447	11.4
B Education	1,158,560	1,067,239	92.1	91,321	7.9
C Environmental	723,351	587,596	81.2	135,755	18.8
D Animal Related	581,515	543,834	93.5	37,681	6.5
E Health	1,044,181	992,092	95.0	52,089	5.0
F Mental Health	861,178	849,829	98.7	11,349	1.3
G Diseases, Treatment	1,270,532	1,232,426	97.0	38,106	3.0
H Medical Research	2,311,436	1,692,900	73.2	618,536	26.8
I Crime, Legal	746,331	724,494	97.1	21,837	2.9
J Employment	1,008,810	948,411	94.0	60,399	6.0
K Food	1,434,349	548,462	38.2	885,887	61.8
L Housing	304,309	285,266	93.7	19,043	6.3
M Public Safety	161,316	154,828	96.0	6,488	4.0
N Recreation, Sports	138,427	126,119	91.1	12,308	8.9
O Youth Development	416,846	399,193	95.8	17,653	4.2
P Human Services	873,433	827,243	94.7	46,190	5.3
Q International Security	3,157,442	2,083,287	66.0	1,074,155	34.0
R Civil Rights	708,257	688,573	97.2	19,684	2.8
S Community Improvement	697,660	657,065	94.2	40,595	5.8
T Philanthropy, Voluntarism	1,255,271	977,225	77.9	278,046	22.2
U Science Research	1,622,548	1,560,960	96.2	61,588	3.8
V Social Science Research	2,004,438	1,991,932	99.4	12,506	0.6
W Public Benefit	1,337,176	1,302,107	97.4	35,069	2.3
X Religion Related	380,183	318,877	83.9	61,306	16.1
Y Mutual Membership	258,311	232,276	90.0	26,035	10.1
Z Unknown	120,904	105,954	87.6	14,950	12.4

Table 3: Mean Contribution Amounts (dollars) by Service Category

In addition to differences in users and nonusers by category, there were also differences between organizations by revenue size, as shown in . The largest differences between users and nonusers by revenue size are among organizations with more than $10 million in revenue, a category that represents 16 percent of users and only 4 percent of nonusers. The two smallest revenue groups represent 42 percent of nonusers but only 22 percent of users. Broadly speaking, within our sample, organizations with larger revenues were more likely to be users of new product donation and organizations with smaller revenues were more likely to be non-users. Figure 8 illustrates this trend.

B. Geographic Distribution of Organizations

Figure 9 shows the distribution of organizations in our sample, both users and nonusers, by zip code. The size of the dots indicates the number of organizations represented in each zip code. It shows that our sample included organizations located in the center of the city as well as in the suburbs.

C. Results for Nonusers of New Product Donations

When screening organizations to identify if they were users or nonusers of new product donations, we were able to conduct short telephone interviews with 24 organizations self-identified as nonusers of new product donations. In each case, we requested to speak with the staff member in the organization most familiar with new product donations. Nonuser organization respondents reported mainly that they fell into executive roles, with development as a close second. This aligns with our user sample, although the user sample saw a higher representation of development staff (fundraisers). Since 42 percent of organizations in the nonuser sample had revenues of less than $500,000, it may be that these organizations have fewer specialized employees as a rule and a few individuals take on the bulk of tasks.

Figure 9: Geographic Distribution of Organizations

Of the 24 nonuser organizations, 22 responded to the question "Could you tell me a little bit about your organization's thinking behind or reasons for not requesting new product donations in the last 12 months"? Of the respondents, 11 cited "no need," and three cited "no benefits" as reasons for not requesting new product donations. Six cited "resource limitations" and five said the organization had "never considered" requesting new product

Figure 8: Revenue Breakdown by Users and Nonusers

Figure 10: Nonuser Respondents by Organizational Title

donations. Reasons categorized as "resource limitations" included limited staff, limited storage, or limited ability to deal with other logistics involved with new product donations.

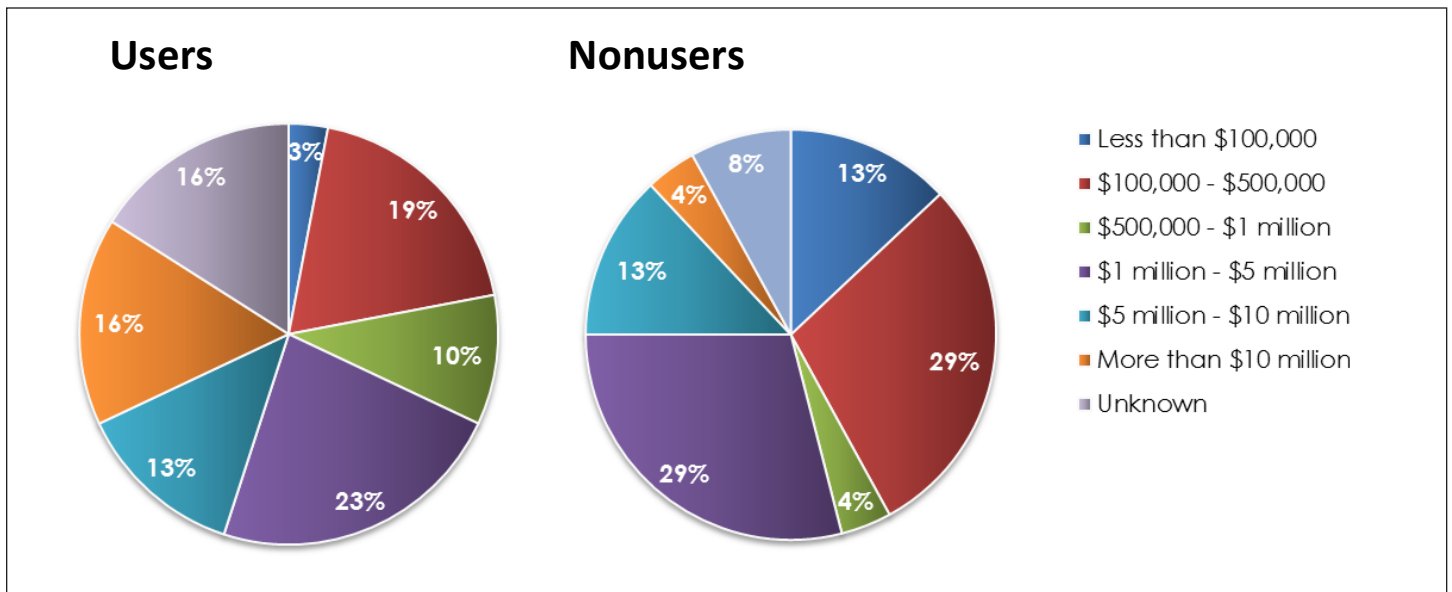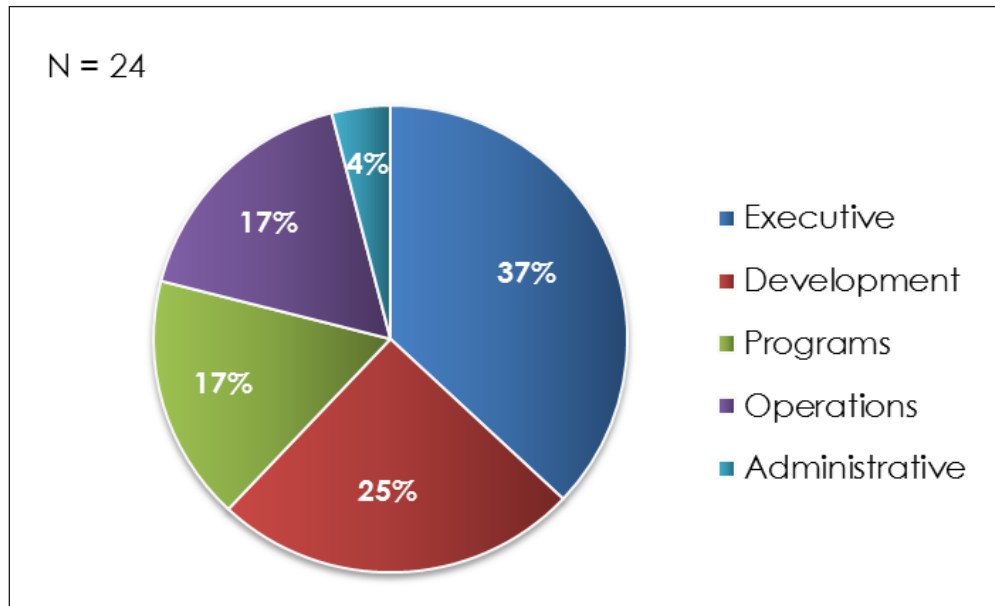We also asked if respondents were likely to request new product donations in the next 12 months; 46 percent of organizations said "no" while the remaining 54 percent said "yes" or "maybe." For organizations that said "no" to requesting new product donations in the next 12 months, the majority reported the reason as "no need." However, three organizations, or a quarter of the responses, restated the reason as having "resource limitations."

For respondents who said they would or might request new product donations in the next 12 months, we asked what types of products they might request. Overall, the nonuser product requests mirror those of users (Figure 12). Office supplies, hardware (e.g. computers, laptops) and electronics (e.g. cameras and projectors) were the top three most requested types of new product donations. Interestingly, many of the products identified as priorities by nonusers, particularly computer hardware and electronics, are categorized as "one-time request" items by users of new product donations. Although our sample is too small

to generalize to a broader population, this may indicate that smaller organizations in general have less technological infrastructure than larger organizations, either because they are newly established or because they simply do not have the resources. This is in line with what Young (2007) points to when saying, for example, that educational institutions receiving donated computers must have some "core competencies" in order to actually use such gifts, including the ability to "integrate, maintain, and upgrade the hardware, install and support software, and otherwise have access to technical proficiency." Presumably, newer and/ or smaller nonprofit organizations may not have access to this technical proficiency. These responses are illustrated further on the following page.

D. Product Donation Results for Recipient Nonprofits

This section provides an overview of how respondents identified their roles within their recipient nonprofits, what types of products the recipient nonprofits received, the duration of use for those products and how, in a more general sense, new product donations were perceived by the respondent and used by the recipient nonprofit. According to their responses to questions regarding their
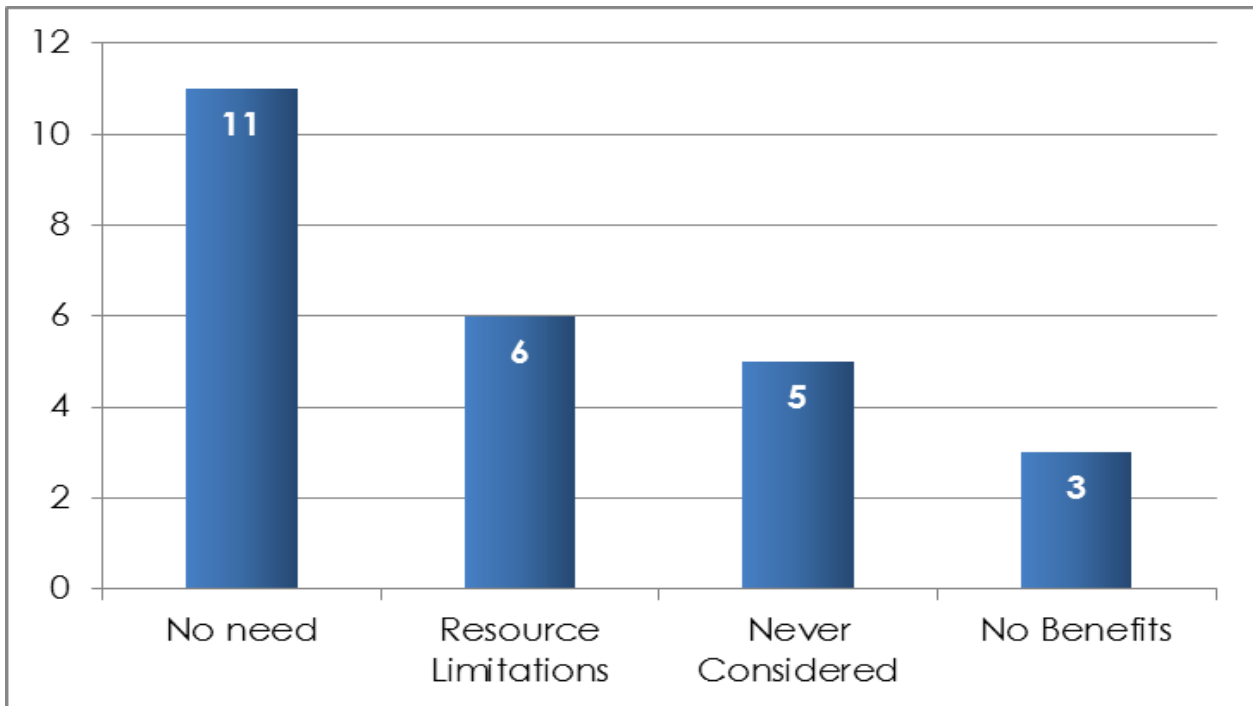
Figure 11: Reasons for Not Requesting New Product Donations in the Last Year
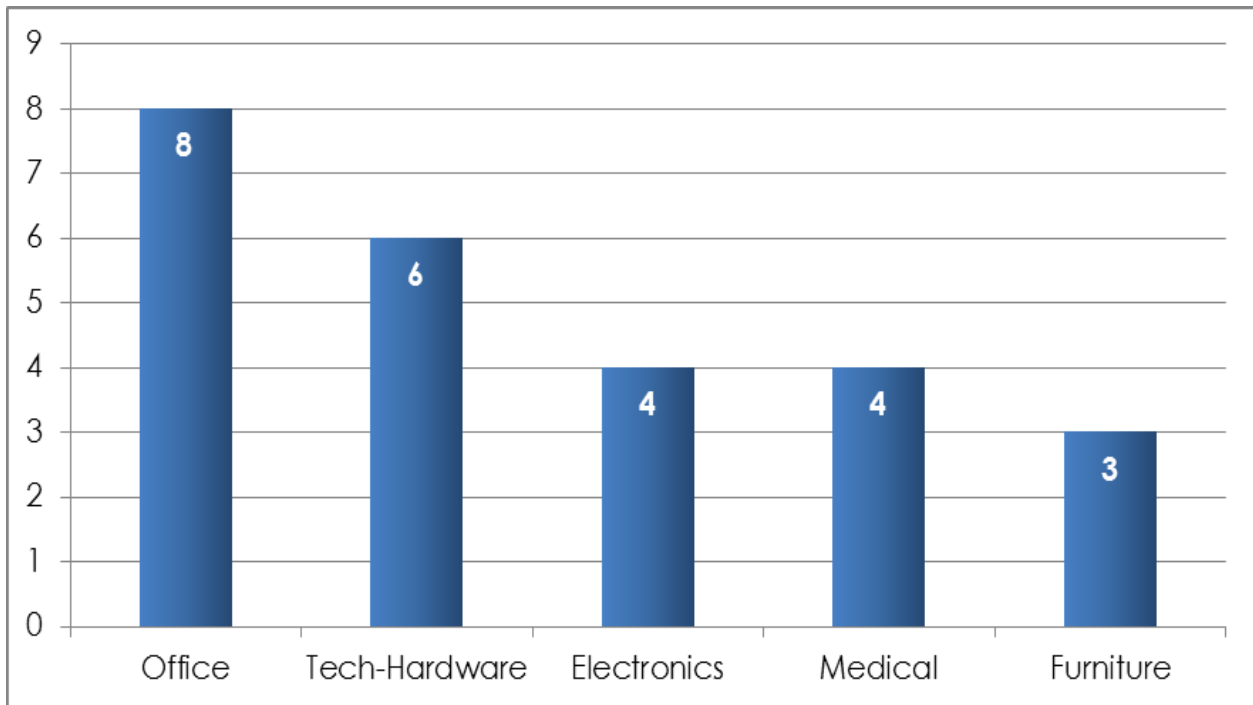
Figure 12: Types of Products Likely to Be Requested by Nonusers in the Next Year

Figure 13: Recipient Nonprofit Respondents by Title

N = 33

- Executive
- Development
- Programs
- Marketing
- Administration
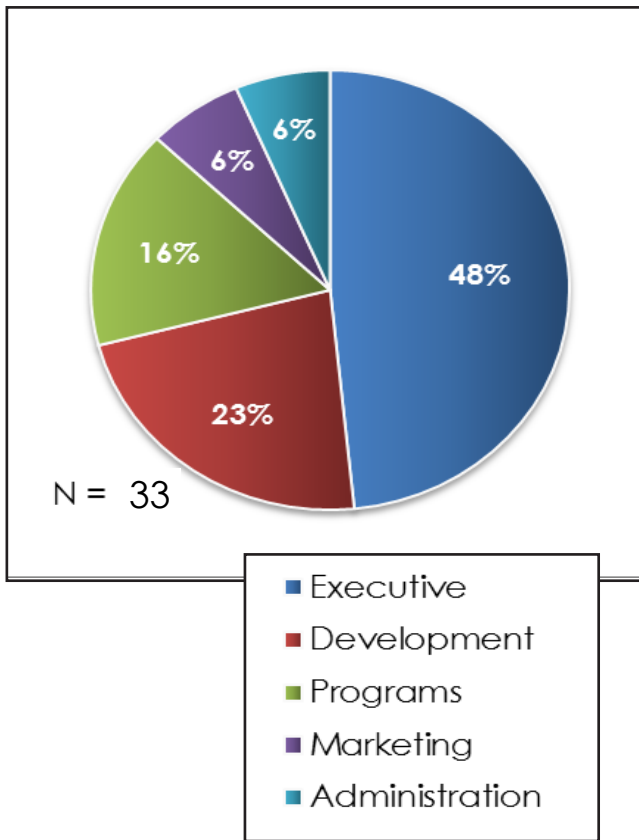
titles and responsibilities, nearly half of respondents act in an executive role and identified their duties as being directly related to their organization's programs, mission and general operations. Close to a quarter identified themselves as development staff. Figure 13 represents of these findings.

We organized respondents' descriptions of their responsibilities into broad categories based on key terms and general meaning. For example, we coded public relations and marketing activities as the broader category, communications. Figure 14 illustrates the frequencies of each broader category. Fundraising and leadership-related duties were most commonly mentioned. Many people responded with multiple roles as being part of their title; over 45 percent of respondents indicated three or more duties. That one individual plays so many roles may be an indication that recipient nonprofits are understaffed in general.

New Product Donation Sources
Interviewers prompted respondents to list each of the organizations from which their recipient nonprofits had requested or received new product donations within the past 12 months. Of the 76 donor corporations reported by our respondents, 31 were exclusively local organizations,
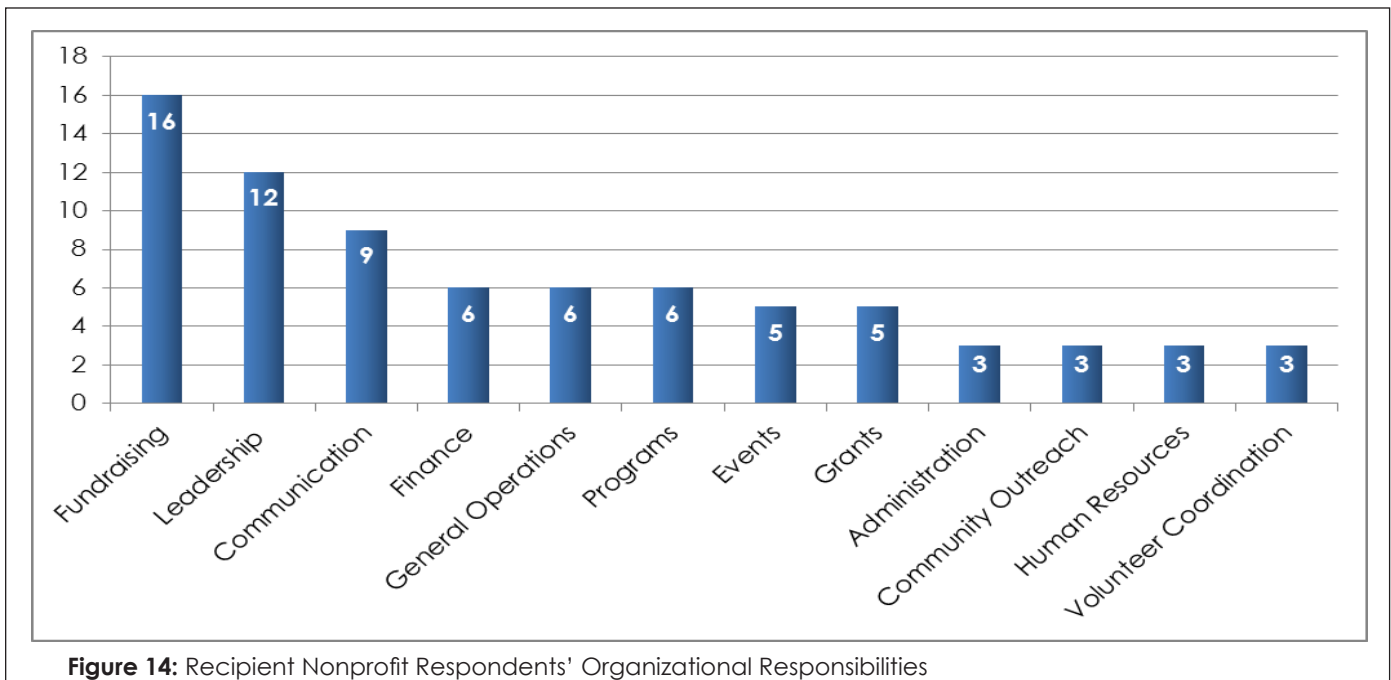
Figure 14: Recipient Nonprofit Respondents' Organizational Responsibilities

25 were local affiliates of national or international organizations and 20 were national or international organizations. Figure 15 represents each of these categories as a percentage of the aggregate number of organizations reported.

After respondents had reported corporate donors from which they had solicited or received donations, the protocol directed interviewers to ask the respondents to explain the reasoning behind soliciting new product donations from these donor corporations. However, in response, well over half of respondents addressed the reasoning behind requesting specific new product donations, rather than the reasoning for choosing the stated organization. Nine of the 31 respondents mentioned the importance of cost-savings in the decision to request in-kind donations. Additionally, a handful of respondents explained that an existing relationship with another organization or several organizations played a role in the decision to make a new product donation request.

E. New Product Donations

Figure 16 on page 34 depicts how frequently respondents requested several types of products. The true diversity of the new products reported is only moderately captured in this chart, as the specific products listed within each category varied widely. Using a methodology like what we described for identifying respondent responsibilities, we created broad categories to demonstrate succinctly the breadth of requested donations. The most commonly referenced group of products was food; more than half (58 percent) of organizations stated that they requested food. Home goods such as cleaning supplies and blankets were the second most requested items and hardware technology such as computers were the third most requested donation type. A list of all category descriptions is in the User Codebook (Appendix 5).

In addition to capturing the identified product types, our research team coded and analyzed the trends and frequencies of the reasons why specific new products were requested. The top three commonly cited reasons for requesting a product were (1) programming, (2) operations and (3) events. We defined programming as any

Figure 15: Donor Corporations by Scope
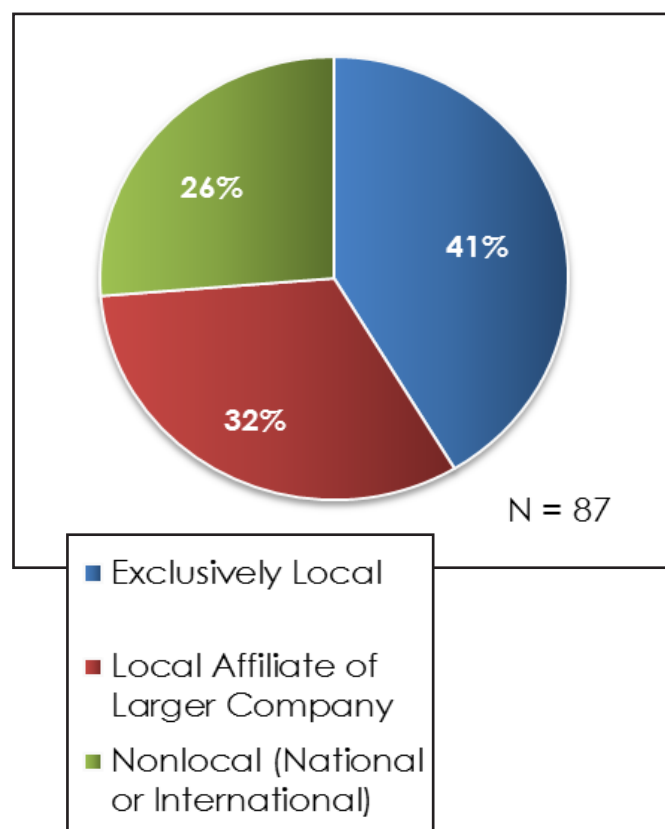
organizational function that included service provision to end-users who were not the recipient nonprofit. We defined operations as the recipient nonprofit's internal functions such as administration or logistics. Events included fundraising events, stewardship events, public events and events where the organization's end-users and donors were both in attendance. Our interview protocol was not designed to explicitly ask about events, but respondents consistently identified silent auction items and door prizes as uses for new product donations.

As seen in Figure 17, programming use was the most cited reason for requesting new product donations; approximately 68 percent of respondents mentioned programming as a reason for requesting new product donations.
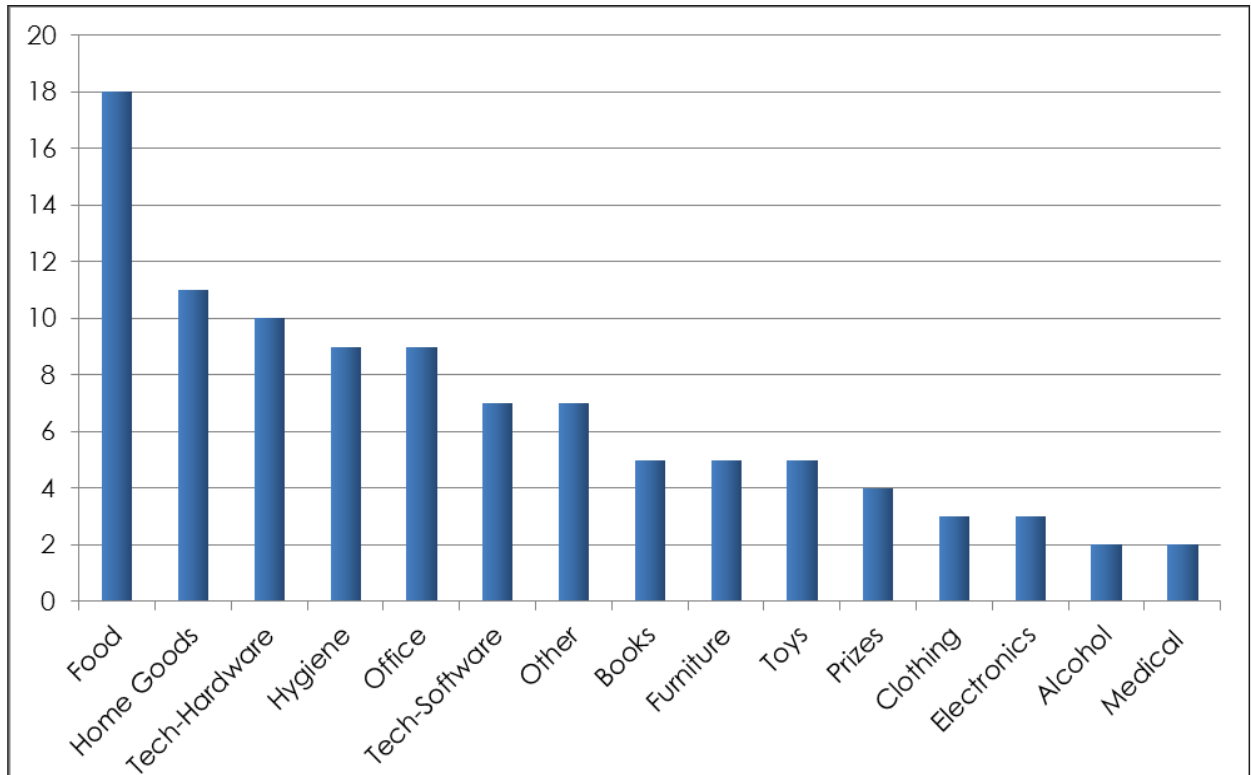
Figure 16: New Product Donation by Type
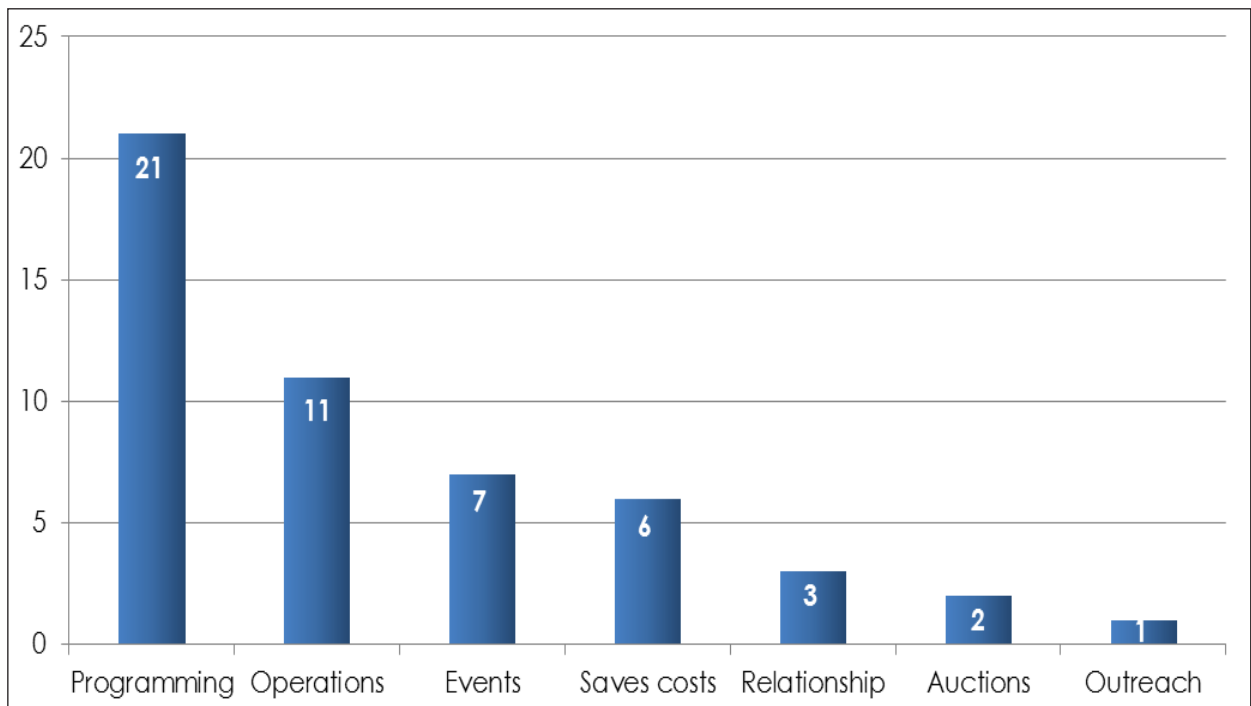
Figure 17: Reasons for Requesting New Product Donations
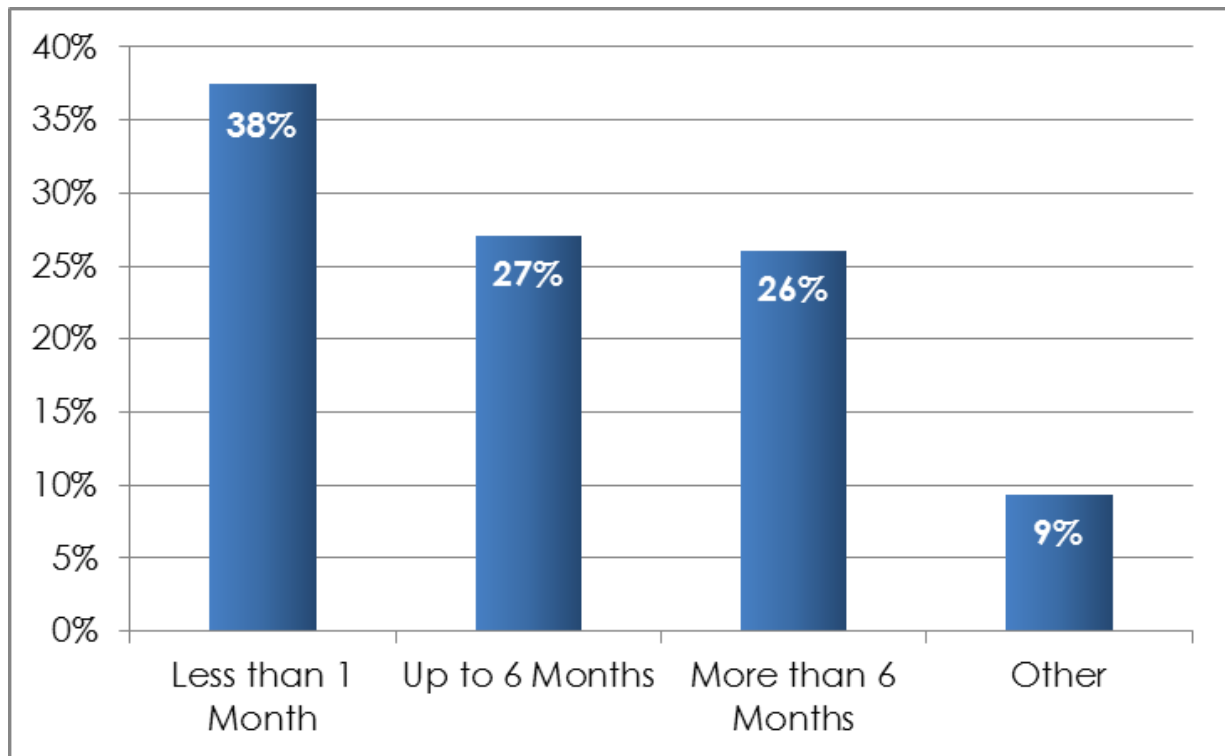
Figure 18: Duration of Use of New Product Donations

Figure 18 shows the reported duration of new product donations. Nearly 40 percent of products were reported to last less than one month; one-fourth lasted more than six months. Organizations reported "other" for new product donations that varied in duration of use and could not be easily categorized.

The differences in reported duration of the products' usability are associated with the differences in product type, as shown in Table 4 (page 36). Technology products, both hardware and software, were most commonly reported to last more than six months. Conversely, no organization reported that food or hygiene products lasted for more than six months.

During the interviews, an interesting trend emerged from the following question: "How quickly do you typically use [insert product type] once you have received them? …Even if you start using some of the goods immediately, how long is it before you are in need of more of that good?" Nearly all respondents' answers emphasized the

regularity of their request. Even though the question we asked was related to duration of use, respondents emphasized frequency of the request. They requested products for a limited amount of time under the assumption that they will request more when they need it. For example, one organization said:

Respondent: …We're going to use it as soon as we get it. So, there is no – we've got some books left now, [but] I'm low enough now that I need to reach out now to see, you know whatever their books are now, can I have another box to give away this year. So, it's a little different time frame.
Interviewer: So how often would you request for those?
Respondent: Annually
Interviewer: Every year?
Respondent: Yes, yes and we just try to never run out.

Type of Product	Less than 1 Month	1-6 Months	More than 6 Months	Other
Food	15	2	-	2
Home	4	3	1	-
Hygiene	3	3	-	1
Office	2	2	3	-
Technology - Hardware	-	-	6	-
Technology - Software	-	-	6	1
Toy	2	2	3	-

Table 4: Duration of Product Usability by Type

Each of the 31 respondents provided information about the frequency of requesting new product donations. Their responses are represented in Figure 19. Nearly two-thirds of products were reported as having been requested more than once, while only one-third were requested one time

With regard to product type, products like computer software and hardware were commonly reported as having been requested once, while items like food and toys were reported as having been requested more than once. These results suggest organizations request many types of products on a regular basis, indicating that an option for automatic delivery or product alerts may be particularly useful. •••

Figure 19: Frequency of Request of New Product Donations

One-Time Request 36%

Repeat Request 64%

N = 45
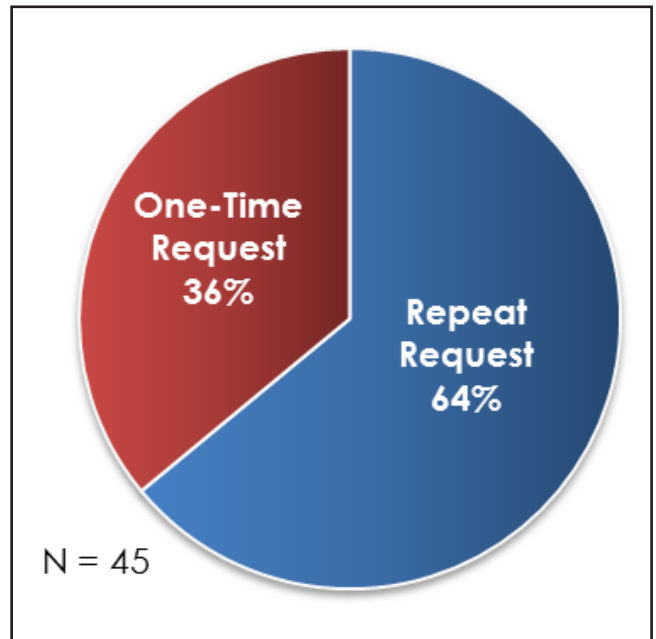
VII. Analysis: Organizational Impacts and Relationships

A close analysis of interview transcripts revealed relationships as a principle theme in the world of new product donations. While the primary focus of the research was to develop a framework for measuring the impact of new product donations, it is critical to understand the complex web of relationships involved in this system of new product donations and the ways in which new product donations impact these relationships. Further, it became clear that future research on new product donation impacts should emphasize developing an appropriate lens for approaching analysis before metrics can be more fully understood. This research has approached analysis from an organizational lens. Three recurring themes help place new product donations in an organizational context are: (1) operational impacts, (2) financial impacts and (3) end-user impacts.

A. Relationships

The first prevalent theme to emerge from interviews was how an organizations' use of new products impacted and was impacted by its relationship with various stakeholders. In fact, the words "relationships" and "partner" were used in more than 70 percent of the interviews (23 out of 31). Respondents spoke about three types of stakeholder relationships that were impacted by new product donation: their relationship with their end-users, their relationship with specific local and local affiliate organizations and their relationship with national organizations like Good360 that engage in new product donation. Within the local and local affiliate relationship, the importance of having a board member involved was emphasized frequently. In this section, each type of relationship will be addressed in turn.

Recipient Nonprofit to End-Users
Respondents spoke about new product donations enabling outreach to the organization's end-users and the chance to strengthen and deepen this relationship. One respondent said "We have at least two parts of our mission - so the one part if you want to think of it as survival and the other part is success." The respondent explained further that "survival" is where the organization does its initial outreach. End-users come to the organization for basic needs: for food or clothes or a place to sleep. Once the organization has established trust with the end-user, the organization is better able to serve the end-user's "success" needs. For many of the interviewed organizations, new product donations were used in the "survival" side and enabled the organization to develop deeper relationships, which allowed the organization to serve its end-users' "success" needs. A respondent said of an end-user, "he just came because someone told him that we give out food and clothes and knowing that from there he just – we've been able to help him above and beyond just clothes and food and now he has his own place. I'm very excited for him."

Recipient Nonprofit to Local Nonprofit
At the local level, respondents spoke of relationships with other nonprofit organizations and relationships with organizations from which they solicit new product donations. The emphasis, in both cases, was on the importance of local community partnerships, the convenience of local organizations and the personal connection that is possible with local organizations. When speaking of partnerships with other organizations, one respondent said, "I think it's always good to keep the network of good relationships with nonprofits in the area." Another respondent reported sharing products with other organi-

zations: "They get so many [products] that they can't use them all…they will drop off some of their excess donations to us." When asked directly why the organization requested new product donations from specific organizations, respondents emphasized the longevity of the relationship or personal connection. Often respondents reported that a board member, staff member, or volunteer worked at the company that donated new products. Personal connection, convenience and strengthening the local community were the dominant themes that emerged when respondents spoke of their relationships with local organizations.

Recipient Nonprofit to National Pacesetters

In contrast to the way respondents spoke of the strength and depth of their relationship to end-users and local organizations, they spoke of national pacesetter organizations as conduits for new product donations rather than as partners. The relationship they described is transactional in nature and respondents don't report feeling a strong connection to the pacesetters: "And I think that's mostly because, you know, [the pacesetters] are kind of vessels through which companies work and I'm sure that [the pacesetter] does reporting back to the companies, but they don't ask for a lot of reporting from us back to the companies … I don't think they've ever asked for any kind of 'how do you, you know, how is it going' six months later."

As respondents described it, the relationship between national pacesetters and recipient nonprofits is transactional, whereas nonprofit recipients relationship with local nonprofits and end-users is transformational. However, respondents recognized a benefit to being connected with the national pacesetters: "It is a resource for us to be able to let it be known what our organization's needs are and to connect with organizations that have that particular product to donate, so it's a great resource for us. It's kind of like a match-making resource."

In speaking about new product donations and their impact, organizations emphasized that new product donations enhance relationships with end-users and local organizations, but did not mention this with national pacesetters. Most of the respondents spoke with passion about relationships with local organizations and end-users, but spoke with indifference about the national pacesetters. Given the differences identified herein, there is an opportunity for enhancing the relationships between local nonprofit organizations and the national pacesetters.

B. New Product Donation Impacts on Organizations

In the interview protocol for users of new product donations, interviewers asked respondents open-ended questions about the impact of new product donations on their organizations. Specifically, respondents were asked to describe the impact of new product donations on their organization's "fundraising," "operations," "programs," "clients" (end-users) and "mission." While coding the rich data collected from these sets of questions and from questions from other sections of the interview protocol, it became apparent that there was no common vocabulary across the nonprofits interviewed. For example, some respondents interpreted "programs" and "operations" as being the same or "clients" and "mission" as being the same.

To analyze reported impacts on organizations as intended by respondents, we developed three common areas of reported impact from new product donations: operations, finances and end-users. For each of these areas, we analyzed the full transcript of each organization's interview to determine whether the organization reported a positive impact in these categories. Importantly, the categories were not mutually exclusive; if an organization reported impact in all three categories, we coded it as such. We defined operations as the internal functions within the organization including administration or logistics. Any impact on volunteers or staff was also considered to be an impact on operations. When asked about impacts of new product donations on fundraising, respondents often related impacts in terms of cost savings or organizational finances. Therefore, we defined impacts on finances as impacts on the general budget and coded fundraising impacts only when expressed in the traditional fundraising/development context. Because end-users
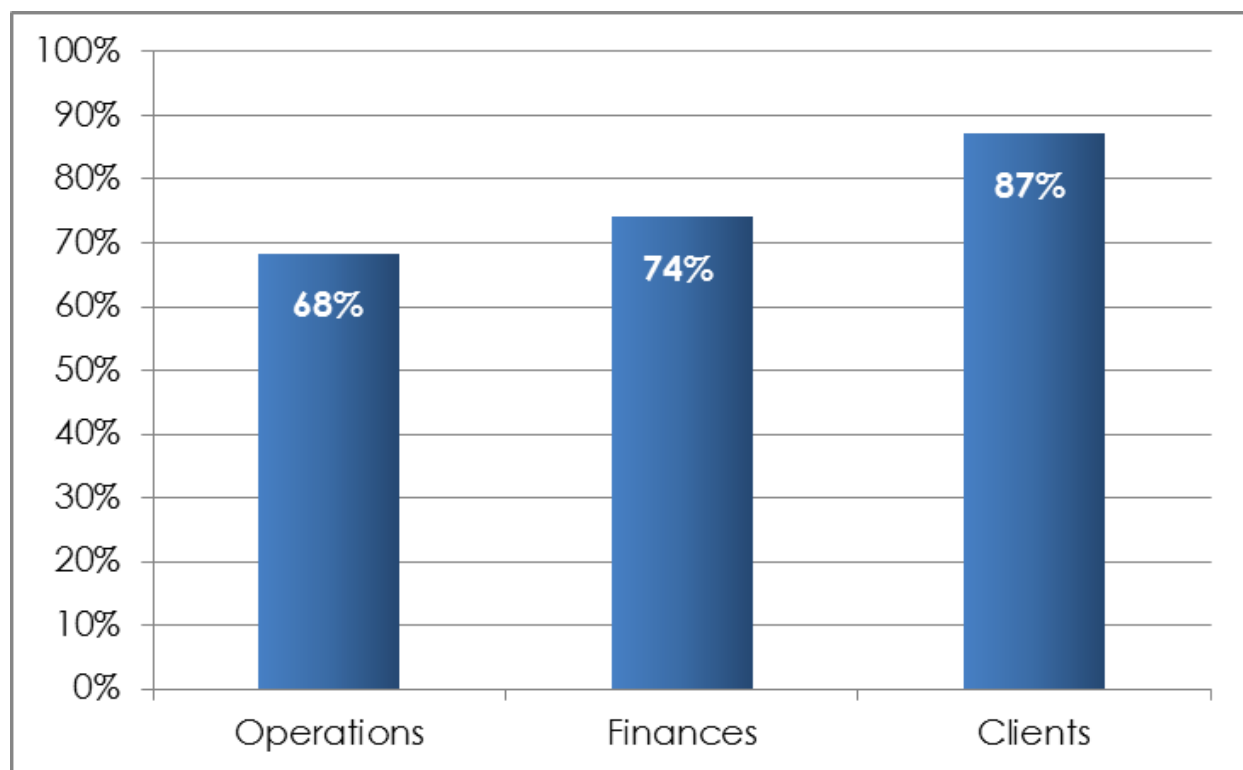
Figure 20: Reported Positive Impact of NPD on Operations, Finances and Clients (end-users)

or "beneficiaries" were consistently referred to when organizations were asked about impacts of new product donations on mission, programs and operations, we created the umbrella term end-users to reflect responses in these categories.

Figure 20 displays the percentage of respondents that cited positive impacts on each of the three developed areas of reported impact: operations, finances and end-users. These statistics were not collected from respondents' answers to outright questions regarding new product donations' impact on each of these categories. Rather, respondents who reported a positive impact on these classifications simply offered this information in response to questions regarding broad impact. For example, respondents that noted a positive impact on an area of operations, outside of the question, "Do new product donations effect your operations?" are noted. The percentage of respondents who did not cite impacts on any of these areas did not report "no impact" or "negative impact"—they simply did not mention the impacts in their responses.

More than half of organizations interviewed reported positive impacts of new product donations on each of these three areas — operations, finances and end-users (See Figure 20). Perceived impacts of new product donations on end-users were the greatest among the three categories with 87 percent of organizations reporting positive impacts. It follows that interviewed organizations would perceive new product donations as having the most significant impact on end-users because food and home products (e.g. cleaning supplies and blankets) were the most commonly requested types of new product donations. Such types of new product donations were most likely distributed directly to organization's end-users. Organizations reported that new product donations enabled them to meet end-user needs and to empower end-users.

Examples of organizations' responses were:

• "So one night they're (end-users) living under a bridge and the next night they're in our housing and they're sleeping on our new … mattress. That is very good for their self-esteem. It's just a big jump up in life."
• "… it (new product donation) certainly has a direct impact on the happiness and meaningfulness of our end-users' lives."
• "It's pretty impossible without some sort of product donation to meet the needs of women and family (we) work with."
• "And for our students, I think, it (new product donation) gives them experiences that they would not have otherwise. Educational experiences."

The bottom-line was also heavily impacted by new product donations. Nearly 75 percent of organizations reported that new product donations had a positive impact on the organization's finances and 77 percent of organizations viewed new product donations as a cost savings that had direct impacts on the reallocation of resources (See Figure 21).

Examples of organizations' responses were:

• "Has a major impact. The more product we can get through Good360, that's just more money available that we can put directly back into the end-user services."
• "It allows us to save cash. It's the biggest thing for us as a nonprofit. It allows us to be able to utilize inventories that we have in these deals instead of actual cash."
• "So there were still a couple of toys that I had to purchase, but it wasn't as many as I would have had if I did not have this opportunity for that pallet of toys from Good360."
• "It mediates cost. It's something that we need and don't have to pay for. It enables us to use that money for other areas."

For impacts on fundraising, 52 percent of organizations reported using new product donations to improve their fundraising efforts, including those efforts aimed at donor development and cultivation.

Examples of organizations' responses were:

• "Currently, we use those applications in a number of capacities. Obviously, in composing prospect lists and I mean anything. I use those programs for everything thing I do. I mean it's kind of hard. I really can't imagine a world without those licenses."
• "I think that the emails certainly help us communicate with our donors, supporters. In some cases those emails have had links to a specific donation campaign, so it's been a way to promote a specific campaign and raise money through that. There is a direct correlation there in terms of the fundraising."
• "I think that they have a lot of impact on our mission in the U.S. which is to engage young people in philanthropy. …We don't have a marketing budget. Our whole marketing budget is in-kind donations, really."

Sixty-eight percent of organizations reported positive impacts of new product donations on operations. With software and hardware being the third most requested type of new product donations, it would suggest that new product donations associated with technology can produce direct positive impacts on organizations and their operations. Organizations used new product donations not only to change how they are run but also to change how they implement programs.

Examples of organizations' responses were:

• "But I think the (technology hardware) are pretty essential to our operations, mostly when we use them in (country) because, you know, not all of our staff can go there all the time. We really need a visual of what's going on there."
• "It (new product donations) helped us, I think, in one way where we created a new department … So it affected our operation a little bit as far as adding this new department and adding hours for our schedule."
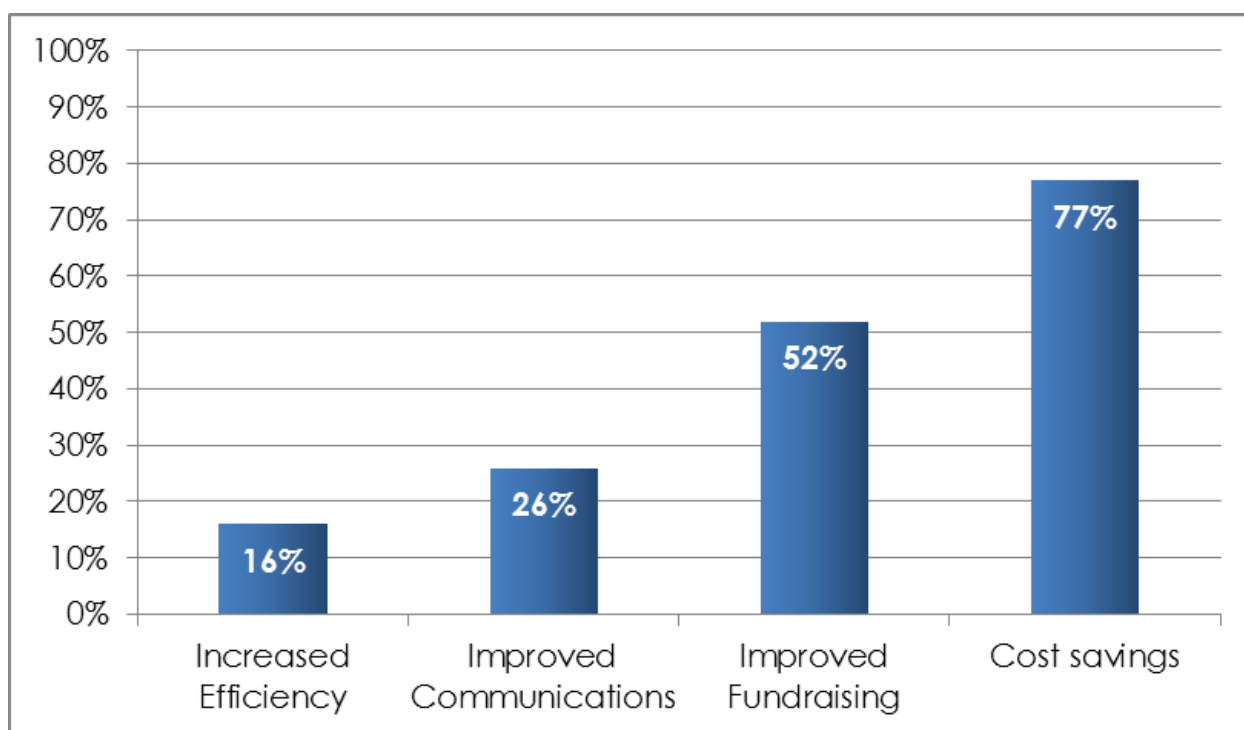
Figure 21: Specific Positive Impacts of New Product Donations

• "So that's affecting operations because we can see where exactly a school is in their construction process and we've actually corrected some construction by those pictures and saying, hey, that needs to be a different way."
• "(Software) is critical. Wouldn't be able to operate without new product donations."

Other commonly reported impacts of new product donations on organizations that emerged from interviews were improved communications and increased efficiency. We generalized communications to include improved connections with all nonprofit stakeholders, such as volunteers, donors, companies, etc. To ensure that we coded "improved efficiency" systematically, we only marked the category when the respondent explicitly said the word "efficiency" during the interview. Again, software and electronics were common examples of new product donations used to improve organizational capacity, with 26 percent of organizations reporting improved communications and 16 percent of organizations reporting increased efficiency.

Examples of organizations' responses were:

• "And then it (new product donation) also has really changed our engagement on social media and with our chapters because we have more pictures and more updates to share with people."
• "They (new product donations) help with registrations and for creating communication pieces (advertising)."
• "They allow us to run more efficiently, in the case of the donation of the computers, they certainly allow or staff to be able to perform their jobs and responsibilities more efficiently."
• "Well, they (new product donations) allow us to be efficient. And stay current, for us particularly with software. Types, the type of work that we do requires that we, we really stay on the cutting edge."
• "For the technology, the fact that as one of the advancement staff members I got the computer and monitor - it helps me do my job that much more effectively and efficiently." •••

VIII. Service Model and Impact Measure Recommendations

New product donations play a valuable role in the non-profit sector, but the extent and nature of new product donation impacts on all stakeholders – donor corporations, pacesetter organizations, recipient nonprofits, end-users and the public remain somewhat unclear. Specific units of measurement beyond dollar figures such as product value or cost savings to organization recipients require further research to be more completely understood.

Our analysis suggests that new product donation impacts may be more easily and accurately determined by narrowing the scope of future studies through an appropriate "lens," as well as by differentiating impacts based on stakeholder group(s). While we looked at nonprofit impact, understanding that each stakeholder will have different measures of "success: is key to conducting future research. Further, the impacts of interest may be contingent on a number of factors, including nonprofit type and size.

Below, we present recommendations based on our findings, beginning first by expanding on the importance of relationships in the world of new product donations. We then offer more specific recommendations for the development of future studies and for the application of this study as a framework for future analysis.

A. Build Relationships and Partnerships

Our findings indicate that relationships heavily influence all types of nonprofit interactions around new product donations. For most organizations, relationships are a central component of their new product donation stories. As mentioned earlier in this report, it is also evident that many nonprofit organizations view the nature of their relationships with Good360 and other national pacesetter organizations as transactional. Understandably, this is most likely due to the personal disconnect stemming from Good360's national scope, whereas local organizations like Gleaners Food Bank of Indiana, Inc. or Teachers' Treasures, Inc. offer greater opportunity to develop relationships and partnerships. We recommend that Good360 take active steps to move beyond transactional interactions and, to the extent possible, capitalize on the relationship building that is inherently valuable to the nonprofit sector. Because these relationships are so important to nonprofit recipients, Good360's active member list and local community exposure should grow if it is to be successful in cultivating relationships.

A number of local member and nonmember nonprofit organizations are responsible for some form of new product donation distribution to other local nonprofits. Where possible, the establishment of partnerships with these organizations should be considered. For example, "food" was a large recurring need for many organizations interviewed. Although Good360 does not distribute food, it may be beneficial to explore opportunities for partnership with local food distribution nonprofits that regularly deliver to recipient nonprofits. Through such a partnership, Good360 could distribute products not typically available at food banks, increase its visibility to local nonprofits that partner with food distribution nonprofits, begin to move past current "transactional" interactions and develop relationships beneficial to future product impact tracking. This type of change might easily be integrated into Good360's extant direct to recipient nonprofit program, which pairs corporate donors with recipient nonprofits that have expressed an interest in receiving donations from a particular corporate donor.
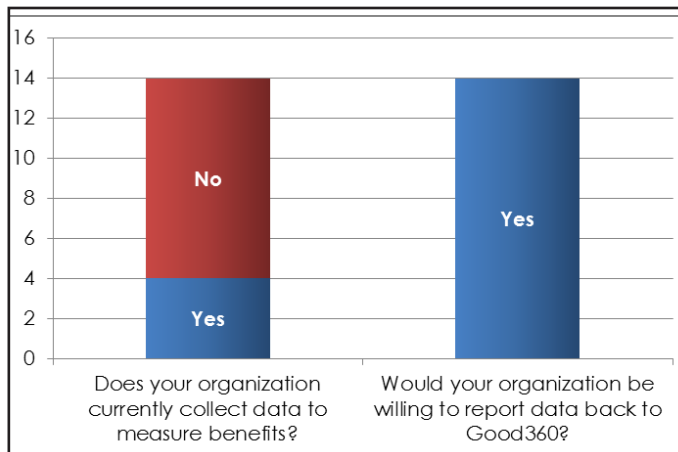
Figure 22: Would your organization be willing to report the data you collect back to Good360?

As relationships with nonprofit member organizations are further developed, the impact of new product donations is likely to become easier to ascertain and to track. Working collaboratively with recipient nonprofits on ways to measure impact—establishing two-way communication with improved mechanisms for nonprofit feedback—would benefit Good360 by creating conduits for the information it seeks. Further, nonprofits report that they would like to measure impacts and are willing to report these impacts back to Good360 but either do not know how or do not have the capacity to do so. Of respondents who indicated that they did not currently report any data about new product donation benefits back to Good360, 100 percent answered "Yes" to the follow-up question "Would your organization be willing to report the data you collect back to Good360" (Figure 22). Not only would creating a customer feedback loop help foster the member-Good360 relationship, but providing reports to member organizations could also benefit the member nonprofits in meaningful ways. For example, one respondent said, "It would be helpful if we were given a report of what we bought over the previous 12 months and the value of what we bought That would help us with our internal record keeping as we have, you know, some requirements for donation reporting." Another interviewee indicated similar benefits saying that if Good360 "could tell us how much we ordered, we could compare with how many people or families we served; it could help us to present this to the people."

It is clear that the recipient nonprofits are willing to report back to Good360 however they do not know how to do so. There are numerous techniques that may be considered when asking member organizations to report impact. One option is to create a brief (for example, 3 questions) survey that the organization would fill out when ordering a new product. Such questions may include: Do you plan on using this good for your operations, programs or end-users? How long do you think it will be before you are in need of another shipment of this product?

Another option is to provide the recipient nonprofit with a list of questions that Good360 will ask in about a month when the organization has used the product. This will allow the recipient nonprofit to think about the measurements that Good360 will be requesting ahead of time so that they can plan for data collection throughout the use of the product.

Fostering relationships with nonprofit member organizations will be crucial not only to receiving information and data back from member organizations, it will also help Good360 develop an impact measurement. Therefore, it is recommended that systematic incentives be put in place in order to create this culture of reporting among the nonprofit member organizations. Such incentives may include a waiver of administration fees, first access to high priority items, preferred access to local partners, and more. These incentives would be provided to any organizations that regularly and effectively report back to Good360. Studies have shown that providing small but guaranteed incentives, rather than larger incentives with no understanding of the likelihood of winning helps to incentivize participation when participation is voluntary (Couper 2008). For this reason, providing incentives such as those listed above will likely yield better results than past attempts such as providing $5,000 Home Depot gift certificates to the top five respondents.

Creating this culture of reporting is critical to developing an impact measure. However, it is not guaranteed that an impact measure will reveal itself just because nonprofit member organizations are reporting information back to Good360. Therefore, it is recommended that when
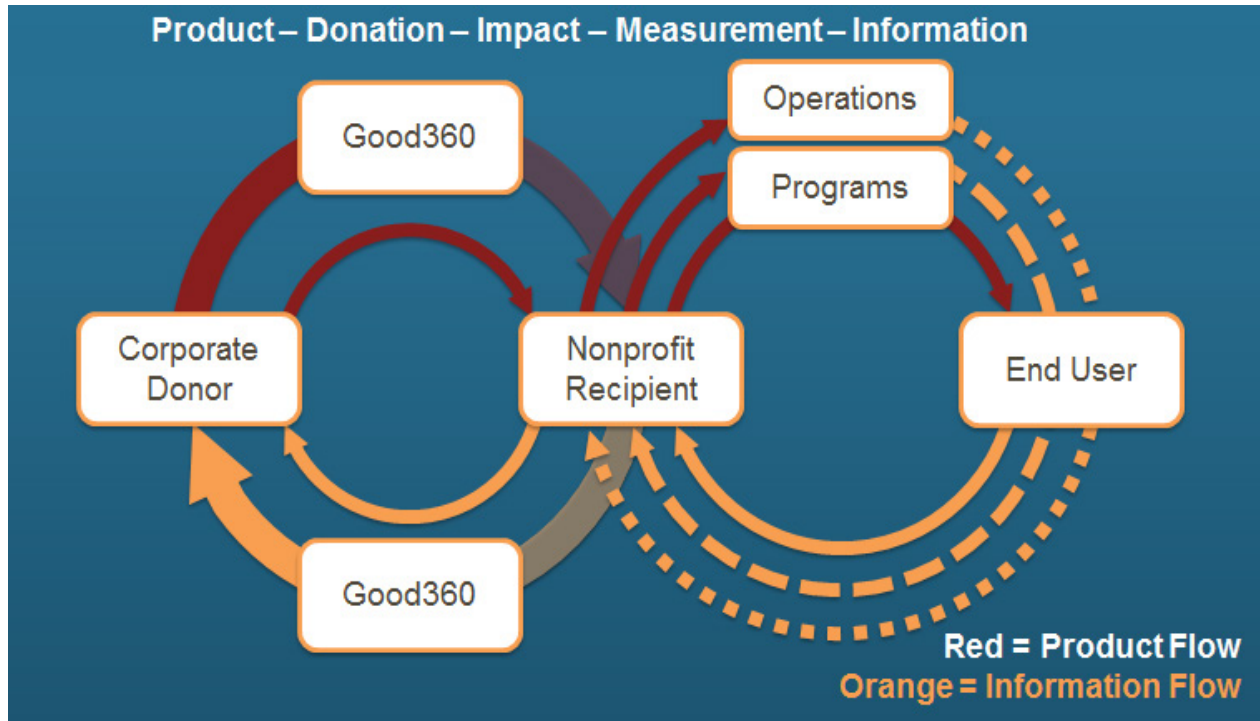
Figure 23: Information Flow within the Product Donation Cycle

creating this culture of reporting that Good360 outline the types of information it is looking for. This process can be refined over time with the eventual goal of truly revealing an impact measure. However, along the way Good360 will receive anecdotal stories from nonprofit member organizations that can be used in marketing, communication, and even fundraising.

B. Strengthen Communication

We also recommend stronger and more regular follow-up with nonprofit members regarding new product donation impacts (discussed in more detail in the following section). For example, Good360 might select a random sample of all end-user organizations that have made requests for a specific kind of new product and interview these organizations regarding product use and benefits received. Such communication is likely to yield higher response rates where strong relationships with nonprofit member organizations have been established. This might be particularly true for interactions with member organizations that have not or are not currently requesting new product donations.

Finally, any interface through which member nonprofits interact directly with Good360 will shape the perceptions of and, ultimately, the relationships they have with the organization. These interfaces may include mail, e-mail, direct communication with Good360 staff, or the Good360 website. We recommend that Good360 give special attention to these areas and especially to its website, as the website likely serves as the primary line of contact many member organizations have with Good360. Setting the website to remember user preferences, for example, could add a level of personalization to an otherwise impersonal interface. Figure 23 shows how information would flow within the product donation cycle.

C. Take-Aways from Local and National Pacesetters

The pacesetter organizations were identified to serve as alternative models of success in the product philanthropy arena. We recommend ongoing monitoring of pacesetters' websites, fundraising appeals, press releases, lists of corporate partners and earned media. In particular, pacesetters identified with a local scope should be con-

tacted to discuss potential partnership and as a means to seek out information regarding other organizations they may know about with similar service models. This also serves to further the previous recommendation of relationship building.

What follows is a series of communications and other beneficial pacesetter practices that we found compelling. They may serve as important models for how organizations with service models like that of Good360 can potentially improve operations and effectively communicate impact:

Create a Wish List

One thing that may be particularly useful to product philanthropy organizations like Good360 is to survey member organizations and put together a "wish list" of items in high demand similar to the list Teachers' Treasures includes on the donation page of it website, which can be found in Appendix 3.4. This list can serve as an important reference not only to share with potential corporate partners, but to illustrate the organization's interest in appealing to and meeting the needs of recipient nonprofits and their end-users.

Sample Message Points that Communicate Impact:

As organizations like Good360 consider ways to communicate impact, the following talking points may serve as useful guides:

Goodwill Industries International, Inc.

• "Last year, more than 79 million people donated to Goodwill."
• "Every 38 seconds of every business day, someone gets a job — and moves toward economic stability — with help from you and Goodwill."
• "At Goodwill, 82 percent of our revenues are used to fund our employment and training programs. Goodwill is consistently ranked among top charities that make your donations go further."
• Our Results for 2011: People served through employment and training programs: 4.2 million; Mission services provided:107 million; People who

earned a job with Goodwill's help: 189,000; Estimated total earnings of people who earned a job with Goodwill's help: $2.95 billion; Personal and family support services provided: 10 million; Total revenue generated by Goodwill organizations: $4.43 billion; Total revenue spent directly on programs: 82 percent; Total number of donors (includes repeat donations): 79 million; Total number of retail stores: Over 2,650 and an online auction site, www.shopgoodwill.com

Gleaners Food Bank of Indiana, Inc.

• Gleaners serves an estimated 69,187 children through the summer.
• $1 equals 4 meals for Hoosiers in need
• We make the most of your dollar because we're efficient: 93% of all the resources we receive are used in our distribution of food and grocery products.
• It all adds up to nearly 25 million pounds distributed annually—via more than 350 hunger-relief agencies serving thousands of Hoosier families, seniors and children.

Teachers' Treasures, Inc.

• More than 250 schools with a total of over 100,000 students are eligible.
• Nearly 1,700 teachers participate in the program annually.
• For every $1 donated, we are able to distribute $15 worth of supplies.

Matthew 25: Ministries

• The following appears to be a constantly updated ticker: This Year: Semi-Truckloads Shipped: 197, People Helped: 4,925,000, Pounds Shipped: 4,321,776, Cumulative Meals: 620,221

Feature Members or Programs

Good360 and other product philanthropy nonprofits would do well to feature recipient nonprofits (member or-

ganizations), programs, and even end users. Something like a "Powerful Partnerships" link from the homepage would identify a member organization and highlight the work they do along with a specific story of an end user benefitting from donated products. Good360 could even consider, at this point, linking those goods back to the donor corporation, effectively tracing its trajectory from unwanted to instrumental. The current iteration of Good360's "Uplifting Stories" page is a good start. We recommend giving this or a similar idea a more prominent and visible place and adding emphasis to the member nonprofit.

While preliminary research regarding pacesetter organizations did not uncover many instances linking recipient nonprofits to end-users, the following are useful examples of ways to spotlight recipient nonprofits and programs:

Matthew 25: Ministries has an entire page on the organizations website dedicated to "featured work," which provides brief and specific project descriptions that communicate a clear link to the organizations mission to serve the hungry and impoverished around the world. The site serves to take a specific approach to clarifying how the organization systematically attempts to achieve its mission. A screenshot of this webpage can be found in appendix 3.6:

NAIER similarly shares success stories, but their stories come from recipient nonprofits, rather than from programs operated by the organization itself. The stories are wide-ranging in scope and impact, but the message is clear: they really helped people, and they couldn't have done it without NAIER. We recognize that these stories can be difficult to come by, but if given careful and specific prompts, we think recipient nonprofits will be more likely to respond with useful information.

The homepage of Teachers' Treasures, Inc. (http://teacherstreasures.org/) is bare, placing unquestionable emphasis on a video. A screenshot of the homepage can be found in appendix 3.4. Given the lack of other visual interest on the homepage, the direction to the view is clear: watch the video to learn more. The video is perhaps too long (four minutes), but starts off with succinct comments from teachers regarding the impact of the new

product donations they receive from Teachers' Treasures on their budgets and on children in their classrooms. This concept of video snippets of recipient nonprofits relaying stories of impact on actual end-users is compelling, particularly when coupled with strategic messaging from the executive director and a board member.

Communicate Member Benefits

To dispel the impression that Good360 and other product philanthropy nonprofits place the needs of donor corporations over those of recipient nonprofits, we recommend clear, easily identifiable member benefits receive a place of prominence.

The pacesetter that exemplifies this recommendation is NAIER. The homepage (www.naier.org) is direct, simply listing benefits to both member nonprofits and donor corporations. These benefits are stated succinctly and followed by a link to more detailed information. Listed benefits to member organizations are free products (members pay only shipping and handling), the possibility of cutting costs on office supplies and other routine purchases, a money back guarantee, and perhaps most importantly, the potential to "expand services for those who depend on you."

Ask for the Right Information

In soliciting impact information from recipient nonprofits, product philanthropy nonprofits should carefully consider what will be useful and how to obtain it. Importantly, our research found that staff members and recipient nonprofits are no more able to identify a unit of impact than anyone else. It will be helpful if the product philanthropy nonprofit offers some suggestions. We recommend following the framework provided below, but we also include here some examples of ways in which pacesetter organizations are attempting to capture that information.

Kids in Distressed Situations (KIDS) asks recipient nonprofits to fill out a survey. This tool can be found in Appendix 3.7. The survey is one size fits all, and we believe it would be more impactful if it were already linked to the recipient nonprofit and a particular new product donation. Substantively, this instrument allows the respondent

to describe how the products were used and share a particularly emotional story from an end-user. It also collects feedback about the timeliness of delivery. This survey is a good first step, but in order to collect quantifiable impact data, we suggest offering the respondent simple categories for impact. This quantitative data can be supplemented with anecdotal evidence. We found no instances of pacesetters collecting both kinds of information.

Raise the Bar and Talk About It

One of the key difficulties to Good360 and other product philanthropy nonprofits in reporting impact is the variety of goods they distribute. In this way, they face real challenge that is not present for nonprofits that distribute only one product, or notably, those that distribute food. It is hard for anyone to argue against providing food to hungry people, and the eventual use of food products is obvious. However, we know that individuals in need of food are almost always in need of other services as well. If they are struggling with hunger, then they are likely to be at war with any number of its cohorts including poverty, lack of education, unemployment, substance abuse, mental illness, homelessness, disease, disability, abuse, and many more.

Product philanthropy nonprofits are founded based on the belief that meeting a person's need for food does not come near reaching an acceptable minimum standard. These organizations want to significantly raise the perceived bare minimum a person in need should receive. They do this by providing any number of goods to recipient nonprofits, knowing that these recipients will find a way to serve end-users with them.

Importantly, without a narrative, it isn't always easy the connection between a good and higher acceptable minimum standard for the needy. Gleaners just begins to provide that narrative:

When people consider donations to Gleaners, they often think of food and money. But those aren't the only gifts that help keep us going from day to day. Equipment, materials, supplies, and services—these contributions have a direct impact on our daily operation. In fact, they even help us stretch the monetary gifts we receive; by letting us put them to other uses. Gleaners welcomes businesses and individuals to donate equipment they're retiring from inventory. Tools that help us achieve our mission include:

- Painting equipment
- Forklifts
- Pallet jacks and pallet racks
- Warehouse equipment
- Office equipment and supplies
- Computers and software

This example only starts to explain the larger connection. Finding a meaningful way to connect product philanthropy not only to end-users but also to the larger idea of raising standards is essential. Identifying and quantifying impact is the first step in telling the story of how donated goods lead to better lives.

D. Choose a "Lens"

Moving forward, we recommend that interested parties, including pacesetter organizations and researchers, give particular consideration to the scope of future new product donation impact analyses and, more specifically, to the "world views" or "lenses" through which impacts of interest are to be measured. Recalling the new product donation "world views" mentioned earlier in this draft, we preliminarily suggest that future studies take a targeted approach that is: programmatic (e.g., the 2010 Framing Hope Evaluation), organizational (e.g., this study) and/or product-specific (wherein specific kinds of products, such as mattresses, rather than new product donations in aggregate, might be tracked for measurable impacts in a region or nationwide).

Within any one of these "world views," beneficiaries of new product donation impacts should also be considered. For example, researchers, Good360 and similar pacesetter organizations should consider which impacts are of most interest in terms of benefit to the following stakeholders: (1) corporate partners; (2) Good360 or similar pacesetter organizations; (3) the recipient nonprofit; (4) the end-users; or (5) the general public. Importantly,

our findings suggest that it is most appropriate to conduct a study through a single lens and level of analysis at a time, or at least to identify clearly which lenses and beneficiaries are of interest within a study and to be wary of conflating several different impact levels by trying to obtain all-encompassing results through a single study or process.

Information and suggestions offered in this report will help inform the questions Good360 could ask of member organizations in the future to arrive at appropriate metrics of new product donation impact. If organizational impact is the end goal, the framework presented herein could be used to develop specific metrics of impact for that lens of analysis. Figures on page 50-51 present a preliminary example of how the framework developed through this research could be applied in the future to organizational research in two areas identified previously as important potential organizational impact areas: operations and programs.

For example, take two possible uses of a donated computer: it could be used by the organization's staff (including volunteers) to assist with day-to-day operations, or it could be used in a training program attended by the organization's end-users. In the first case, the measure of impact would be time savings as a measure of increased staff efficiency. This impact is determined because the product is used for operations to impact staff productivity in the form of the amount of time spent on tasks. In the second case, the measure of impact would include both the number of end-users impacted as well as the outcomes achieved by the training program. That impact is arrived at because the product is used for programs in-house.

As mentioned previously, the purpose of this research has been to develop a framework for understanding the impact of new product donations. The research has developed a hypothesis that will need to be tested in the future. These figures were developed from the framework as part of our hypothesis of the impact of new product donations. Quantitative research will need to be undertaken to determine whether this framework is in fact accurate as a framework for understanding the organizational impact of new product donations.

E. Other Considerations

When developing future studies and analyzing trends in data collected, other important items to consider include:

- Implications of geographic location of member organizations. For example, this study focused on Indianapolis, Indiana. Different trends may emerge for rural organizations or for those in other cities, again raising the question of to what extent findings for any level of analysis are generalizable
- Ways in which the type of nonprofit organization (e.g., social services, education) influences the need, uses, timeframes for and types of products requested
- Ways in which the financial size of nonprofit organizations influences the need, uses, timeframes for and types of products requested.

Ultimately, our analysis indicates that there is unlikely to be a single unit of measurement for new product donation impact that is applicable across all possible dimensions of analysis. There are certain exceptions, perhaps, of monetary value such as, value of products donated or dollars saved to the recipient organization due to increased staff efficiency or mitigated need to purchase items outright.

However, our analysis also suggests that future researchers can narrow their scope per the suggestions provided herein. This can be done by developing questions for member organizations pertinent to the desired scope and level of analysis and increasing channels for collaboration and two-way communication with member organizations. In this way all parties concerned with ascertaining the impact of new product donation can arrive at metrics that are both relevant to organizational needs and generalizable within the broader context of the nonprofit sector. •••

Framework for measuring impacts of new product donations on operations.

Nonprofits use new product donations for operations and for programs. We present one possible framework that might be applied to develop specific metrics for operational impacts. The decision tree begins with the question: "How did your organization use product X?" If product X is used by an organization's staff or volunteers, answering the example series of questions might lead to possible quantifiable units of measure for operational impacts.

How did your organization use product X?

For programs?
(operated by organization)

- Unit of measure
- Unit of measure
- Unit of measure

For operations?
(used by the organization's staff or volunteers)

- **Unit of measure**
- **Unit of measure**
- **Unit of measure**

For operations? (used by the organization's staff or volunteers)
Did this product impact ...

... staff productivity?
Did the product impact ...

- ... the number of staff members of the organization?
  - If so, how many **new staff members?**
    - **Unit of measure**
- ... the amount of staff time spent on tasks?
  - If so, estimate the **number of hours per week saved.**
    - **Unit of measure**

... cost savings?

- If so, estimate **total dollars saved.**
  - **Unit of measure**

... the organization's fundraising?
Did the product impact ...

- ... the number of donors to the organization?
  - If so, how many **new donors?**
    - **Unit of measure**
- ... the amount of money raised?
  - If so, how much **additional money was raised?**
    - **Unit of measure**

Framework for measuring impacts of new product donations on end-users. New product donations not only have impacts on an organization's operations but also on its clients. We present one possible framework that might be applied to develop specific metrics for end-user impacts. The decision tree begins with the question: "How did your organization use product X?" If product X is used for an organization's in-house program or for client distribution, answering the example series of questions might lead to possible units of measure or indicators of impact.

How did your organization use product X?

For operations?
(used by the organization's staff or volunteers)

- Unit of measure
- Unit of measure
- Unit of measure

For programs?
(operated by organization)

- Unit of measure
- Unit of measure
- Unit of measure

For programs? (operated by organization)
Were those products…

… used in house?

How many **clients** used the product?
- Unit of measure

What was value **of the product** to clients?
- Unit of measure

… distributed to clients?

Possible **quantifiable units of measure:**

How many **additional clients** received the product?

What is the **fair market value** of the product?

How many **individuals** in the clients' families were **affected** by the product?

Units of measure

Possible **qualitative indicators of impact:**
(Impacts on the client's feelings of self-esteem, trust in the organization, connection to the community.)

Did the product impact the client's **life enhancement?** In what ways?

Did the product impact the client's **basic needs?** In what ways?

What is the **value of the product** (that client was able to allocate to other needs)?

Indicators of impact

IX. Conclusion

We began with three questions:

• In the field of product philanthropy, what does success look like and how is it measured?
• What is an appropriate unit of measurement for impact of new product donations?
• In what ways is the Good360 service model conducive to measuring impacts, and in what ways could changes better facilitate measurement?

Our extensive examination of existing product philanthropy research revealed a dearth of information about how to determine an impact metric. We decided that qualitative research into new product donations' effect on recipient nonprofits was necessary, and this data would help create a framework that could allow future researchers to determine an impact metric. It was in this way that the impact metric research we were initially requested to perform transformed into the qualitative framework research we have presented in this paper.

Our screening protocols helped us identify 24 users of new product donation and 31 nonusers of new product donation in the Indianapolis area. The full interview protocol administered to the latter 31 organizations allowed us to gather a wealth of narrative data regarding new product donation solicitation, receipt, and use. This data, along with research into the marketing and service model strategies of pacesetter organizations, will greatly benefit the five stakeholders:

• Donor corporations
• Good360 (and other organizations with a similar service model, some of which we identified as pacesetter organizations)
• Recipient nonprofits
• End-users
• The public

Following data collection and interview transcription, we carefully coded and analyzed the data, looking for trends and themes that would help us construct hypotheses for our framework. Where possible, this qualitative data was quantified to provide a better understanding of new product donation and use; where data took a more narrative form, we extracted pertinent quotes and themes that may warrant further examination and incorporated these into our final recommendations.

Our research uncovered three important organization-level relationships: the relationship between a recipient nonprofit and end-users; the relationship between a recipient nonprofit and other local nonprofits; and the relationship between a recipient nonprofit and national pacesetter organizations such as Good360. These inter-organizational relationships drove recipient nonprofits to value new products' ability to help their clients "succeed" rather than simply "survive," and to value local, interpersonal-relationship-based channels of new product donation in a way that did not translate to the services provided by national pacesetter organizations.

The intra-organizational effects of new product donations were also examined by looking at three potential impact areas: operations, finances and end-users. Eighty-seven percent of respondents reported that new products had a positive impact on end-users. Seventy-four percent of organizations reported positive impacts on the bottom

Our research uncovered three important organization-level relationships: the relationship between a recipient nonprofit and end-users; the relationship between a recipient nonprofit and other local nonprofits; and the relationship between a recipient nonprofit and national pacesetter organizations such as Good360.

line, with 52 percent noting that new products were instrumental in fundraising. Two-thirds reported positive operational impacts.

These results reveal one of the major findings of our research and analysis: how a product is used within an organization (in operations, financial management or given to end-users) will determine which measure of impact should be studied. We also determined that maintaining closer relationships and better channels of communication between national pacesetters and recipient nonprofits could facilitate future attempts at impact measurement. This increased reporting should focus on illuminating the specifics of the three potential impact areas.

Finally, our framework for future research suggests taking a targeted approach that examines new products' effects on programs, organizations or specific products. Interested researchers should keep in mind how impact might be defined differently by different stakeholders: corporate donors, the pacesetter organization itself, the recipient nonprofit organizations, the end-users and the public. Because our study was conducted in Indianapolis, Indiana using the city's particular mix of recipient nonprofits, further research should also focus on exploring how new product donation is affected by geographic location as well as organization type and financial capacity. •••

Photo courtesy of Good360

Appendices

Good360 Capstone
Final Report
April 26, 2013

Appendices

Appendix 1: Screening Protocol

QUALITATIVE STUDY
OF NEW PRODUCT DONATION PROGRAM

Screening Protocol for Organizations
To Determine Whether they Receive New Product Donations

FOR ADMINISTRATOR COMPLETION PRIOR TO INTERVIEW

Organization: _____

Organization EIN: _____

Respondent: _____

Good360 Member: Yes   No

Interview Date *(circle one)*:   **Feb   March   ____ ____   2013**

Interview Mode *(circle one)*:   (Phone)   Skype   In-Person

Interviewer: _____

Thank you for your agreed participation in a study about new product donations conducted by School of Public and Environmental Affairs at Indiana University in partnership with Good360 (formerly Gifts In Kind International). Our research objective is to develop a framework for measuring the impact of new product donation on nonprofit organizations and their clients.

Your responses are confidential and will only be published or shared in a summary format, after organizational names and personally identifiable information have been removed.

Please respond honestly about your experience with new product donation programs. It is important for the accuracy of our findings. We need to hear about both positive <u>and</u> negative experiences. Do you have any questions before we begin? Let's begin.

Part I: Organization Information

Interview Start Time: _____ : _____ _____   AM   PM

1. **I have the legal name of your organization noted as.** [SEE PAGE 1]
    Is this correct?

    _____ YES   _____ NO

    [IF **NO**]
    Please provide the corrected information.

    Corrected Legal Name: _____

2. **I have your organization's Employer Identification Number (also commonly called EIN)**
    noted as: [SEE PAGE 1]
    Is this correct?

    _____ YES   _____ NO

    [IF **NO**]
    Please provide the corrected information.

    Corrected EIN: _____

3. **What service category or categories best describe your organization?**
    [CHECK ALL THAT APPLY]

- ☐ Animals

- ☐ Arts & culture

- ☐ People with disabilities

- ☐ Disaster relief

- ☐ Community improvement & economic development

- ☐ Education

- ☐ Environment

- ☐ Food security & agriculture

- ☐ Health & mental health

- ☐ Housing

- ☐ Homelessness

- ☐ Human rights

- ☐ International development

- ☐ Workforce development

- ☐ Philanthropy

- ☐ Religion

- ☐ Recreation & sports

☐ Veterans

☐ Children & youth

☐ Seniors

☐ Family

☐ Crime
  prevention &
  ex-offender
  reintegration

☐ Other:

Please specify:

_____

4. **What is your title at *(organization's name)*?**
   [CONFIRM TITLE IF YOU ALREADY HAVE IT]

   _____

5. **Nonprofit staff members often wear many "hats" and have responsibilities that are hard to capture in a single title. Briefly, how would you describe your role?**

   _____

   _____

   _____

   _____

   _____

   _____

Part II: New Product Donation

Now I am going to ask you a few questions about new product donations. New product donations are donated goods that are not used and are not second-hand. These goods are provided by other organizations or from businesses that donate their surplus new products or

returned merchandise to charities. Some organizations refer to new product donations as "gifts in kind."

6. **A. Has your organization requested new product donations from any other organization in the <u>last 12 months</u>, that is, since February of 2012?**

    ____ YES   ____ NO

    [If **YES**, SKIP TO **CLOSING STATEMENT 2** TO SCHEDULE A FULL INTERVIEW]

    [If **NO**]
    B. Could you tell me a little bit about your organization's thinking behind or reasons for not requesting new product donations in the <u>last 12 months</u>?

    _____

    _____

    _____

    _____

    _____

    _____

7. **A. Is your organization likely to request new product donations in the <u>next 12 months</u>?**

    ____ YES   ____ NO

    [If **NO**]
    B. Could you tell me a little bit about your organization's thinking behind or reasons for <u>not requesting</u> new product donations in the <u>next 12 months</u>?

    _____

    _____

    _____

    _____

_____

[IF **YES]**
C1. What kinds of new products do you think your organization would request in the <u>next 12 months</u>, that is, from now until February 2014?

_____

_____

_____

_____

_____

_____

C2. Thinking about the kinds of new products you just listed, which are the highest priority for your organization?

Priority #1 _____

Priority #2 _____

Priority #3 _____

8. About how many times had you heard of Good360 (formerly Gifts In Kind International) prior to our conversation today?

_____

Closing Statement (no follow-up interview)**:**

Thank you for your participation in this study of new product donations. We appreciate your time and attention. Upon review of the responses we have collected, it is possible that we may have follow-up questions regarding some of the information provided. Could we contact you with any further questions within the next few weeks?

[IF **YES**]
How would it be best to reach you?

_____

_____

Are there particular days or times that would be best?

_____

_____

Thank you for your assistance in making this study a success.

[END INTERVIEW]

Interview End Time: _____: _____ _____   AM   PM

Closing Statement 2 (follow-up interview)**:**

Thank you for your participation in this study of new product donations. We appreciate your time and attention. Based on your responses, we would like to schedule a follow-up interview. This follow-up interview will take approximately 45 minutes. Could we schedule a follow-up interview some time within the next three weeks?

[IF **YES**]
How would it be best to reach you?

_____

_____

Are there particular days or times that would be best?

_____

_____

Thank you for your assistance in making this study a success.

Appendix 2: Full Interview User Protocol

QUALITATIVE STUDY
OF NEW PRODUCT DONATION PROGRAM

FOR ADMINISTRATOR COMPLETION PRIOR TO INTERVIEW

Organization: _____

Organization EIN: _____

Respondent: _____

Good360 Member *(circle one)*:   Yes   No

Interview Date *(circle one)*: **Feb   March   ____ ____   2013**

Appointment Time: _____

Interview Mode *(circle one)*:   Phone   Skype   In-Person

Interview Location *(In-Person only)*:

_____

Interviewer: _____

Thank you for agreeing to participate in this study of new product donation programs by Indiana University, in partnership with Good360 (formerly Gifts In Kind International). Your responses are confidential and will only be published or shared in a summary format, after organizational names and personally identifiable information have been removed. We can also skip over any questions that you don't want to answer. I will be using a recording device for response collection and coding purposes only and will destroy the recording once responses have been coded. It is important for the accuracy of the findings that we produce from this research that you feel able to report completely and honestly about your experience with new product donation programs and/or Good360. We need to hear about both positive and negative experiences. Do you have any questions before we begin?

Thank you very much for participating. Let's begin.

Part I: Organization Information

Interview Start Time: _____ : _____ _____   AM   PM

1. **I have the legal name of your organization noted as.** [SEE PAGE 1]
   Is this correct?

   _____ YES   _____ NO

[IF **NO**]
Please provide the corrected information.

Corrected Legal Name: _____

2. **I have your organization's Employer Identification Number (also commonly called EIN) noted as:** [SEE PAGE 1]
   Is this correct?

   _____ YES   _____ NO

[IF **NO**]
Please provide the corrected information.

Corrected EIN: _____

3. **What service category or categories best describe your organization?**
[CHECK ALL THAT APPLY]

☐ Animals

☐ Arts & culture

☐ People with disabilities

☐ Disaster relief

☐ Community improvement & economic development

☐ Education

☐ Environment

☐ Food security & agriculture

☐ Health & mental health

☐ Housing

☐ Homelessness

☐ Human rights

☐ International development

☐ Workforce development

☐ Philanthropy

☐ Religion

☐ Recreation &
   sports

☐ Veterans

☐ Children & youth

☐ Seniors

☐ Family

☐ Crime
   prevention &
   ex-offender
   reintegration

☐ Other

Please specify:
_____

    4. **What is your title at** *(organization's name)***?**
       [CONFIRM TITLE IF YOU ALREADY HAVE IT]

    _____

    5. **Nonprofit staff members often wear many "hats" and have responsibilities that are hard to capture in a single title. Briefly, how would you describe your role?**

    _____

    _____

    _____

    _____

    _____

Part II: New Product Donation

Now I am going to ask you a few questions about new product donations. New product donations are donated goods that are not used and are not second-hand. These goods are provided by other organizations or from businesses that donate their surplus new products or returned merchandise to charities. Some organizations refer to new product donations as "gifts in kind."

6. **Is your organization currently a Good360 member? By "member", I mean registered with Good360, either via the Good360 website or other Good360 application process, as a charity that is eligible to request and receive new product donations from Good360.**

____ YES   ____ NO

7. **A. Thinking of the new product donations that your organization has requested in the past twelve months, that is, <u>since February 2012</u>, from which organizations did you <u>request </u>these goods?**
[PROBE FOR SPECIFIC ORGANIZATIONS]

B. Could you please tell me a bit about your organization's thinking behind or reasons for requesting new products from *(organization name))*?

Product Donation Organizations		
Organization #1	Organization #2	Organization #3
Listed Reasons:	Listed Reasons:	Listed Reasons:

Product Donation Organizations		
Organization #4	Organization #5	Organization #6
Listed Reasons:	Listed Reasons:	Listed Reasons:

[INTEVIEWER CHECKPOINT]

8. **If report from Good360 of new product deliveries →**
   [**IS AVAILABLE**, REVIEW REPORT WITH RESPONDENT]

   [IS **NOT AVAILABLE**, SKIP **Q9**]

9. **A. Again, thinking about the past twelve months, what kinds of new product donations did your organization <u>actually receive</u>?**

   B. For each of the kinds of new products you listed, why did you request these specific products?

   C. For each of the new products you listed, did you use them for operations, distribute them to individuals in need, or use them in other ways not mentioned?

Product Donation Kinds Received		
New Product Donation #1	New Product Donation #2	New Product Donation #3

Reasons Requested:	Reasons Requested:	Reasons Requested:
Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other *(please explain)*:	Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other *(please explain)*:	Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other *(please explain)*:

Product Donation Kinds Received		
New Product Donation #4	New Product Donation #5	New Product Donation #6

Reasons Requested:	Reasons Requested:	Reasons Requested:
Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other (*please explain*):	Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other (*please explain*):	Uses *(Check all that apply)*: ☐ Operations ☐ Distributed to individuals ☐ Other (*please explain*):

10. For each of the new products you listed, how quickly do you typically use them once you have received them? Think about how much time it takes to use up each kind of new product completely – even if you start using some of the goods immediately, how long is it before you are in need of more of that good?

Types of Product Donations Received

New Product Donation #1	New Product Donation #2	New Product Donation #3
Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):	Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):	Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):

Types of Product Donations Received

New Product Donation #1	New Product Donation #2	New Product Donation #3
Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):	Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):	Duration of use: ☐ Less than 1 week ☐ 1–2 weeks ☐ 2 weeks–1 month ☐ 1–2 months ☐ 2–6 months ☐ 6 months–1 year ☐ Greater than 1 year ☐ Varies (*please explain*):

11. How do new product donations affect your organization's fundraising, if at all?

_____

_____

_____

_____

_____

_____

12. **How do new product donations affect your organization's operations, if at all?**

_____

_____

_____

_____

_____

_____

13. **How do new product donations affect your organization's ability to achieve your mission, if at all?**

_____

_____

_____

_____

_____

_____

14. **How do new product donations impact your organization's programs, if at all?**

_____

_____

_____

_____

_____

_____

15. How do new product donations impact your organization's clients, if at all?

_____

_____

_____

_____

_____

_____

16. Does your organization have any examples (stories) of how a new product donation directly benefited your client(s)?

____ YES   ____ NO

[IF **NO**, SKIP TO **PART III: GOOD360 REPORTING**]

[IF **YES**]
Please share one example that you think I should know about.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Part III: Good360 Reporting
[IF GOOD360 MEMBER, CONTINUE THROUGH THIS SECTION]

[IF **NON-GOOD360 MEMBER**, SKIP TO **PART IV: CLOSING**]

17. What are the benefits of Good360 membership to your organization, if any?
[IF **NO BENEFITS**, SKIP TO **Q20**]

_____

_____

_____

_____

_____

_____

18.   **A. Does your organization measure these benefits?**

_____ YES   _____ NO

[IF **NO**, SKIP TO **Q20**]

[IF **YES**]
B. What data does your organization collect to help measure these benefits?

_____

_____

_____

_____

_____

_____

19.   **A. Do you report any of the data that you collect back to Good360?**

_____ YES   _____ NO

[IF **YES**]
B. What data do you report back to Good 360? How do you report this information?

_____

_____

_____

_____

_____

[IF **NO**]

C1. Would your organization be willing to report the data you collect back to Good360?

_____ YES   _____ NO

[IF **YES**, SKIP TO **Q20**]
[IF **NO**]

C2. Could you tell me a little bit about any challenges there might be for your organization in reporting the data you collect to Good360?

_____

_____

_____

_____

_____

20. What information would your organization like to receive back from Good360 on an annual basis to help you measure the benefits to your organization of new product donations? [CHECK ALL THAT APPLY]

Retail value
☐ Total retail value of all goods received

☐ Retail value of goods received by month

☐ Retail value of goods received by product type

Costs
☐ Total cost of all goods received

☐ Cost of goods received by month

☐ Cost of goods received by product type

☐ Total cost savings

Quantity
☐ Total quantity of goods by product type

☐ Total quantity of goods by product type and by month

☐ **Other**, please specify:

_____

_____

21. Do you have staff members in your organization who focus on product donations? If so, how many?

_____

Part IV: Closing

Thank you for your participation in this study of new product donations. We appreciate your time and attention. Upon review of the responses we have collected, it is possible that we may have follow-up questions regarding some of the information provided. May we contact you with any further questions within the next few weeks?

[IF **YES**]
How would it be best to reach you?

_____

_____

Are there particular days or times that would be best?

_____

_____

[IF **NO**]
Thank you for your assistance in making this study a success.

[END INTERVIEW]

Interview End Time: _____ : _____ _____   AM   PM

Debriefing / Interviewer Observations:

Please record your impression of the interview, and/or other observations including the respondent's level of engagement, his/her comfort level with questions, or whether he/she referenced any documents during the interview. Please also include notes on noise levels, disruptions, or anything that you feel could have an effect on the interview.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Appendix 3: Pacesetters

Included in this appendix is the full list of and related research for accepted and rejected national pacesetter organizations and accepted local pacesetters.

Accepted national pacesetters include:
- Feed the Children
- Goodwill Industries
- Kids in Distressed Situations
- National Association for the Exchange of Industrial Resources (NAEIR)
- Techsoup

Accepted local pacesetters:
- Gleaners Food Bank of Indiana, Inc.
- Teachers' Treasures, Inc.
- Matthew: 25 Ministries

Rejected national pacesetters include:
- Amazon
- EBay
- Feeding America
- National Relief Charities (NRC)
- The Salvation Army
- United Way
- World Vision

Appendix 3.1: Accepted Pacesetters

<u>Feed the Children (FTC)</u>
Mission: Providing hope and resources for those without life's essentials and ensuring that no child or family goes to bed hungry.

Organizational Overview: Feed the Children was founded in 1979 in Oklahoma City, where it is still headquartered, by reverend Larry Jones. It is currently the 25th largest charity in the U.S., according to the Chronicle of Philanthropy. FTC has been accused of over-valuing its in-kind donations in order to look better financially, and Jones was forced out in 2009 over charges of spying on board members and embezzling funds. FTC collects funds through basic monetary contributions, child sponsorships and in-kind donations, which come mostly from its corporate partners. The charity also sells branded items in its online store. Aid distribution is done directly and through partnerships with government organizations and churches. Its school supplies distribution program is certified by the Department of Education. Church partnerships are either local, distributional arrangements or international, the latter taking the form of mission trips.

Numbers: In FY2011 FTC brought in $446 million in revenue and disbursed $435 million in expenses. Gifts in kind were the largest source of revenue at $359 million, followed by monetary contributions ($75 million), investments ($9 million) and government grants ($1 million). Program services were – as is to be expected – the largest expense at $373 million, followed by fundraising ($38 million) and management ($19 million). The board includes five members: Chair Rick England, Leo Fundaro, Greg Yeilding, Dr. Ernest Wyatt and Dr. Mary Shrenck. President and CEO Kevin Hagan, former Good360 COO, was appointed in June 2012. The leadership team is rounded out by COO Travis Arnold, CFO Christy Tharp and Intl. VP Steve Whetstone.

Key Messaging: Promoting its connection with Christianity is FTC's most prominent messaging technique; this includes the Christian obligation to give to charity. Satisfying its clients' "physical as well as spiritual needs" is repeated so often in marketing materials it is essentially a second mission statement. Most of the media products sold in the FTC online store are Christian-themed music and movies, and they are a member of the Evangelical Council for Financial Accountability (ECFA). FTC also emphasizes the ways in which it is striving for accountability. In addition to its membership in the ECFA, FTC is also a BBB Wise Giving Alliance accredited charity. Their GuideStar and Charity Navigator affiliation is prominently displayed prominently on their website, as is a toll-free hotline anyone can call to report fraud or abuse of FTC or its partners. FTC is historically famous (or infamous) for how it visually promotes those it helps. Its late-night commercials feature a kindly old man surrounded by children (usually children of color) living in a faraway country and combing through landfills in order to find enough food to survive. However, they have recently started to show more white and American faces to emphasize the problem of hunger in America.

Parallels to Good360: Overall, FTC is a decent Good360 parallel organization because of its size and operations model. Good360 is a $300 million organization and FTC is a $450 million organization that does $300 million in product donations alone. FTC's main mode of operation collects goods through corporate partners, stores those goods in a network of warehouses and relies on third parties (nonprofits for Good360, churches for FTC) for distribution. FTC has a great messaging campaign to compare to Good360's, although one drawback is that FTC's is very religious. FTC is

in a similar spot administratively due to recent shake-ups and re-focusing initiatives, although FTC's is due to major accountability scandals.

Goodwill Industries International, Inc. (GII)

Mission: Goodwill works to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work.

Organizational Overview: According to section 4b of GII's 2011 990 form, the organization "functions as a member association, representing the network of independent, community-based goodwill agencies, and providing products, services and expertise that support the local Goodwill organizations. Each local Goodwill agency is an autonomous member of Goodwill Industries International. This independence is the cornerstone of Goodwill's success for over 100 years, affording the local Goodwill [agency] the flexibility to respond to community needs and opportunities among the direct services to local Goodwill members." GII provides the following to its member agencies: "mission advancement and business consultations, advisory to local Goodwill boards of directors in executive searches, learning opportunities for local Goodwill staff, public website, extranet and knowledge source, financial and management analyses, national and local marketing and public relations materials, Goodtrak (TM) client tracking software system, media relations and marketing, benchmarking research, consultation and technical assistance, MyGoodwill Extranet for Goodwill members, professional development programs for executives and senior staff."

Numbers: Goodwill operates via a "network of 165 community-based agencies in the United States and Canada with affiliates in 13 other countries." For the 2011 calendar year, according to Guidestar, GII's total revenue was $54,413,376 and total expenses were $55,066,306. The website lists the following revenue sources and amounts, which must reflect a cumulative total of GII member agencies: retail sales: $2.59 billion; industrial and service contract work: $641 million; individual/corporate/foundation support for mission services: $71 million; government support for mission services: $467 million; other revenue: $45 million. Goodwill's end-user stats for 2011 include people served through employment and training programs: 4.2 million; Mission services provided: 107 million; People who earned a job with Goodwill's help: 189,000; Estimated total earnings of people who earned a job with Goodwill's help: $2.95 billion; Personal and family support services provided: 10 million; Total revenue generated by Goodwill organizations: $4.43 billion; Total revenue spent directly on programs: 82 percent; Total number of donors (includes repeat donations): 79 million; Total number of retail stores: Over 2,650 and an online auction site, www.shopgoodwill.com.

Key Messaging: GII's messaging is clear, quantitative and compelling, illustrating impact and "selling" the brand effectively. Brand awareness is strong with frequent television advertising that consistently reminds viewers "that there has never been a better time to donate to Goodwill." The website concisely outlines Goodwill's mission and what they do to attain it. For example, according to www.Goodwill.org, Goodwill provides "job training and employment services, job placement opportunities, and post-employment support" with the goal of strengthening "communities and families by training people to become independent, tax-paying members of society." Some samples of Goodwill's strategic messaging include, "Last year, more than 79 million people donated to Goodwill. Goodwill accepts your new or gently used items – like clothing, appliances, electronics

and furniture – and sells them in our well-known Goodwill retail stores. There are more than 2,650 Goodwill donation locations in the United States and Canada."

"Every 38 seconds of every business day, someone gets a job – and moves toward economic stability – with help from you and Goodwill"; "At Goodwill, 82 percent of our revenues are used to fund our employment and training programs. Goodwill is consistently ranked among top charities that make your donations go further."

Parallels to Good360: GII is a pacesetter for Good360 due to strong messaging, particularly that which targets business partners, the organization's established brand, comparable organizational budget size, its national scope, and its more recent efforts to reach a broader consumer base through www.amazon.com. GII differs from Good360 in that they sell donated items rather than give them away and do not market to nonprofits, particularly with regards to seeking partnerships.

Kids in Distressed Situations (KIDS)
Mission: "Kids in Distressed Situations strives to minimize the impact of poverty and tragedy on the well-being of children and teens and to maximize their self-esteem and dignity through the agency partner distribution of kid-essentials made possible by the donation of product and funds from companies, foundations and individuals."

Organizational Overview: As the organization described itself in a recent press release, "Kids in Distressed Situations was founded in 1985 with the mission of providing new kid-essentials to children and teens who have been impacted by disaster, poverty and tragedy. With a network of over 1,000 local partner agencies located in all 50 states and an overhead of less than 3%, K.I.D.S. is able to effectively and efficiently deliver products directly to children when and where they need it. Since its inception in 1985, K.I.D.S has provided almost 1 billion dollars to help nearly 70 million children."

Like Good360, it works with a network of nonprofit organizations to move its donated products to the final user, it deals with a variety of product donations, and it partners with corporations to make the process efficient. Unlike Good360, KIDS is focused solely on products for children, with the majority of its donations coming from clothing manufacturers and retailers.

Numbers: According to the organization's form 990, the organization saw total revenues of over $80 million in 2011 and distributed grants totalling more than 99% of that amount. Forbes has consistently ranked KIDS as among the most efficient charities. Like Good360, K.I.D.S. solicits both product and financial donations from businesses, foundations, and individuals but relies most heavily on product donations from corporations.

Key Marketing: The organization's website does an above average job of making it clear that they rely on corporate donations and creating a clear path for corporations that would like to give while still highlighting individual donors. The "Get Involved" tab of the site includes information for individuals who would like to make cash donations but also suggests a variety of ways individuals and particularly children have used innovative means of raising funds and raising awareness about the organization. While these stories generally involve minimal financial benefits to the organization, they are all examples of individuals working to spread word of the organization's mission. Though the organization is heavily reliant on corporate donations, these smaller stories foster goodwill and promote KIDS to the population at large.

They additionally do a good job of including plenty of photographs of the donated goods being put to use by the end recipients. This connects the idea of a warehouse full of shoes with the relatable image of a seven-year-old ready for a first day of school, proudly wearing her new pink sneakers.

The cover of the organization's most recent annual report reads "25 Years, 65 Million Children." It is this direct tie to the beneficiary that makes the case compelling. The organization could easily have led with "$1 Billion in Revenues," but by putting the end recipients in mind, they both make the mission more accessible to any reader and provide corporate donors with easy messaging to market their philanthropy.

Parallels to Good360: With the exception of its limited scope and smaller scale, KIDS is a close match to Good360. The logistical setup and revenue profile are quite similar. Good360 would do well to borrow from KIDS' emphasis on the end user. The difference is that because KIDS makes donations of smaller value to each individual, using a child as a unit of analysis is an easy choice. Because Good360 often gives single gifts with great value, using an individual as a unit of impact may appear less attractive as it seems to diminish the value of goods distributed.

National Association for the Exchange of Industrial Resources (NAEIR)
Mission: "We're not like normal organizations – we actually want to be taken advantage of. In fact, we'll do almost anything to make sure our members and donors get the most out of NAEIR. We make giving easy. It's our passion. It's what makes us tick. It's why we're always friendly, caring, accommodating and fully committed to: Integrity… because if it's not worth doing right, it's not worth doing at all."

Organizational Overview: Based out of Chicago, IL, NAEIR was founded in 1977. Since then, it boasts 3 Billion in total distributed merchandise. NAEIR is a gifts in kind organization which redistributes office supplies, clothes, books, and electronics to member organizations. NAEIR has a unique focus on education through the Teacher Program. Teachers are able to join at a discounted membership fee and gain access to classroom supplies. With more than 90 donors, it offers contributing companies tax deductions, excess inventory reductions, and a commitment to brand name integrity. Through participation in NAEIR, donors are able to make a positive contribution towards community enhancement. NAEIR's donors include 3M, Avery Dennison, Delta, Grainger, Office Depot, Rubbermaid, Sharpie, and PaperMate

Numbers: NAEIR's budget includes product inventory contributions at $130 million annually and membership and transportation fees that come to $10 million annually, bringing their total annual operating income and contributions to $140 million.

Key Messaging: NAEIR has recently rebranded its company in hopes to streamline user services and reach new members. NAEIR's recently revamped tagline is Empowering Generosity. NAEIR has two membership levels, basic and premier, which offer a 5:1 and 9:1 return on investment respectively. User services were also improved through a restructured catalog and website. Through the product donations to schools, churches, and other area nonprofits, NAEIR enables organizations to accomplish missions that would otherwise be impossible.

Parallels to Good360: In general, NAEIR is a good example of a parallel organization to Good360. NAEIR is seen as a direct competitor to Good360 because of its similar operating procedure and

comparable overall mission. Both organizations are in gifts in kind organizations that rely upon donated products and then distribute them to their network of member NGOs. Both require a small fee for transportation costs, but otherwise seek to keep costs to a minimum so that members can utilize their service at little costs.   Both organizations are looking to rebrand their name and to achieve their maximum level of impact through improved fundraising and increased name recognition in the community. Differences between the two organizations revolve around the size of the annual budget and NAEIR's focus on education.

TechSoup
Mission: TechSoup Global is working toward a time when every nonprofit and NGO on the planet has the technology resources and knowledge they need to operate at their full potential.

Organizational Overview: TechSoup is a non-profit organization specializing in outfitting organizations with technology based solutions to advance the missions of its members. It offers refurbished computers, software packages at a discount, learning resources for public libraries, and guidance on members' technology needs. Many donors are able to donate products directly while many offer them for a discounted rate or through administration fees. More recently, TechSoup has expanded its reach globally. TechSoup's donors include Dell, Adobe, Microsoft, and Citrix.

Numbers: TechSoup's annual operating budget comes to $30 million, with an estimated $10 million in software products donated. TechSoup estimates it has saved global NGOs $3.2 billion in IT expenses.

Key messaging: TechSoup operates to link non-profits with the technology and the learning tools they need to accomplish their mission. The key mission of TechSoup is to use technology to accelerate social impact. Through the expansion of TechSoup Global in 1987, the focus is on helping NGOs internationally gain access to resources that were not readily available before. Through operations in fifty countries, there was a 23 percent increase in organizations served in 2012 and a 51 percent increase in donations requested. In further efforts to improve member services, Microsoft and Adobe have expanded and simplified their donation program.

Parallels to Good360: Tech-Soup, at 30 million annually, has a drastically smaller budget than Good360. Also, products are offered at a range of costs to the member. In contrast to Good360, some products are free while refurbished computers and software are offered at a discounted rate. Tech-Soup is also focusing a considerable amount of energy in the international development field. Their research and analysis in this area may be of little interest to Good360. However, Tech-Soup may be of some interest as a parallel organization to Good360. As some of their product base is similar, insight into this aspect of the company's mission may be relevant. Looking at metrics used during data reporting and their marketing strategies could prove useful.

Appendix 3.2: Local Pacesetters

<u>Gleaners Food Bank of Indiana, Inc.</u>
Mission: To lead the fight against hunger

Organizational Overview: According to Gleaners' website, the organization was founded in 1980. The organization reaches "thousands of people who need assistance. They are the working poor, the unemployed, single parents and the elderly. They are the homeless, the disabled, the mentally ill. They are battered women, victims of disaster and helpless children. They are families, friends and neighbors throughout Indiana."# Gleaners works toward accomplishing its mission by "securing, storing, and redistributing donated food to 350 Hunger Relief Agencies. These agencies are IRS-certified not-for-profits that feed people in need, including: food pantries, senior centers, shelters for battered women and children, homeless shelters, residential care centers, soup kitchens, faith-based nonprofits, and youth programs."# Gleaners accepts "food donations from many sources, including: federal and state governments, major wholesale and retail food outlets, including the Kroger Co., Quaker Oats, Walmart, and others. The organization also receives donations via major food drives conducted by corporations, clubs, and other organizations, including the Indianapolis Colts and the National Association of Letter Carriers."# Gleaners is a member of Feeding America.

Numbers: Total revenue for the fiscal year ending in September of 2011 was just under $39 million. Gleaners touts that they "make the most of your dollar because we're efficient: 93% of all the resources we receive are used in our distribution of food and grocery products."

Key Messaging: "At Gleaners, we fight the hunger crisis in our community every day. One of our best tools is information—so that more people understand the problem, and more of them can join us in the fight. After all, increasing numbers of our fellow Hoosiers are sinking into poverty:

- A staggering 304,307 people in Gleaners' service area are food insecure. (Source: 2010 Hunger In America Study)
- 50 million or one out of 6 people in America struggle with food insecurity.
- Gleaners serves an estimated 69,187 children through the summer.
- In Gleaners' 21-county service area, more than 287,000 people live in poverty—and more than 103,000 of them are children. (Source: Census Bureau.)
- The recent national economic crisis has hit elderly people, the working poor and hungry children especially hard."
- $1 equals 4 meals for Hoosiers in need
- We make the most of your dollar because we're efficient: 93% of all the resources we receive are used in our distribution of food and grocery products.
- It all adds up to nearly 25 million pounds distributed annually—via more than 350 hunger-relief agencies serving thousands of Hoosier families, seniors and children.

"When people consider donations to Gleaners, they often think of food and money. But those aren't the only gifts that help keep us going from day to day. Equipment, materials, supplies, and services—these contributions have a direct impact on our daily operation. In fact, they even help us stretch the monetary gifts we receive; by letting us put them to other uses. Gleaners welcomes businesses and individuals to donate equipment they're retiring from inventory. Tools that help us achieve our mission include:

- Painting equipment
- Forklifts
- Pallet jacks and pallet racks
- Warehouse equipment
- Office equipment and supplies
- Computers and software

Parallels to Good360: While Gleaners' focus is obtaining food donations, the organization's distribution structure is similar to Good360. Both organizations obtain in kind gifts and distribute them to nonprofit organizations that then distribute to the end user. The biggest differences are that Gleaners will only distribute to organizations within its geographic region, which is Indianapolis and surrounding counties, and Gleaner's total revenue is significantly less than that of Good360. Nevertheless, the similar distribution model and emphasis on the importance of in-kind gifts to the organization's mission achievement, particularly language used to illustrate impact and to compel individuals and organizations to donate, are certainly relevant.

Teachers' Treasures, Inc.
Mission: Teachers' Treasures helps at-risk children get the materials they need to succeed in school by providing teachers with donated educational supplies for use by the students in their classroom.

Organizational Overview: The organization operates "a retail-like free supply store for teachers, open year-round, with more than 300 items a teacher can use to help capture a child's interest, creativity and commitment to learning. Teachers from any school (public, private, charter or parochial) in Marion County and the immediately surrounding school districts with 40% or more of the student population on the free or reduced lunch program are eligible. Eligible teachers pay an annual supply fee of $35 and then 'shop free' once per month. No dollar value limit is put on their selection. We offer everything from basic school supplies like paper, pencils, erasers and crayons to art and craft supplies, books, file cabinets and desk chairs. Items in stock vary depending on donations. Some of the products we distribute come from companies or organizations moving, re-branding, housecleaning or downsizing; other products come to us through the Kids In Need Foundation."

Numbers: Teachers' Treasures total revenue for fiscal year ending in June of 2011 is approximately $3 million. Since it was established in 2000, "Teachers' Treasures has distributed over $27 million worth of free school supplies."

Key Messaging: "More than 250 schools with a total of over 100,000 students are eligible. Nearly 1,700 teachers participate in the program annually." "Teachers' Treasures bridges the gap between the great need and available resources. Many businesses and individuals have a surplus of product/materials and are in need of a positive outlet to dispose of these items. We provide a unique means to transfer these donated materials to teachers for use in their classrooms."

Parallels to Good360: While local in scope and tremendously smaller than Good360 in terms of total revenue, Teachers' Treasures is similar to Good360 in its focus on obtaining in kind gifts that are then made available to member teachers who pay an annual fee. One thing that may be particularly useful to Good360 would be to survey their member organizations and put together a "wish list" of items in high demand similar to the list Teachers' Treasures includes on their website.

Matthew 25: Ministries

Mission: The mission of Matthew 25: Ministries (M25M) is to fulfill Matthew 25:34-40 of the New Testament by providing nutritional food to the hungry, clean water to the thirsty, clothing to the naked, affordable shelter to the homeless, medical care to the ill, and humanitarian supplies to prisoners. Additionally, Matthew 25: Ministries is committed to fulfilling Matthew 25:40 by educating the public on the conditions and needs of the "least of these" and by providing resources for action.

Organizational Overview: Established in 1991 by Pastor Mettey, Matthew 25: Ministries (M25M) provides humanitarian aid and disaster relief to the poorest of the poor. M25M achieves this mission by acquiring obsolete, slightly distressed, or overstock inventory from corporations, hospitals, and individuals in the United States. These goods include clothing, personal care products, medical supplies, non-perishable food, cleaning products, educational materials, and other items essential for daily survival.

M25M has its own 132,000 square-foot processing center in Cincinnati. All goods donated to M25M are processed at this center and then shipped via forty-foot seagoing containers and by semi-trailers to the poor in the United States and around the world. In total, M25M has sent 90 million pounds of aid across the United States and into more than thirty-five countries worldwide.

M25M partners with non-profit organizations in the recipient location. Through these relationships, M25M ensures that donated goods are shipped to places with true need and distributed by people who are familiar with the area. M25M works with more than 20 organizations in the Greater Cincinnati area, groups throughout the United States including Appalachia and the American Indians, and in over 35 countries worldwide. Total revenue in 201 was $146,500,347.

Key Messaging: The key message that M25M wants to transfer to the public is that M25M is an efficient international relief organization. Given the main function is to provide humanitarian aid and disaster relief, M25M emphasizes on its efficiency in delivering donated products to needy people in crisis and emergency situations. M25M is ranked as Number one most Efficient Large U.S. Charity in the US in terms of charitable commitment and fundraising efficiency. This information is highlighted in messages that the organization sends out to donors and to compel people to give. M25M also stresses on the large scale of the beneficiaries in international development area to illustrate its impacts. The organization uses a variety of tools to quantify its work and achievements. M25M's website has an automatic statistical scale to timely measure the number of truck shipped, people helped. This is an effectively way of informing the public about the organization's quantitative impacts.

Parallels to Good360: Like Good360, M25M receives donated products from individuals and corporations to serve the needy. M25M has its own service model, which is different from Good360 in the way that M25M has a centralized processing area and all donated products are shipped from this center. M25M acts as a humanitarian relief organization and it has responded to many major disasters including cyclones, tsunamis, earthquakes, floods, hurricanes, windstorms, and droughts. Given this nature, M25M has different regulations regarding the use of donated products. Products donated to M25M are not necessarily new products Like Good360, donated products to M25M are food, personal care items, medical supplies, and other products. The local partnerships help M25M distribute these donated products to the poor and the needy. In this way M25M directly provide donated products to the end users.

Appendix 3.3: Rejected Pacesetters

Amazon and eBay
These two organizations both provide goods to consumers in innovative ways and allow small sellers to connect with a larger purchasing audience than they would otherwise be able to access. In this way, they are excellent comparisons for explaining the organizational concept of Good360 and its mission. Simply put, they connect the people/organizations who have stuff they do not want anymore with potential buyers, allowing for both buyers and sellers to benefit from economies of scale. This useful similarity does not, however, extend to Good360's fundraising and marketing strategies as a nonprofit organization. While Amazon and eBay market to the demand side, allowing that market to direct the supply; Good360 operates in the opposite way, relying on donations for the supply side and then counting on nonprofits to supply the market demand. If this analysis were aimed at attracting more nonprofits to use Good360's services, these two organizations would perhaps be more insightful. However, this report is intended to investigate the impact of new product donations on recipients and users, which can be used for marketing and fundraising. As such, for the sake of this analysis, it is more relevant to look at similarly focused nonprofit organizations.

Feeding America
Feeding America's mission is "to feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger." While food is not the only entity they seek and distribute, it is the focus of the vast majority of the organization's efforts. Good360 seeks a very broad array of products and supplies for distribution. In terms of establishing quantitative data regarding impact, the ability to quantify a singular item category (food) is easier than establishing a similar metric for more diverse donations. In addition, Feeding America works with a significant number of government programs in contrast to Good360's focus on seeking donations from corporate entities and re-directing them to nonprofits without restriction on the nonprofits' missions. In short, while relevant to the discussion of product philanthropy, these general characteristics of Feeding America did not lend themselves to a direct pacesetter comparison in the context of our research goal to establish a framework for measuring the impact of new product donations on nonprofit organizations and their clients.

National Relief Charities (NRC)
NRC's mission is to "Help Native American people improve the quality of their lives by providing opportunities for them to bring about positive changes in their communities." They operate in a dozen states in the Plains, West and Southwest. They distribute goods, including food, and provide educational and medical services to more than 1,000 mostly isolated, rural reservations. NRC distributes more than 5 million pounds of "new, quality products" to reservations every year. Like Good360, they strive to deliver only "needed goods and services" that are of high value and high quality, and they tout a "highly effective" warehousing and distribution system. They are also similar in how they partner with other nonprofits to community organizations. These are known as "Program Partners" and they are stand-alone organizations (not merely local extensions of NRC) that handle the majority of NRC's distribution work within individual reservations. However, NRC's total revenue and expenses are in the $40 million range while Good360 is more than six-times that size. This, coupled with the niche, reservation-only clientele of NRC, means they are likely not a direct pacesetter for Good360, which focuses its large-scale corporate product philanthropy on a national scale with no limit on the mission of the recipient organization.

The Salvation Army
The Salvation Army is a Christian-based organization that seeks to spread its evangelical mission internationally. Its Bible based ministry seeks to meet human needs without discrimination. One key reason that Salvation Army is not a reliable match as a competitor to Good360 is that this ministry is too broad in its scope. The organization is involved in a very diverse array of projects including but not limited to disaster relief, prisoner rehabilitation, and the combating of human trafficking. Another area of divergence with Good360 is the revenue it uses for donations and contributions. The Salvation Army relies mainly on the donation of used household goods and vehicles, along with some financial backing from private donations. The focus clearly lies outside the realm of where Good360 concentrates their efforts. The last reason for the exclusion of the Salvation Army from the list of Good360 pacesetters is the similarity to Goodwill. Both of these organizations rely heavily on used goods and have similar structures. Because Goodwill is used as a key competitor for this research, information from the Salvation Army runs the risk of being repetitive. The Salvation Army does not provide enough valuable information regarding the benefits of new product philanthropy to merit inclusion in this research.

United Way
With the simple mission statement, "United Way improves lives by mobilizing the caring power of communities around the world to advance the common good," the United Way is well known and generally well received. A handful of United Way chapters around the country offer seemingly efficient and popular in-kind donation programs. An exemplary program is that of the Central New York Chapter, whose initiative aims to be "the community's in-kind connection center. We help businesses find new uses for unwanted equipment and inventory, and help agencies find the items they need to do their work." Because these programs vary so greatly from chapter to chapter, are not contained under a central organizational structure, and represent only a small component of a wider programmatic profile, they do not serve as useful comparisons for Good360, which has a national scope.

World Vision
World Vision is an "international partnership of Christians whose mission it is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice, and bear witness to the good news of the Kingdom of God." World Vision's focus on Christian-based ministries signifies that the primary focus is very distinct. World Vision has gifts in kind program, but it is a small percentage of what they do. They also have a multifaceted program that focuses on community development, disaster response, child well being, and training in advocacy. Many of their programs, such as Kidreach and the Youth Empowerment Program, have a direct link with the community instead of having a link with an NGO that is then in charge of social action. They run domestic programs, but they are also well known for their international programs around the world. World Vision was ruled out as a pacesetter for Good360 because of mission divergence, program focus, and scope.

Appendix 3.4: Teachers' Treasures Wish List

NEEDED ITEMS

SCHOOL SUPPLIES

binder clips	maps
book bags	notebooks
bookmarks	paper (copy and filler)
calculators	paper clips
chalk	pencil boxes
chalkboard erasers	pencils
clipboards	pens
clips	pocket folders
compasses	protractors
dry erase boards	pushpins
dry erase markers	rubber bands
erasers	rulers
flash drives	scissors
journals	staple removers
lanyards	sticky notes
magnets	tape

ART SUPPLIES

art canvases	drawing paper
artist brushes	drawing pencils
artist paint	fabric
blue tack	glue
buttons and beads	glue sticks
card stock	markers
colored pencils	mat board
construction paper	paper all sizes & colors
craft accessories	paper cutters
crayons	poster board
design templates	poster paper
display boards	scrapbooking materials
draft kits	storage bins/containers
drawing pads	yarn

HEALTH AND HYGIENE

combs & brushes	soap
deodorant	toothbrush holders
feminine hygiene items	toothbrushes
hand sanitizers	toothpaste
shampoo/conditioner	washcloths

BEAUTY AND PERSONAL CARE

body sprays	lip gloss
chap sticks	lipsticks
eye shadows	makeup
facial tissue	toilet paper
hair accessories	

BOOKS

- all categories
- all ages
- atlases
- coloring books
- dictionaries
- encyclopedias
- magazines
- thesauruses

CLEANING SUPPLIES

- cleaning cloths
- disinfectant sprays
- disinfectant wipes
- latex gloves
- paper towels
- trash bags

TOYS & PRIZES

- cards
- games
- key rings & sm prizes
- plush
- puzzles
- stickers
- toys
- trophies

MISCELLANEOUS

- balloons
- paper napkins
- paper cups & plates
- plastic forks/spoons
- sm food containers
- small plastic baggies
- sports equipment
- straws
- thermoses
- water bottles

OFFICES SUPPLIES & FURNITURE

3 hole punch	easels	loose-leaf dividers
3 ring binders	envelopes	lrg dry erase boards
adding machines	expanding files	magazine holders
blank recordable CDs	file cabinets	miscellaneous notepads
bookends	file folders	mouse pad
calendars	flash drives	office accessories
clipboards	hanging files	organizers & paper trays
computer mouse	ink pads/ stamps	pencil sharpeners
desk chairs	keyboards	projectors
desks	large clips	room décor/posters
		tape dispensers

For more information contact Teachers' Treasures
1800 E. 10th Street, Indianapolis, IN 46201
information@teacherstreasures.org
www.teacherstreaures.org
317-264-1758

ABC

Teachers'
Treasures

# Appendix 3.5: Gleaners Messaging Example

FOOD DONATIONS

Gleaners Food Bank solicits and receives donations from all segments of the food industry. From growers and manufacturers to brokers and retailers—and everyone in between.

They donate for a variety of reasons, including production errors, discontinued inventory and slight damage. Meanwhile, our Quality Control Unit ensures food safety by screening all donated products before distribution.

LOCAL DONATIONS
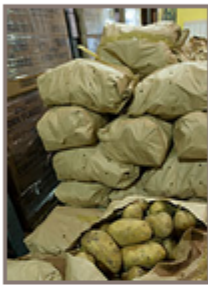
We are always especially pleased by the donations of Indiana companies. When they give, they become a direct part of the local fight against hunger.

Local donors include:

- Grocery stores such as the Kroger Company
- Distributors like Pure Beverage
- Processors, including Prairie Farms
- Produce wholesalers like Circle City Fruit
- Food service vendors such as Calderon Brothers

NATIONAL DONATIONS

Gleaners receives food donations from national corporations through Feeding America, the nation's food bank network. Thanks to Feeding America's networking ability, national companies reach local food banks like Gleaners all across the country.

ACCOUNTABILITY

Donors know that their gifts to Gleaners will be handled with care. Our food bank is inspected by food industry representatives, local and state health departments, and Feeding America.

This way, our distribution process is sure to include:

- Detailed product tracking
- Brand name integrity
- Superior food handling and storage
- Timely distribution of donations

Even better, companies know that their donations will go only to people who need food assistance—and that gifts are never sold, bartered or traded.

- Federal Good Samaritan Law

FOOD DONATIONS

Money Donations
Local Donations
In-Kind Donations

UNTIL EVERY BOWL IS FILLED

Give

Volunteer

Learn

Appendix 3.6: Matthew: 25 Ministries Messaging

FEATURED WORK

Below is information about the featured work of Matthew 25: Ministries. Visit our Programs and Facilities page to view ready-to-print informational slicks about Matthew 25: Ministries' various projects.

PROJECTS AND ITEMS MATTHEW 25: MINISTRIES PRODUCES

Fill Center
Matthew 25: Ministries' Fill Center takes donated detergent or general cleaning concentrate, dilutes it, and repackages it into gallon jugs, barrels, or totes.

Notebook Manufacturing Center
Matthew 25: Ministries' Notebook Manufacturing Center uses donated industrial printing equipment and donated paper to make school notebooks for needy children.

Prasco Food Processing Center
The Prasco Food Processing Center packages a nutritionally enhanced rice-soy blend for only 9-cents per serving.

Rainbow Paint Reblending Program
The Rainbow Paint Reblending Program helps facilitate long-lasting improvements, enhancements or upgrades to low income communities locally and worldwide while reducing the amount of leftover paint being deposited in landfills, public waterways and sewer systems.

Appendix 3.7: K.I.D.S. Survey Example

K.I.D.S. Agency Impact Survey

Thank you for participating in our impact survey.

Please use this form to provide us with any feedback about a recent donation from K.I.D.S. and the impact it may have had on the clients you serve.

[Next]

3 Describe the type and amount of K.I.D.S. products received by your organization.

4 Approximate date these products arrived.

5 Were these products distributed or used for a particular program you sponsor, e.g. reading or education program, support for

6 Tell us about the children and families who were served by this donation. A general demographic description is acceptable.

7 Please describe a particuarly emotional story or quote from a family who received a product from K.I.D.S. that you think m
   connected to others because of new clothes, etc.

8 Any other questions or comments you'd like to share regarding the impact of a K.I.D.S.' donation on your organization?

[Prev] [Done]

The full survey can be found at :
http://s.zoomerang.com/s.aspx?sm=HO6Waa82P1UyMsWLeKAG%2fA%3d%3d

Appendix 4: Full List of Researchers and Brief Biographies

Appendix 4.1: Research Leaders

<u>Lisa Blomgren Bingham</u>
Bingham is the Keller-Runden Professor of Public Service. She has co-edited three books and authored more than 60 articles and book chapters on dispute resolution and collaborative governance. Professor Bingham has served as a consultant or speaker on matters of dispute system design and new governance processes to the Korean Supreme Court Task Force on Civil Justice Reform, the Korea National Relations Commission, the Korean Environmental Institute, the Korea Development Institute, and World Bank. She also served as a consultant and outside evaluator for the U.S. Postal Service employment mediation program (REDRESS), and for the U.S. Department of Agriculture, National Institutes of Health, Occupational Safety and Health Review Commission, U.S. Department of the Air Force, and Department of Justice. She received the Association for Conflict Resolution's Abner Award in 2002 for excellence in research on dispute resolution in labor and employment in the public sector, as well as research awards for conference papers from the American Bar Association Section of Dispute Resolution, Industrial Relations Research Association, and International Association for Conflict Management. In June 2006, she received the Rubin Theory-to-Practice Award from IACM and the Harvard Project on Negotiation for research that makes a significant impact on the practice of conflict resolution. She is an elected member of the National Academy of Public Administration. Bingham is a graduate of Smith College (A.B. 1976 magna cum laude with high honors in Greek) and the University of Connecticut School of Law (J.D. 1979 with high honors).

<u>Cindy M. Lott</u>
Lott is Senior Counsel to the National State Attorneys General Program at Columbia Law School, and is the lead counsel to its Charities Regulation and Oversight Project. Lott is a frequent speaker at national conferences that focus on charities and nonprofit state regulation and governance. In 2006 and 2007, she was a Lecturer in Law at Columbia Law School, co-teaching an advanced research seminar on state attorneys general and their role in state policymaking. In 2008 and 2009, Lott was a visiting clinical professor at the Indiana University Maurer School of Law, where she was the developer and director of the Nonprofit Legal Clinic. Lott served as Chief Counsel to the 2004 Democratic National Convention in Boston and was Deputy Counsel to the 2000 Democratic National Convention in Los Angeles. She has served as Chief Counsel for Advisory Services and as Section Chief for Administrative and Regulatory Litigation in the Indiana Attorney General's office. Her areas of practice have included constitutional law, administrative and regulatory law, contracts, business fraud, compliance, and advisory issues. Previously, Lott's private practice focused on legal strategy for national advocacy groups and non-profit organizations, particularly with respect to state attorney general, non-profit, and state policy issues. Lott is a member of the national board for the Better Business Bureau's Wise Giving Alliance and was a member of the Steering Committee for the formation of the new School of Public Health at Indiana University-Bloomington. She is currently serving in her third term as a board member for Volunteers in Medicine of Monroe County, which she helped found in 2007. Lott is a 1993 graduate of Yale Law School. She earned her bachelor's in Comparative Literature at Indiana University in 1989.

Appendix 4.2: Student Researchers

Casey Campbell: MPA, Nonprofit Management
Megan Clayton: MPA, Public Management
Joanne Colby: MPA, International Development
Erin Culp: MPA, Nonprofit Management and Policy Analysis
Sasha Dutton: MPA, Nonprofit Management
Brooke Feldman: MAAA
Haozhe Gu: MPA, Nonprofit Management and Policy Analysis
Patrick Hansen: MPA, Nonprofit Management; GR ACRT, Social Entrepreneurship
Ngot Hoang: MPA, Nonprofit Management
Andrew Keeler: MPA, International Development and Nonprofit Management
Michael Malik: MPA, Nonprofit Management
Lindsay Nash: MPA, Nonprofit Management
Lynn Nguyen: MPA, Nonprofit Management, Policy Analysis and Public Management
Emily Pike: MPA, Nonprofit Management
Bethan Roberts: MPA, Nonprofit Management
Daniel Rossi: MPA, Policy Analysis
Linh Vo: MPA, International Development and Policy Analysis
Nicole Wolfersberger: MPA, Nonprofit Management
Katherine Zilvinskis: MPA, Nonprofit Management and Policy Analysis

Susanna Foxworthy: Research Assistant to Professor Lisa Blomgren Bingham, focusing on open government initiatives at the federal level and nonprofit product philanthropy

Appendix 5: Coding Resources

Appendix 5.1: User Codebook

Name/Descriptions	Code
Job title categories (Q4) - single code	
Programs- includes teaching roles, program implementers	PROG
Maintenance and Operations- includes upkeep of facilities	OPER
Executive leadership	EXEC
Fundraising/development	DEVEL
Administrative- answering phones, secretarial duties	ADMIN
Marketing/Communications	MARKETING
Other	OTHER
Role description (Q5) - multiple codes	
General operations- day-to-day, upkeep, maintenance	GENOP
Events- coordinating events	EVENT
Grants- applying for grants, managing grants	GRANT
Finance- accounting, book keeping	FINAN
Leadership duties- overseeing and managing people	LEAD
Administration- meeting minutes, secretarial	ADMIN
Programs- activities and duties encompassing program operations	PROG
Fundraising	FUND
Communications- PR, advertising, media	COMM
Community Outreach- creating links to the public, nonprofit partners, government, businesses	COMM-OUTREACH
Volunteer Coordination- managing and organizing volunteers	VOLUNCOORD
Other	OTHER
Types of organizations and reasons for requests (Q7-10)- multiple codes	
Local- exclusively local organization	LOCEXCLUSIVE
Local affiliate of a national or international organization	LOCAFFILATE
Nonlocal – national or international organization	NONLOCAL
Cost savings	COSTSAVE
NPD go toward programs	PROG
NPD go toward events	EVENTS
Convenience- reason why request NPD	CONVENIENCE
Buying in bulk is a positive	POS-BULK
Good quality of products	QUALITY
Relationship- nonprofit has prior relationship/partnership/connection with NPD organization	RELATIONSHIP
Nonprofit just receives unsolicited products	UNSOLICIT-NPD

Inconvenient- reason why don't request	NEG-CONVENIENCE
No need- out of scope of mission, receives products other ways	NEG-NONEED
No benefit- organization states it does not/would not benefit from NPD in general	NEG-NOBENEFITS
Resource limitations- no or insufficient staff, time, money to seek NPD	NEG-RESLIMIT
Buying in bulk is a negative	NEG-BULK
Other	OTHER
Kinds of products (Q7-10) - multiple codes	
Office supplies - pens, paper, pencils	OFFICE
Building supplies – construction-related materials	BUILD
Electronics- cameras, copy machine, projectors, scanners	ELECTRONICS
Furniture- beds, couches, desks, chairs, mattresses	FURN
Medical- medicine and various medical supplies, includes animal-related medications	MEDIC
Technology Hardware- computers, iPads, IT equipment	TECH-HARDWARE
Technology Software- software including database or office-related needs	TECH-SOFTWARE
Toys	TOY
Food	FOOD
Alcohol	ALCOHOL
Hygiene products - toiletries (e.g. toothpaste, feminine products, toilet paper)	HYGIENE
Marketing products- banners, signs	MARKETING
Clothing	CLOTH
Home goods- blankets, towels, paper products, cookware	HOME
Books	BOOKS
Prize – items used as prizes / gifts; a non-necessity	PRIZE
Other	OTHER
Duration of use (Q7-10) - single code	
Emergent requests - soliciting for specific items	IRREGULAR
Regular, consistent requests	REGULAR
Immediate use	IMMEDIATE
Other	OTHER
Impacts on fundraising, operations, mission, client, programs (Q11-15) - multiple codes	
Negative impact on fundraising	NEG-FUNDRAISE
Negative impact on operations	NEG-OPERATIONS
Negative impact on mission	NEG-MISSION

Negative impact on client	NEG-CLIENT
Negative impact on programs	NEG-PROGRAMS
Positive impact on fundraising	POS-FUNDRAISE
Positive impact on operations	POS-OPERATIONS
Positive impact on mission	POS-MISSION
Positive impact on client	POS-CLIENT
Positive impact on programs	POS-PROGRAMS
No impact on fundraising	NO-FUNDRAISE
No impact on operations	NO-OPERATIONS
No impact on mission	NO-MISSION
No impact on client	NO-CLIENT
No impact on programs	NO-PROGRAMS
Cost savings	COSTSAVE
Improves client outreach- linking clients to organization and adding new clients	CLIENT-OUTREACH
Enhance (improve) client services, programs	ENHANCE-PROG
Expand (add new) client services, programs	EXPAND-PROG
Expand (add new) organization operations - includes staff and volunteers	EXPAND-OPERATION
Enhance (improve) organization operations - includes staff and volunteers	ENHANCE-OPERATIONS
Helps/improves donor outreach	DONOR-OUTREACH
Improves events (includes any and all events that serve any purpose; if the event is for clients, also mark the appropriate client/program related code)	EVENTS
NPD help meet client basic need	CLIENTNEED
NPD help improve client quality of life	CLIENTLIFE
NPD enables client self sufficiency	CLIENTSELF
Helps/improves community outreach- link to nonprofit partners, government, businesses	COMM-OUTREACH
Improves communications and marketing - includes social media	MARKETING
Increased efficiency	EFFICIENCY
Used specifically for a silent auction	SILENT AUCTION
Other	OTHER
Benefits/No benefits of Good360 membership (Q17) - multiple codes	
No benefits	NOBEN
Criticism of e-mails and communication	NEG-COMMUNICATION
Positive feedback about e-mails and communication	POS-COMMUNICATION

Products not applicable or appropriate to organization	NEG-PRODUCTS
Buying in bulk is a positive	POS-BULK
Buying in bulk is a negative	NEG-BULK
Cost savings	COSTSAVE
High costs (e.g. transportation costs too high)	HIGHCOST
Deliveries are timely	TIMELY
Good quality of products	QUALITY
Other	OTHER
Do you report/collect? What information willing to report/collect? (Q18- 19) - multiple codes	
Yes collect	YESCOLLECT
Don't collect	NOCOLLECT
Willing to report	YESREPORT
Not willing to report	NOREPORT
Outputs- number of clients served, number of products given out	OUTPUT
Impact	IMPACT
Other	OTHER
Information from Good360 (Q20)- multiple codes	
Want information as buyer - purchase history, suggestions and reminders about past products	BUYERINFO
Total retail value of all goods received	TOTAL-RETAIL
Retail value of goods received by month	RETAIL-MONTH
Retail value of goods received by product type	RETAIL-NPDTYPE
Total cost of all goods received (as paid by recipient organization)	TOTAL-COST
Cost of goods received by month (as paid by recipient organization)	COST-MONTH
Cost of goods received by product type (as paid by recipient organization)	COST-NPDTYPE
Total quantity of goods by product type	TOTAL-QUANT-NPDTYPE
Total quantity of goods by product type and by month	TOTAL-QUANT-NPDTYPE-MONTH
Total cost savings	TOTAL-COST-SAVINGS
Other	OTHER

Appendix 5.2: Revised Codebook for Impact Measures

Name/Descriptions	Code
Positive NPD impacts on staff, volunteers (internal operations)	POS-OPERATIONS
Positive NPD impacts on general budgets and grants reporting	POS-FINANCE
Positive NPD impacts on clients includes meeting basic needs, improving quality of life, increasing self sufficiency	POS-CLIENTS
Increased cost savings from NPD	INCREASED COST SAVINGS
NPD improved organization's fundraising	IMPROVED FUNDRAISING
NPD improved communications including general communications with donors, staff, and clients through marketing or other means	IMPROVED COMMUNICATIONS
NPD helped increase organization efficiency (coded only when explicitly stated by respondent)	INCREASED EFFICIENCY

Appendix 6: Presentation Slides

A Framework for Measuring the Impact of New Product Donations

SPEA V600 Capstone
In Partnership with Good360
April 2013

Welcome!

INDIANA UNIVERSITY

Special Thanks

- Cindy Hallberlin
- Susie Van Doren
- Lindsay Jones
- Dr. Beth Gazley

- Dr. Ashley Bowers
- Dr. Stacey Giroux
- Susanna Foxworthy
- Cindy Lott

2   INDIANA UNIVERSITY

In Our Hearts

Wishing her a
speedy recovery!

3

Agenda for Today

- Study Overview
- Prior Research
- Our Methodology
- A Framework for Measuring Impact
- Opportunities for Future Research
- Q&A – Panel Discussion

4

SPEA & Good360 Partnership

Good360

Approached SPEA about defining a metric or metrics for the impact of new product donations

SPEA Capstone

Designed to apply previous coursework and to gain experience in research and project management

Good360

GOODS FOR THE GREATER GOOD™

System of New Product Philanthropy

Good360

Corporate Donor

Nonprofit Recipient

Good360
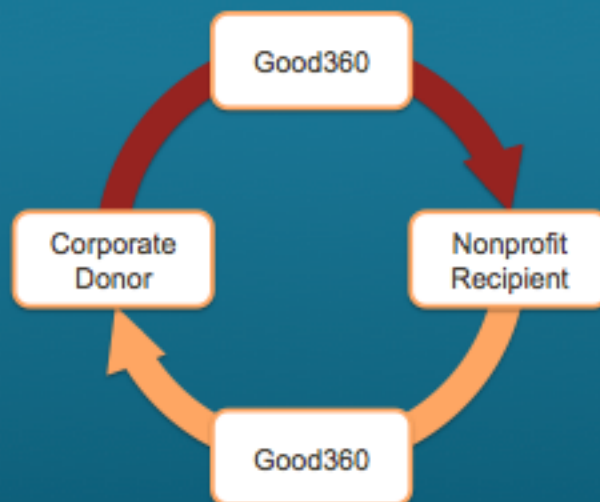
What the Research Said

- Existing Research – **no system of framework** for measuring the impact of new product donations
- Literature Review –Findings of **qualitative research** are highly **useful** when the goal is to shed light
- Product Philanthropy Research - Nothing on the **benefit** to the nonprofit organizations receiving goods

What We Found

- No existing theory to test in order to establish a set of metrics.
- Focus group was Good360 members in Indianapolis region
- Our research focus on nonprofit recipients of new product donations
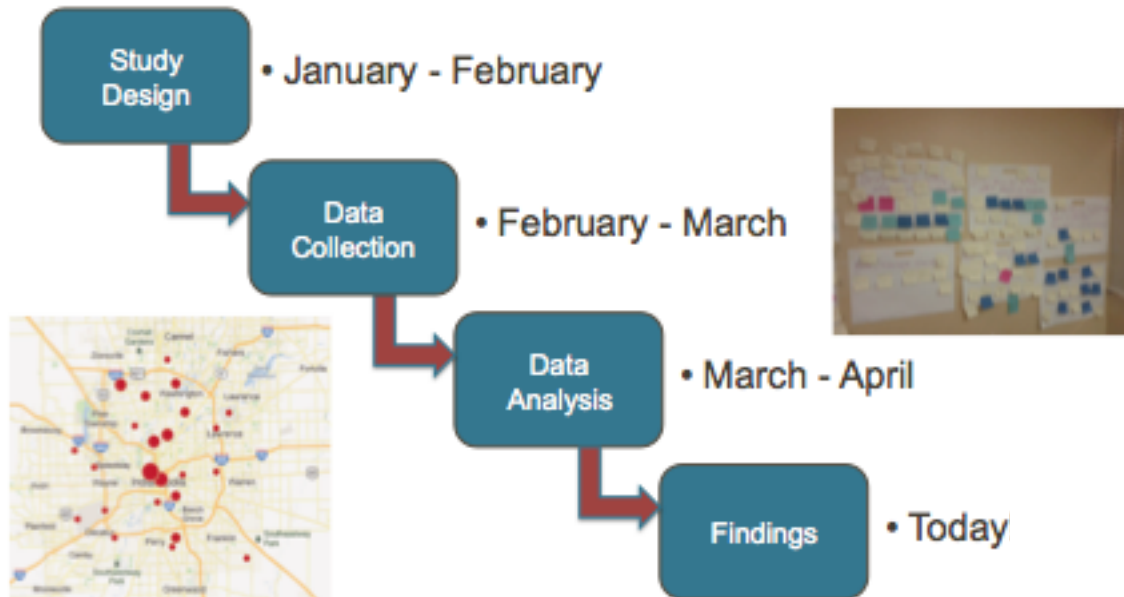- Build a framework

Our Focus: Zooming In

Good360

Organizational Lens

Corporate Donor

Nonprofit Recipient

Good360
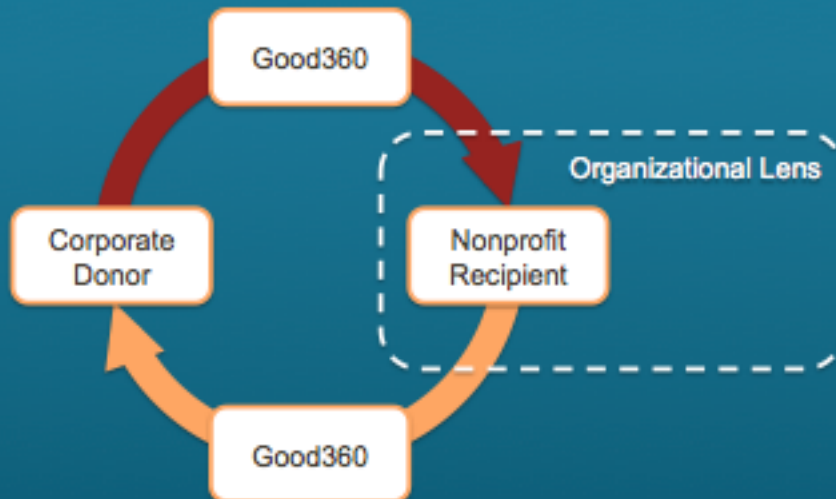
Our Goal

Develop a framework for measuring the impact of new product donations on nonprofit organizations

Major Study Phases

Study Design • January - February

Data Collection • February - March

Data Analysis • March - April

Findings • Today

Key Major Findings

Reasons for Requesting NPD's:

- Programs
- Operations
- Events
- Cost Savings

Top Products Received & Used:

- Food
- Technology (Hardware & Software)
- Hygiene Products

Three Recurring Impact Themes:

- Operational Impact
- Financial Impact
- End User Impact

Other Key Terms

- New Product Donations (NPD)
- Recipient Nonprofit
- Members and Nonmembers
- Users and Nonusers
- End-Users

Agenda for Today

- Study Overview
- Prior Research
- Our Methodology
- A Framework for Measuring Impact
- Opportunities for Future Research
- Q&A – Panel Discussion

NPD Research

Gazley and Abner 2010
- Found substantial capacity challenges
- Found that NPOs do not systematically track use of products
- Found that NPOs do not uniformly calculate the value of the products they received.

Ross and McGiverin-Bohan 2012
- Found that since donated products are valued below market price, NPOs get more value from NPDs than from an equivalent cash donation
- Found that NPDs are likely to be "necessary goods." Demand for them does not increase or decrease proportionally to income.
- Even minor donations "frees up family income to cover other, more discretionary expenses." In other words, **the impact is significant but the mechanism for measuring that impact have yet to be established and researched.**

Zooming Out

Looking for a mechanism

- Where to look for Impact:

  - Good360 programmatic approach

    - Framing Hope

  - Nonprofit organizational approach

- The Way Forward

  - Developing guidance for a nonprofit organizational approach

The Knowledge Gap

- There was a dearth of information concerning theoretical approaches to new product donation.
  - No framework for explaining the types of relationships between new products, organizations, and end-users.
  - Without guidance, we could easily end up with inaccurate measurements, incorrect metrics, or the wrong focus; furthermore, without an underlying theory, assessments are likely to be piecemeal, incomplete, and/or inaccurate

Addressing the Knowledge Gap

- Good360 is looking to determine ways that new product donations impact organizational and end-users *as well as* come up with a quantitative unit of measurement (or perhaps multiple measurements) of this impact.

- Our expectation, through this exploratory research and the framework we will develop, is to provide Good360 with a few different ways of conceptualizing the impact of product donation.

Overcoming the Knowledge Gap

Qualitative research is:

- Often the best tool for establishing how subjective factors influence political decision-making and the motivations of those involved

- Used to identify new elements to research that were not expected and sheds light on previously unexplored causal links

- Good for developing a hypothesis, while quantitative methods are better for testing a hypothesis

Agenda for Today

- Study Overview

- Prior Research

- Our Methodology

- A Framework for Measuring Impact

- Opportunities for Future Research

- Q&A – Panel Discussion

Methodology

Study Design	• 2012 – Project set in motion • January – Revised study design • February 8th – IRB approval

✓

IRB
Approval

Study Design

- Primary research question:
  - What is a framework for measuring the impact of new product donations?
- Primary target population:
  - U.S. nonprofits that request and use new product donations
- Primary sampling frames:
  - Good360 members in the Indianapolis area who have requested new product donations in the last 12 months
  - Other Indianapolis area nonprofits who have requested new product donations in the last 12 months

Sampling Frames: Total Revenue

Total Revenue	Good360 National N = 34,191	Good360 Indianapolis N = 140	Other Indianapolis N = 110
Less than $100K	15%	12%	10%
$100K - $500K	21%	26%	36%
$500K - $1M	9%	11%	8%
$1M - $5M	16%	22%	31%
$5M - $10M	4%	7%	8%
More than $10M	7%	8%	6%
Unknown	29%	14%	0%

Sampling Frames: NTEE Code

Category	Good360 Member List N = 140	Other Indianapolis Area NPOs N = 110
Arts, Culture, & Humanities (A)	3%	4%
Education (B)	11%	13%
Environment & Animals (C-D)	6%	7%
Health (E-H)	14%	18%
Human Services (I-P)	41%	49%
International, Foreign Affairs (Q)	1%	1%
Public, Societal Benefit (R-W)	7%	3%
Religion Related (X)	3%	4%
Uncategorized	14%	0%

Study Design – Screening

Screening Protocol

- 10 – 15 minutes
- 6 – 8 questions
- Not recorded
- Member vs. nonmember scripts
- Identified who has knowledge of NPD
- Identified users vs. non-users of NPD

Key Questions

- Role of respondent
- Has your organization requested new product donations from any other organization in the last 12 months, that is, since February of 2012?
- Is your organization likely to request new product donations in the next 12 months?

Study Design – Full Interviews

Interview Protocol

- 45 – 60 minutes
- Recorded
- 21 questions for Good360 members
- 18 questions for nonmembers

Interview Structure

- Characteristics of recipient nonprofits
- Sources of NPD
- NPD received
- Rationale, uses & timing
- Open-ended impact
- Stories & examples
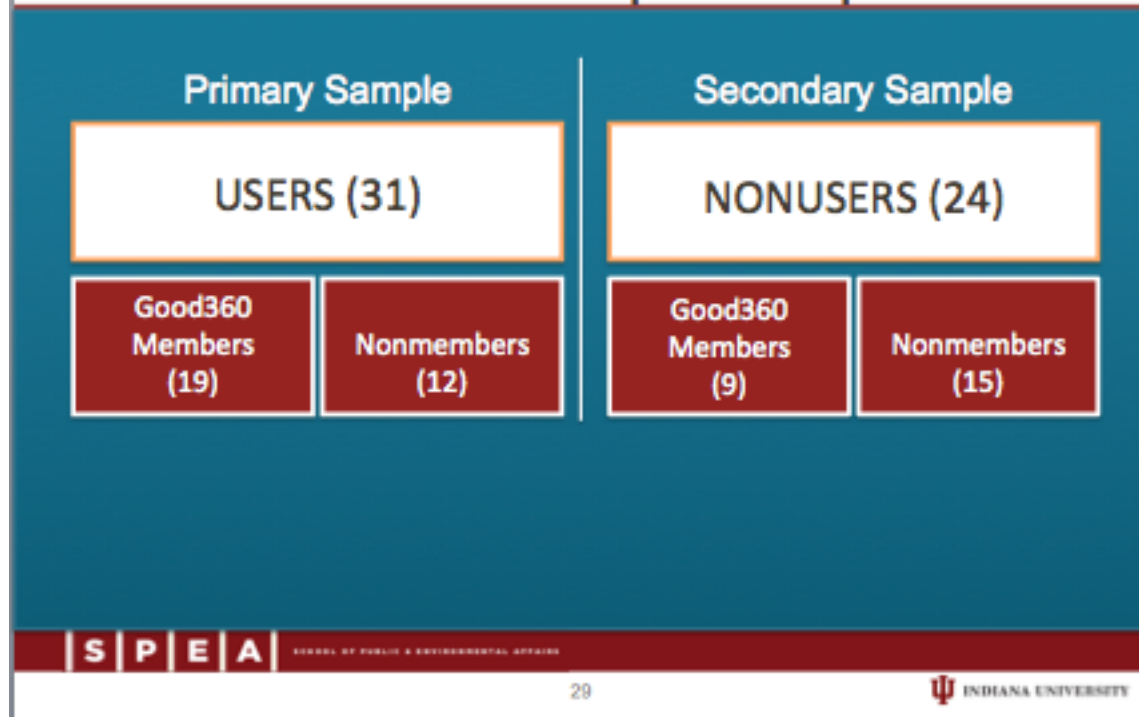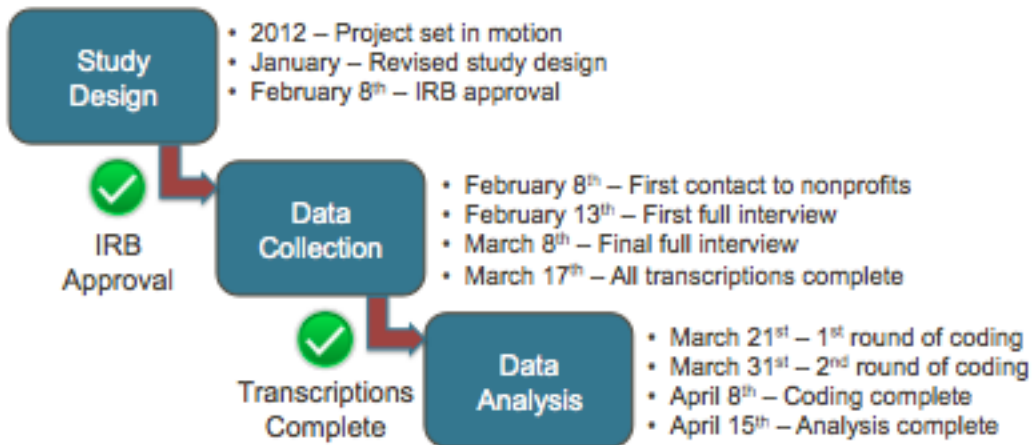- Good360 reporting & membership benefits

Methodology

Study Design
- 2012 – Project set in motion
- January – Revised study design
- February 8th – IRB approval

✓ IRB Approval

Data Collection
- February 8th – First contact to nonprofits
- February 13th – First full interview
- March 8th – Final full interview
- March 17th – All transcriptions complete

✓ Transcriptions Complete

Data Collection - Process

1. Good360 email to Members (140)
2a. IU email to Good360 Members
3a. Member Screening call
2b. IU email to non-Members (89)
3b. Nonmember Screening Call

users →
nonusers →

4. Email confirmation & prep info
5. Full in-person Interview

✓ User Sample (31)

Confirmations and full in-person interviews occurred only with organizations that request new product donations

✓ Nonuser Sample (24)

A-67

Data Collection - Sample Composition

Primary Sample	Secondary Sample
USERS (31)	**NONUSERS (24)**
Good360 Members (19) / Nonmembers (12)	Good360 Members (9) / Nonmembers (15)

Sample Composition by NTEE Code

Category	User (N = 31)	Nonusers (N = 24)
Arts, Culture, & Humanities (A)	3%	8%
Education (B)	13%	25%
Environment & Animals (C-D)	6%	17%
Health (E-H)	6%	25%
Human Services (I-P)	45%	13%
International, Foreign Affairs (Q)	3%	0%
Public, Societal Benefit (R-W)	10%	4%
Religion Related (X)	6%	0%
Uncategorized	6%	8%

Methodology

Study Design
- 2012 – Project set in motion
- January – Revised study design
- February 8th – IRB approval

IRB Approval ✓

Data Collection
- February 8th – First contact to nonprofits
- February 13th – First full interview
- March 8th – Final full interview
- March 17th – All transcriptions complete

Transcriptions Complete ✓

Data Analysis
- March 21st – 1st round of coding
- March 31st – 2nd round of coding
- April 8th – Coding complete
- April 15th – Analysis complete

Data Analysis - Coding

- Phrases recipient nonprofits use to describe impact
- Kinds of products they request & receive
- What patterns emerge?
- How to categorize?

Methodology

Study Design
- 2012 – Project set in motion
- January – Revised study design
- February 8th – IRB approval

IRB Approval ✓

Data Collection
- February 8th – First contact to nonprofits
- February 13th – First full interview
- March 8th – Final full interview
- March 17th – All transcriptions complete

Transcriptions Complete ✓

Data Analysis
- March 21st – 1st round of coding
- March 31st – 2nd round of coding
- April 8th – Coding complete
- April 15th – Analysis complete

Coding Complete ✓

Findings
- Today

Agenda for Today

- Study Overview
- Prior Research
- Our Methodology
- A Framework for Measuring Impact
- Opportunities for Future Research
- Q&A – Panel Discussion

A-71

Setting Context for Results

- Thinking back to the screening protocol, we asked organizations to connect us with the person within the organization who knows about NPD the most.
- Reminder: These results are **qualitative**, even if they look like they're presented in quantitative form.

Nonprofit Organizations and NPD

- Staff
  - Who we talked to
  - What their functions were
- NPD
  - Why did your organization request NPDs
  - What NPDs were actually received
  - What was the length of time that NPDs lasted before more was needed
- Impact
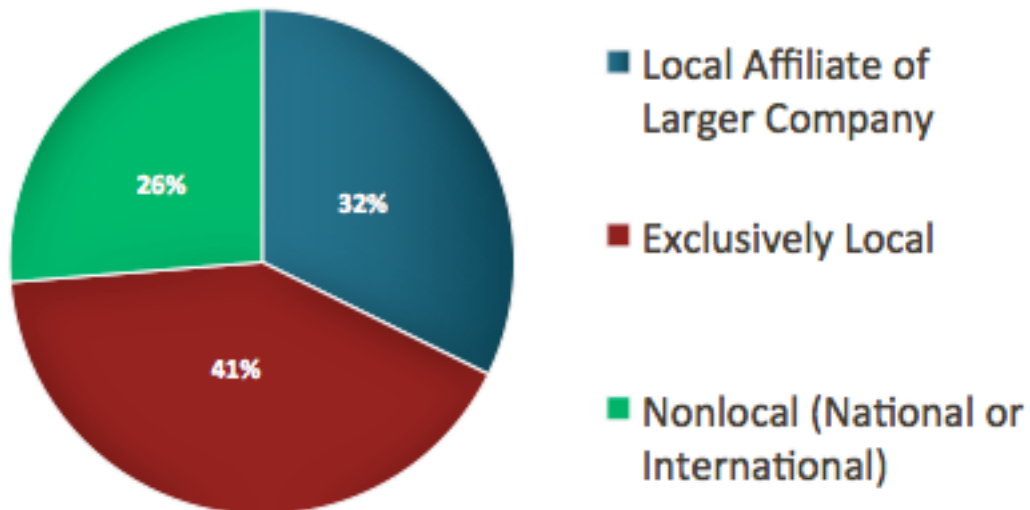 - What was the reported impact

Respondent Titles
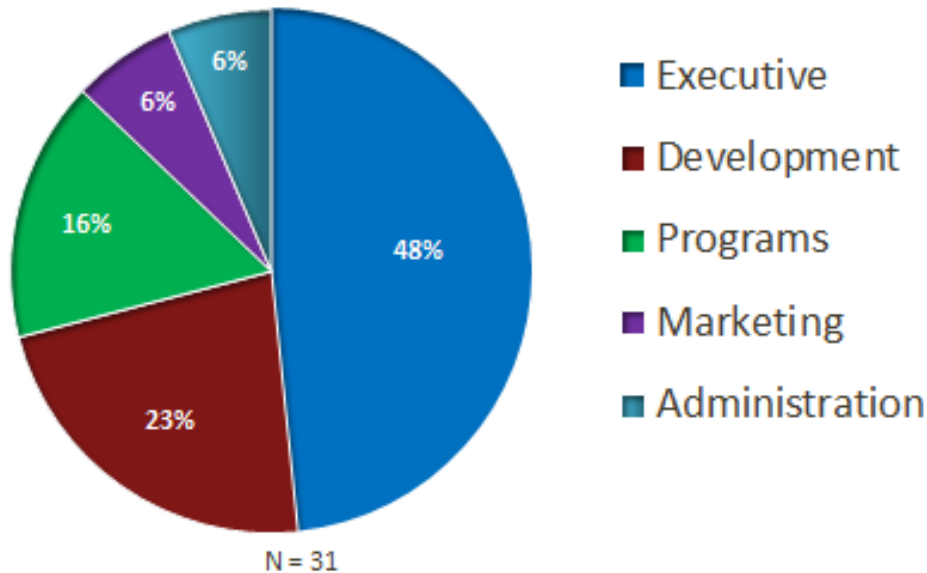
- Executive
- Development
- Programs
- Marketing
- Administration

48%

23%

16%

6%

6%

N = 31

"Nonprofit staff members often wear many 'hats' and have responsibilities that are hard to capture in a single title. Briefly, how would you describe your role?"

programs administration
whatever needs to be done
general operations
fundraising
events
grants leadership finance
community outreach human resources
communication
volunteer coordination

"Thinking about the past twelve months, what kinds of NPDs did your organization actually receive?"

food
books
software furniture other
electronics office supplies
prizes toys
hygiene products alcohol clothing
medical
hardware
home goods

Companies Solicited

26% 32% 41%

- Local Affiliate of Larger Company
- Exclusively Local
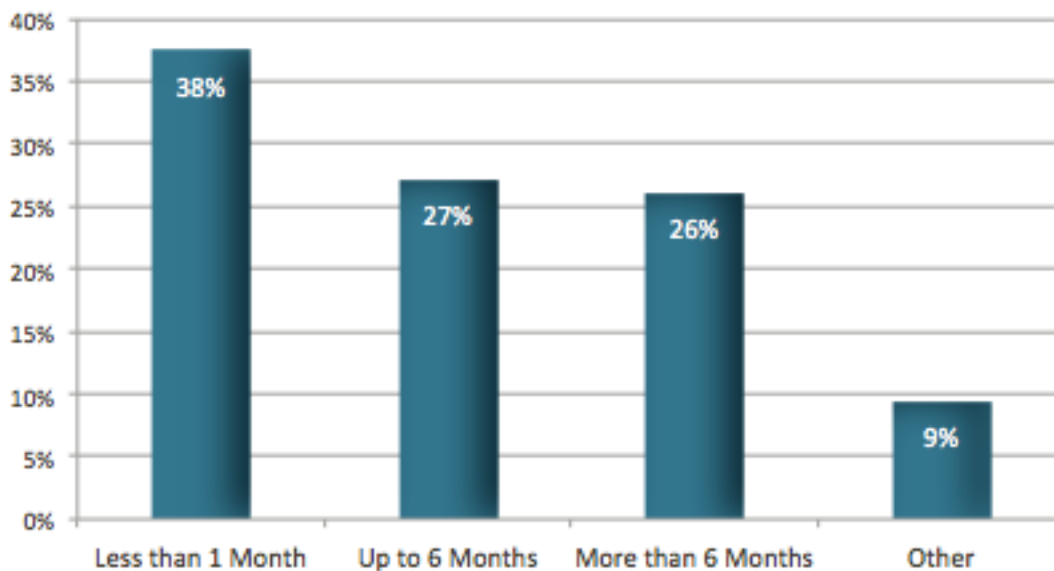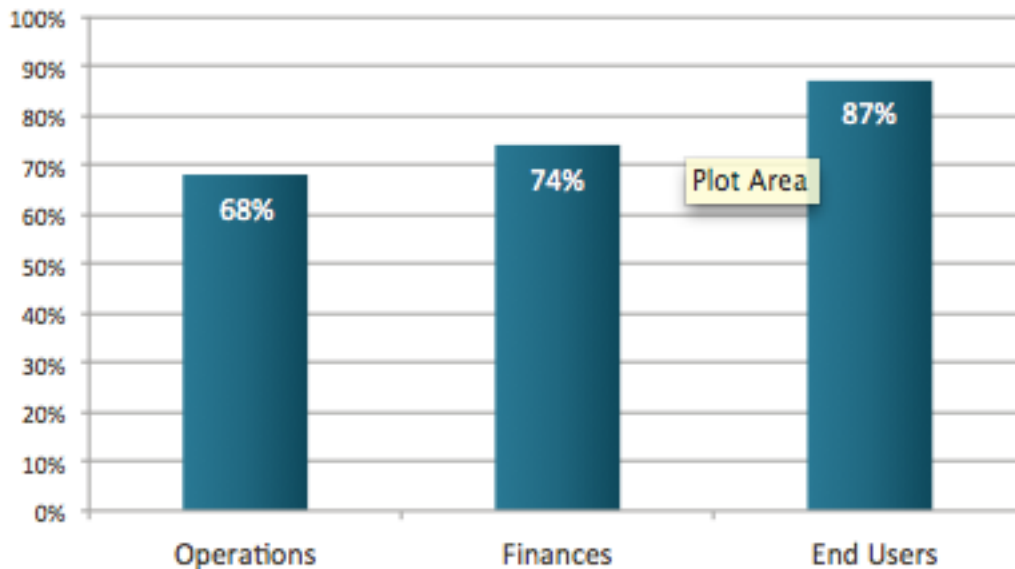- Nonlocal (National or International)
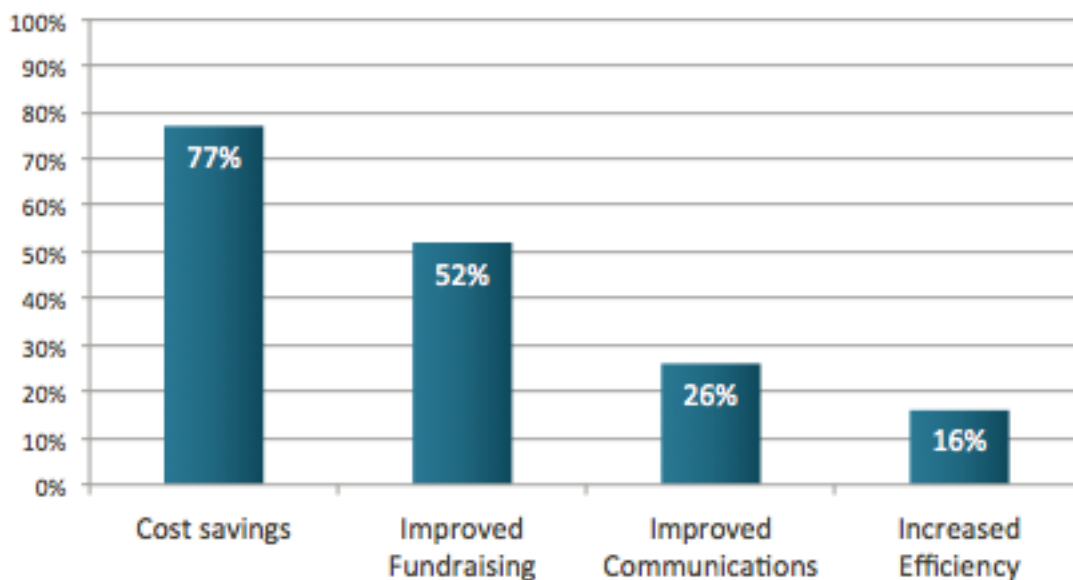
N = 76

Reasons for Requesting
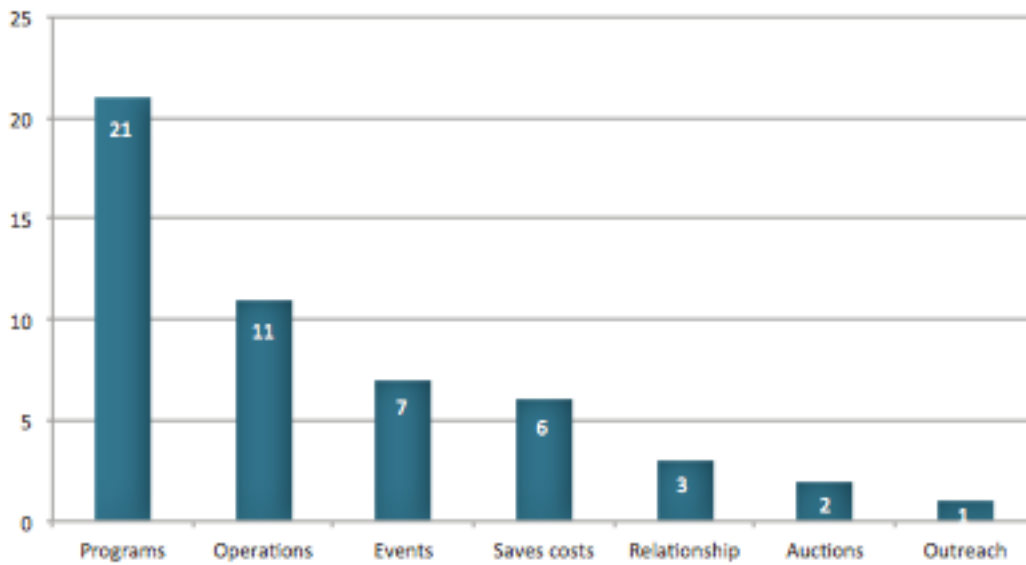
Duration of Use New Products

Broad NPD Impact Categories

49

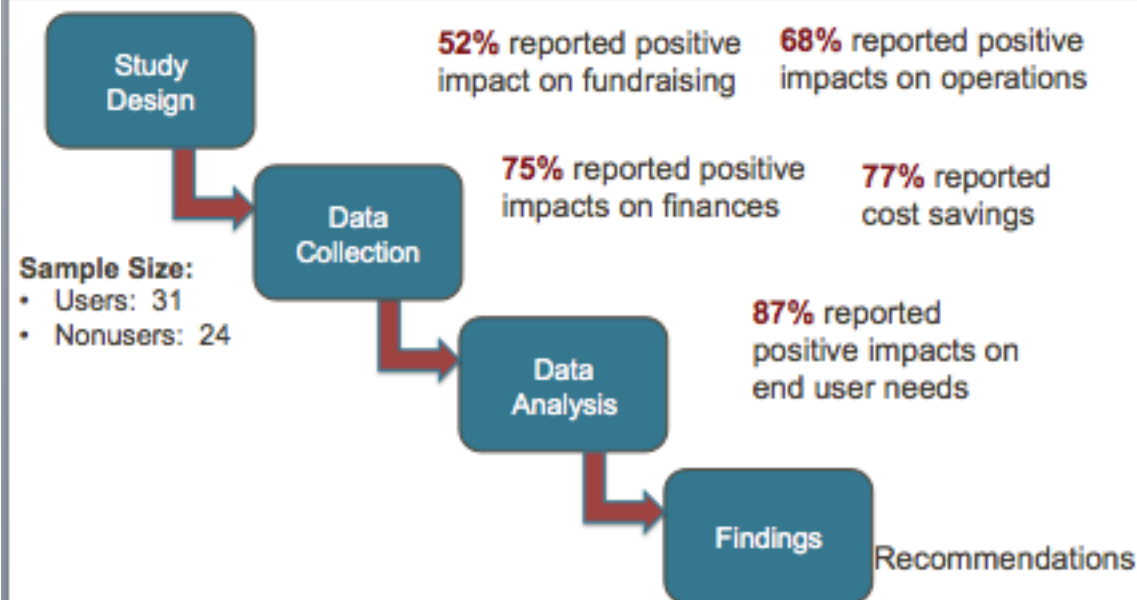**Commonly Reported NPD Impacts**

50

Summary of Results – Context for Impact

- Staff
  - Executive, Program, and Development
    - Fundraising, Leadership, and Communication
- NPD
  - Programs and Operations
    - Food, Office Supplies, Hygiene Products, and Home Goods
  - Frequency and Duration
- Impacts
  - Operations, Finances, and End Users
    - Cost Savings and Fundraising

Agenda for Today

- Study Overview
- Prior Research
- Our Methodology
- A Framework for Measuring Impact
- Opportunities for Future Research
- Q&A – Panel Discussion

Recap of Study

Study Design

Data Collection

Data Analysis

Findings

Recommendations

Sample Size:
- Users: 31
- Nonusers: 24

52% reported positive impact on fundraising

68% reported positive impacts on operations

75% reported positive impacts on finances

77% reported cost savings

87% reported positive impacts on end user needs

Trends in Responses

- **70%** of respondents used the word "relationships" and "partner"

- Primary theme of new product donations is **relationships**

- **41%** recorded organizations were exclusively local solicitation

- Recurring impact themes from new product donations:
  - **Operational**
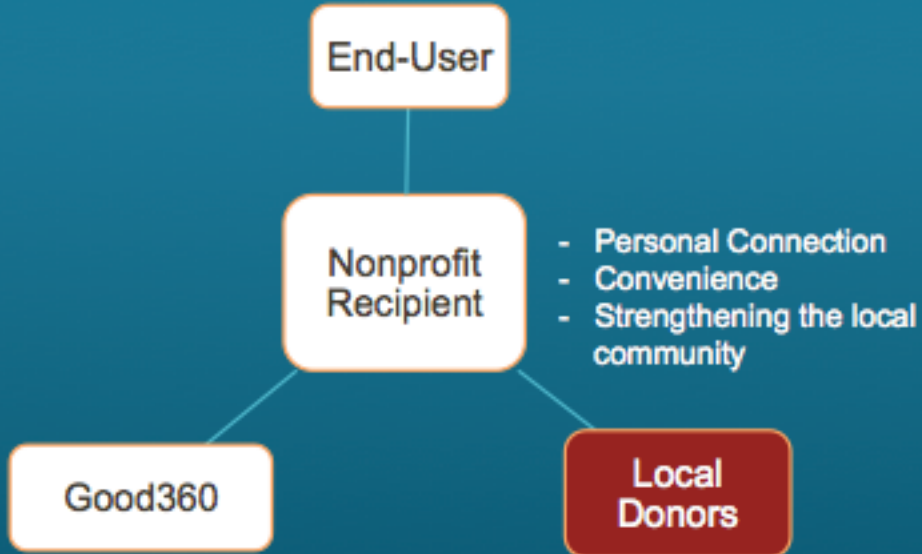 - **Financial**
  - **End-User**
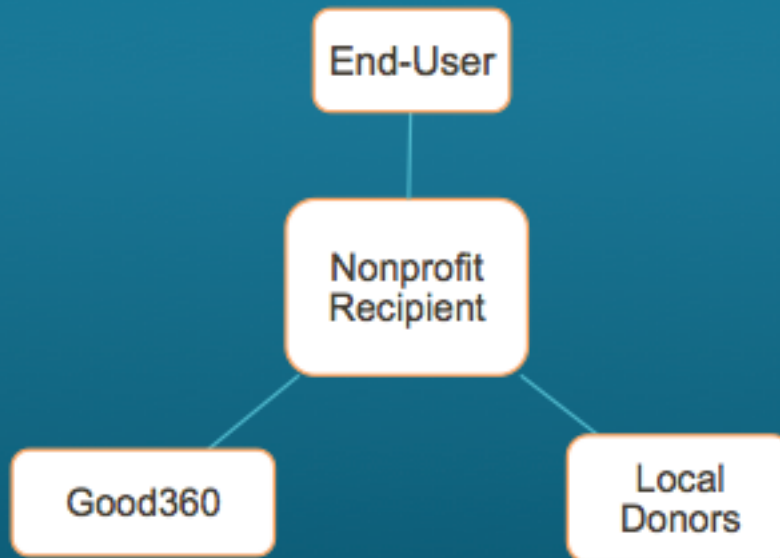
A-82
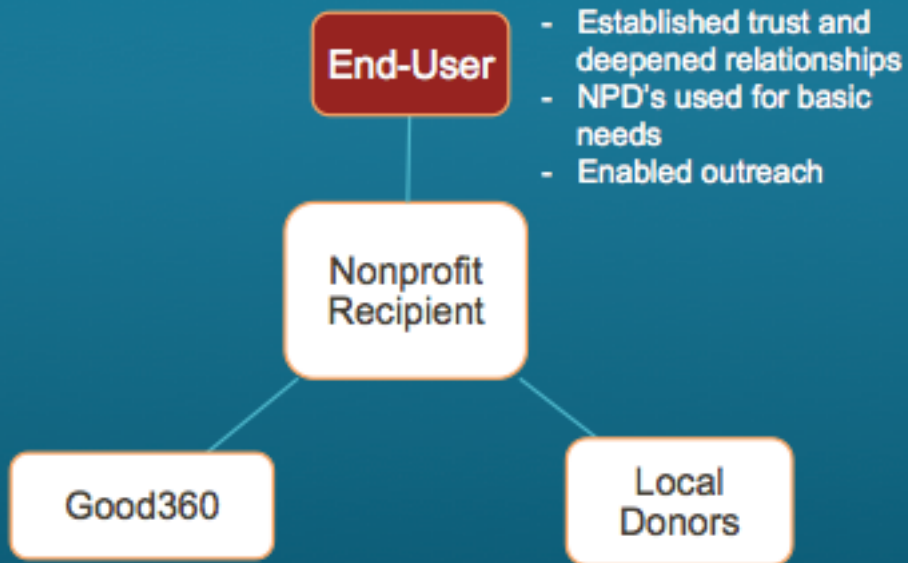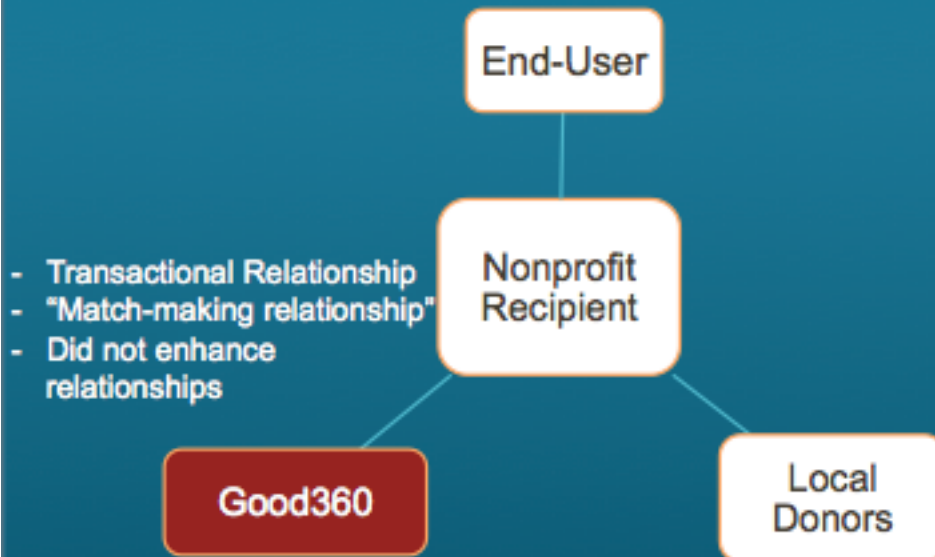
Recommendation #1

- Building and strengthening relationships with nonprofit recipients of new product donations
- Take active steps to move away from a transactional relationship
- Work collaboratively with nonprofits on a way to measure impact

Recommendation #1

- Stronger and more regular follow-ups with members
- An interface through which members interact directly with Good360

Nonprofits Want to Report

"If Good360 could tell us how much we ordered, we could compare with how many people or families we served; could help us present this to the people."
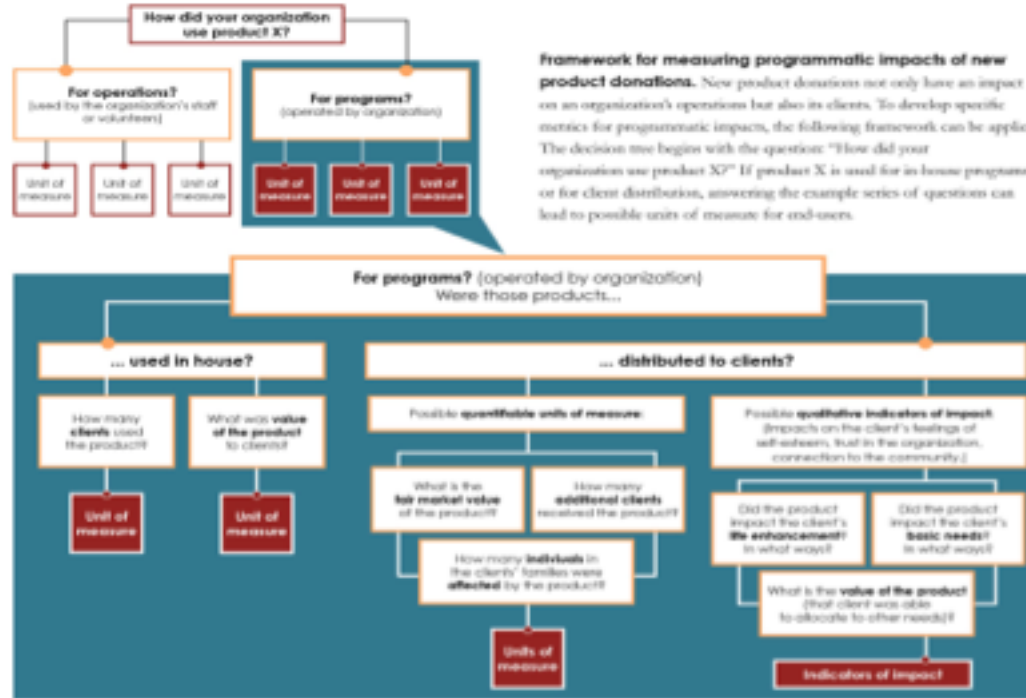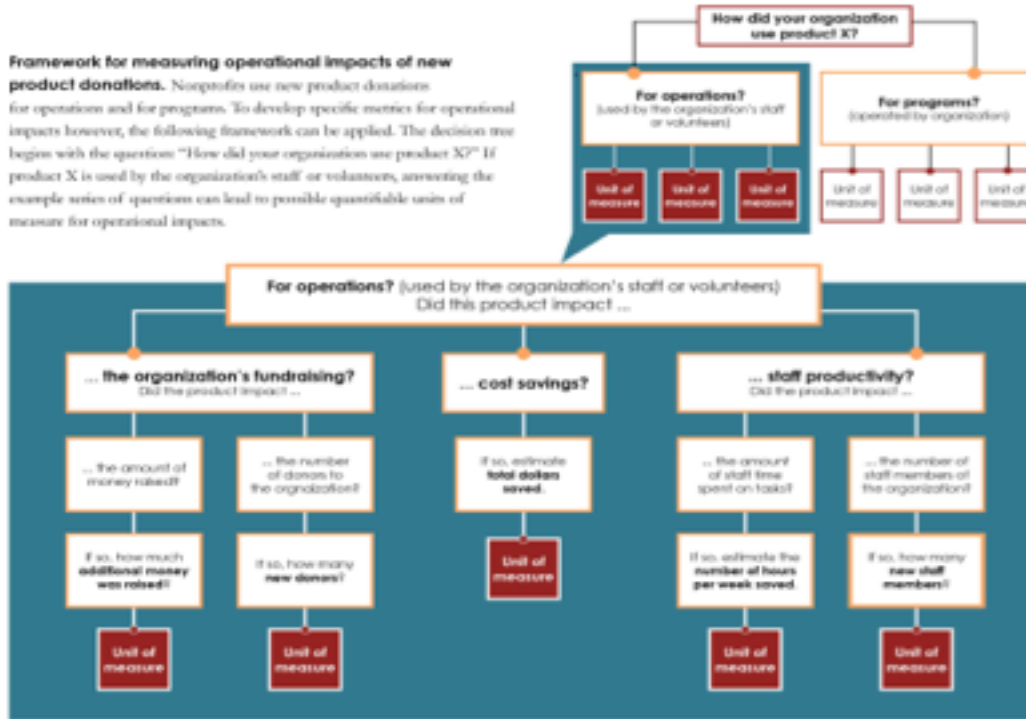
Recommendation #2

- Conduct a study through a **single lens**
- Impacts of **interest** can be measured
- A **targeted approach** that is programmatic, organizational, and/or product-specific

Framework for measuring operational impacts of new product donations. Nonprofits use new product donations for operations and for programs. To develop specific metrics for operational impacts however, the following framework can be applied. The decision tree begins with the question: "How did your organization use product X?" If product X is used by the organization's staff or volunteers, answering the example series of questions can lead to possible quantifiable units of measure for operational impacts.

INDIANA UNIVERSITY

Framework for measuring programmatic impacts of new product donations. New product donations not only have an impact on an organization's operations but also its clients. To develop specific metrics for programmatic impacts, the following framework can be applied. The decision tree begins with the question: "How did your organization use product X?" If product X is used for in house programs or for client distribution, answering the example series of questions can lead to possible units of measure for end-users.

INDIANA UNIVERSITY

A-85

Thank You!

IU INDIANA UNIVERSITY

Agenda for Today

- Study Overview
- Prior Research
- Our Methodology
- A Framework for Measuring Impact
- Opportunities for Future Research
- Q&A – Panel Discussion

IU INDIANA UNIVERSITY

Q&A Panel

Panelist	Areas of Expertise
Casey Campbell	Nonprofit research & matching Overall methodology & coding Phone screening & interview process
Joanne Colby	Good360 member research Phone screening & interview process
Gary Gu	Nonprofit research Analysis of Good360 datasets Screening & interview email outreach
Lynn Nguyen	Overall methodology & coding Screening & interview protocols
Kate Zilvinskis	Interview questions design Analysis & results (big picture)

INDIANA UNIVERSITY

Appendix 7: Additional Tables and Figures

Included in the following pages are three two tables and one figure that was not included in the body of the report.

These include:
- Gray's GIK Core Competencies
- Gray's NTEE Chart
- Word Clouds

Appendix 7.1: Gray's GIK Core Competencies

Excerpt from *Financing Nonprofits: Putting Theory into Practice* edited by Dennis R. Young
Chapter title, *"Gifts-in-Kind and Other Illiquid Assets,"* by Charles M. Gray (2007)

Improving Practice
The nonprofit executive considering whether or not to implement a GIK program may wish to consider the following matters before making a commitment:

- Are GIKs directly relevant to the mission of this organization?
  - Can we use GIKs to serve constituents (e.g. automobiles for delivery, office furniture for functional support, etc.)?
  - Can constituents use GIKs to meet their own need (cell phones, health-care supplies, etc.)?
  - Can we sell GIKs to raise funds in support of mission attainment (silent auctions, thrift shops, etc.)
- Do we have core competencies consistent with collecting and managing GIKs?
  - Can we evaluate and market a wide range of GIKs (e.g. automobiles, items for thrift shops)?
  - Can we refurbish GIKs for use or resale (e.g., sheltered workshops)?
  - Do we have access to pick-up and delivery capability?
  - Do we have storage capacity for a variety of gifts, especially automobiles?
- If we do not have competencies directly, can we partner or collaborate with organizations that do (see chapter 9 in this volume for further discussion of collaboration benefits)?

Organizations that can answer in the affirmative to at least one of the questions under each major bullet point above may find GIKs to be a useful means of serving their missions.

Appendix 7.2: Gray's NTEE Chart

Table 10.1. Cash and Noncash (In-Kind) Contributions Received by NTEE Category, 2002

| NTEE Major Category | Mean Contributions Received (dollars) | | | | |
	Total	Cash	Percent of Total	Noncash	Percent of Total
Total	826601	739511	89.464	87090	10.536
A Arts, etc.	531860	471413	88.635	60447	11.365
B Education	1158560	1067239	92.118	91321	7.882
C Environmental	723351	587596	81.232	135755	18.768
D Animal Related	581515	543834	93.520	37681	6.480
E Health	1044181	992092	95.011	52089	4.989
F Mental Health	861178	849829	98.682	11349	1.318
G Diseases, Treatment	1270532	1232426	97.001	38106	2.999
H Medical Research	2311436	1692900	73.240	618536	26.760
I Crime, Legal	746331	724494	97.074	21837	2.926
J Employment	1008810	948411	94.013	60399	5.987
K Food	1434349	548462	38.238	885887	61.762
L Housing	304309	285266	93.742	19043	6.258
M Public Safety	161316	154828	95.978	6488	4.022
N Recreation, Sports	138427	126119	91.109	12308	8.891
O Youth Development	416846	399193	95.765	17653	4.235
P Human Services	873433	827243	94.712	46190	5.288
Q International, Security	3157442	2083287	65.980	1074155	34.020
R Civil Rights	708257	688573	97.221	19684	2.779
S Community Improvement	697660	657065	94.181	40595	5.819
T Philanthropy, Voluntarism	1255271	977225	77.850	278046	22.150
U Science Research	1622548	1560960	96.204	61588	3.796
V Social Science Research	2004438	1991932	99.376	12506	0.624
W Public Benefit	1337176	1302107	97.377	35069	2.623
X Religion Related	380183	318877	83.875	61306	16.125
Y Mutual Membership	258311	232276	89.921	26035	10.079
Z Unknown	120904	105954	87.635	14950	12.365

Source: NCCS.

Appendix 7.3: Word Clouds

Question 5: *Nonprofit staff members often wear many "hats" and have responsibilities that are hard to capture in a single title. Briefly, how would you describe your role?*

Question9 (A): *Again, thinking about the past twelve months, what kinds of new product donations did your organization actually receive?*
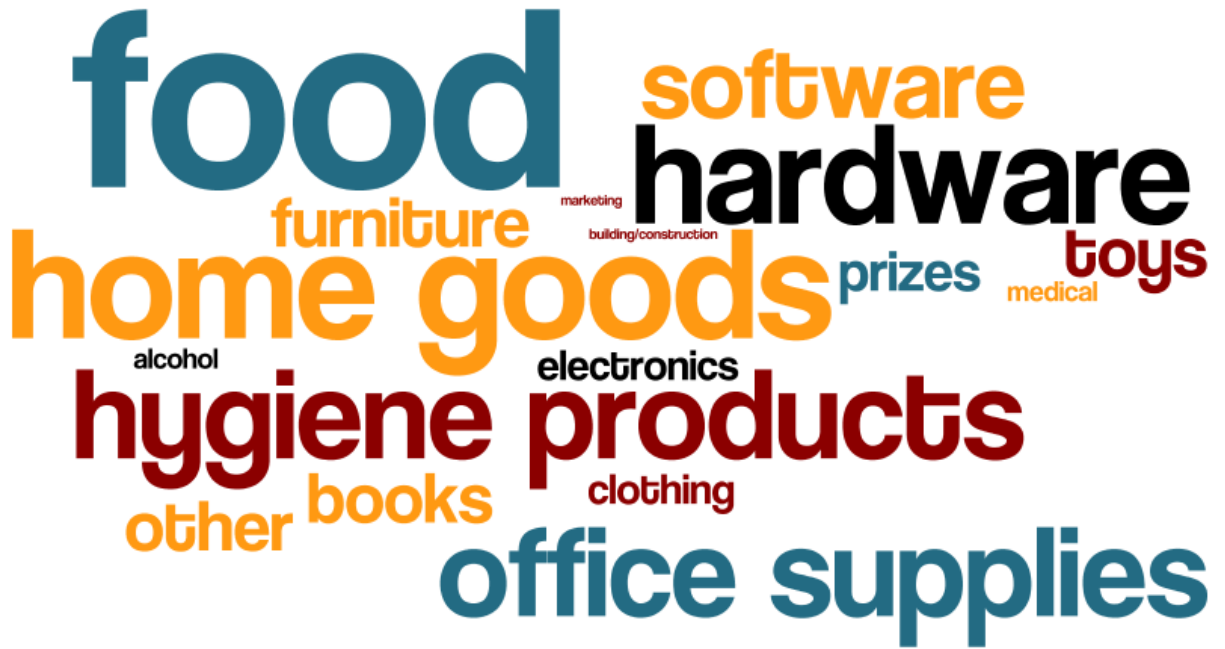
Appendix 8: Glossary of Terms

General Terminology

Necessary Goods: These include food, utilities, large furnishings, personal hygiene items, etc. The defining characteristic of such goods is that demand for them does not increase or decrease proportionally with changes in income

New Product Donation (NPD): These include donated goods that are not used and are not second-hand. This is sometimes referred to as "Product Philanthropy" when looking at the phenomenon from the point of view of a donating organization.

Recipient Nonprofit: A local organization that receives new products from a local or national new product donation organization.

Pacesetter Organization: An organization that focuses on collecting and distributing new products and whose service models and/or positioning and messaging strategies are similar to Good360s.

Qualitative and Quantitative Research Terminology

Interview Protocol: The full survey designed for and administered to nonprofit organizations that solicited or acquired new product donations.

Screening Protocol: The initial survey administered to all respondent organizations to determine whether or not they solicited or acquired new product donations.

Large-N Study: A randomly selected sample that is large enough to elicit statistically significant and therefore safely generalizable analyses.

Qualitative Research: Qualitative research is intended to be open-ended and exploratory, used by researchers to gain a better understanding of how subjects relate to each other or to the world around them.

Coding: "A systematic way in which to condense extensive data sets into smaller analyzable units through the creation of categories and concepts derived from the data" and "Coding facilitates the organization, retrieval, and interpretation of data and leads to conclusions on the basis of that interpretation." both quotes from Lockyer (2004).

Framework Lenses and World View Terminology

End-User: Refers to the people served by a recipient nonprofit organization.

Operations/Operational: Having to do with day-to-day upkeep, running the facilities, staffing and conducting other administrative duties.

Programs/Programming: Having to do with outreach activities or initiatives that are designed to provide direct services to end-users.

Organizational Lens: Conducting research by looking at a particular nonprofit organization or category of nonprofit organizations.

Product-Specific Lens: Conducting research by looking at a particular donated item or category of items.

Programmatic Lens: Conducting research by looking at Good360 or other pacesetter's specific, branded outreach activities.

Categories of Studied Nonprofits

Users: Nonprofits that had acquired new products from any source within the last 12 months (since February 2012).

Non-users: Nonprofits that had not acquired new products from any source within the last 12 months, or who had used donated new products purely as liquid assets, that is, they converted them into cash through reselling, raffling, or other fundraising activity.

Members: Nonprofits that had signed up for the Good360 service. Some members were users who acquired new products from Good360 or from other sources, and some did not use new products.

Nonmembers: Nonprofits that had not signed up for the Good360 service. Some were users who acquired new products from other sources and some did not use new products.

Appendix 9: Bibliography

Bashour et. al. "Assessing Product Philanthropy's Impact on Community Sustainability: Energy and Solid Waste." Indiana University's School of Public and Environmental Affairs, 2010.

Couper, Mick. *Designing Effective Web Surveys.* Cambridge: Cambridge University Press, 2008.

Eisenhardt, Kathleen M. "Building theories from case study research."*Academy of management review* (1989): 532-550.

Gazley, Beth and Gordon Abner. "Survey of Framing Hope Member Agencies: Organizational Impact of the Framing Hope Program." Indiana University School of Public and Environmental Affairs, 2010.

George, Alexander L., and Andrew Bennett. *Case studies and theory development in the social sciences.* Mit Press, 2005.

Gray, Charles M. "Gifts-In-Kind and Other Illiquid Assets." In *Financing Nonprofits: Putting Theory into Practice,* edited by Dennis R. Young, 227-40. Lanham, MD: AltaMira Press, 2007.

IRS, Pub. 561. "Determining the Value of Donated Property." Last updated Nov. 13, 2012. http://www.irs.gov/uac/Publication-561,-Determining-the-Value-of-Donated-Property-1

Jacobs, Fred A., and Nicholas P. Marudas. "Excessive, optimal, and insufficient fundraising among the Nonprofit Times 100." *International Journal of Nonprofit and Voluntary Sector Marketing* 11, no. 2 (2006): 105-114.

Johnson, Bruce D., Eloise Dunlap, and Ellen Benoit. "Organizing "mountains of words" for data analysis, both qualitative and quantitative." *Substance use & misuse* 45, no. 5 (2010): 648-670.

Lockyer, Sharon. "Coding Qualitative Data." In The Sage Encyclopedia of Social Science Research Methods, Edited by Michael S. Lewis-Beck, Alan Bryman, and Timothy Futing Liao, v. 1, 137-138. Thousand Oaks, Calif.: Sage, 2004.

Munck, Gerardo L. "Tools for qualitative research." *Rethinking social inquiry: Diverse tools, shared standards* (2004): 105-21.

Muirhead, Sophia A. *The 2005 Corporate Contributions Report, Report Number R-1381-05-RR.* New York: The Conference Board, December 2005

Patton, Michael Quinn. "Qualitative interviewing." *Qualitative research and evaluation methods* 2 (2002): 277-359.

Rathbun, Brian C. "Interviewing and qualitative field methods: Pragmatism and practicalities." *Oxford Handbook of Political Methodology, Oxford: OUP* (2008).

Ross, Justin and Kellie L. McGiverin-Bohan. "The Business Case for Product Philanthropy." Indiana University School of Public and Environmental Affairs, 2012.

University Center for Social and Urban Research at the University of Pittsburgh, and QDAP-UMass at the University of Massachusetts Amherst. Coding Analysis Toolkit. 2012. http://cat.ucsur.pitt.edu/ (accessed February 2013).

Westbrook, Lynn. "Qualitative research methods: A review of major stages, data analysis techniques, and quality controls." *Library & information science research* 16, no. 3 (1994): 241-254.