



CAPITAL COMPASS  
CONSULTING



# UN MUNDO, UNA COMUNIDAD



EXPANDING BRAND PRESENCE  
THROUGH CORPORATE SPONSORSHIP

# UN MUNDO, UNA COMUNIDAD

EXPANDING BRAND PRESENCE  
THROUGH CORPORATE SPONSORSHIP

MAY 4, 2021

Proposed to:



Kristen Denzer  
Founder and CEO  
Tierra Encantada

Prepared by:



CAPITAL COMPASS  
CONSULTING

Josh Hatfield  
Xianke Long  
Joe Serra  
Cameron Shearin





May 4th, 2021

1309 E 10th St.  
Bloomington, IN 47406

Kristen Denzer  
Tierra Encantada  
4008 Minnehaha Ave.  
Minneapolis, MN 55406

**Subject:** Un Mundo, Una Comunidad - Pursuing Corporate Sponsorships to Increase National Brand Exposure and Growth

Dear Ms. Denzer,

Capital Compass Consulting appreciates the opportunity to consult Tierra Encantada in an effort to differentiate the company as the leading Spanish immersion program in the daycare industry. Even with disruption and unprecedented change as a result of the COVID-19 pandemic, we believe that there many opportunities for Tierra Encantada to expand its market share as the world returns back to normalcy. Due to heavy competition from large operators, publicly-funded institutions, and other Spanish immersion programs, we suggest that Tierra Encantada proceeds with a three-pronged strategy known as the Un Mundo, Una Comunidad plan, which encompasses the benefits of strategic corporate sponsorships when expanding into new markets.

Since there is often uncertainty and competition in these saturated markets, Tierra Encantada can mitigate many risks through effective corporate sponsorships. By focusing on corporate sponsorships through the Un Mundo, Una Comunidad plan, the company can increase its brand awareness, enrollment conversion, and operational growth through economies of scale.

Capital Compass Consulting wants to thank you, Ms. Denzer, for providing great insight into Tierra Encantada's operations and discussing a wide range of topics at the Q&A session. We would also like to thank our Kelley School of Business professor, Angela Perry, for offering continuous guidance, feedback, and inspiration throughout this process.

If you have any questions about our strategy, please feel free to reach us via email at [ccconsulting@gmail.com](mailto:ccconsulting@gmail.com) or via phone at (317) 800-4091. We look forward to helping Tierra Encantada implement Un Mundo, Una Comunidad and establish itself as the leading Spanish immersion program not only in the Chicago market, but across the United States.

Sincerely,

Capital Compass Consulting

The image contains three handwritten signatures in black ink. From left to right: 1) "Josh Hartnett" in a cursive script. 2) "Steve" in a bold, stylized font. 3) "Cameron Sheehan" in a cursive script.

# TABLE OF CONTENTS

IV	<b>List of Figures</b>
V	<b>Executive Summary</b>
1	<b>Introduction</b>
1	One World, One Community
1	Navigating the Daycare Industry during COVID-19
2	<b>Corporate Sponsorships Can Increase Brand Awareness</b>
2	Gaining National Exposure while Maintaining Private Ownership
2	Economies of Scale and Demographic Reach between Corporate Sponsors
3	Growing Emphasis on Locality during the COVID-19 Pandemic
3-4	Corporate Sponsors Benefit the Brand Awareness of Companies
4	How the Un Mundo, Una Comunidad Plan Increases Brand Awareness
5	<b>Corporate Sponsorships Can Increase Enrollment Rates</b>
5	From a Parent's Perspective
6	Corporate Sponsorships Help Word-of-Mouth Marketing and Engagement
6	Aligning Corporate Values and Social Responsibility Boost Confidence
6	Parental Attitude Towards Corporate Sponsorship
7	<b>Corporate Sponsorships Can Increase Operational Growth</b>
7	Corporate Sponsorships' Benefits for Businesses
8	Correlation between Corporate Social Responsibility and Sponsorships
9	<b>Strategic Sponsors</b>
11	<b>Sponsor-Led Banquet Events Bolster Tierra Encantada's Vision</b>
13	<b>B2B and B2C API Functions</b>
15	<b>Implementation Timeline</b>
16	<b>Conclusion</b>
17	<b>Appendix</b>
17-18	Appendix A: Pre-SWOT Analysis
19-20	Appendix B: Post-SWOT Analysis
21-22	Appendix C: Risk Mitigation Table
23	Appendix D: SYSTRAN Interface
24	Appendix E: Sponsor Locations
26	Appendix F: Top 10 Rated Sponsors
27-29	<b>Works Cited</b>
30	<b>Works Consulted</b>

# S P O N S O R T I C E R U R E G I L E F O R T H E S P O N S O R T I C E

- 
- Figure 1: Benefits that Sponsors Are Expecting to Gain from Sponsorship
  - Figure 2: Sponsor's Focus When Working with Companies
  - Figure 3: Effectiveness of Sponsor's Involvement in Different Companies
  - Figure 4: Parents' Average Rating Scores of Three Child Care Arrangements
  - Figure 5: ROI Growth through Corporate Sponsorship
  - Figure 6: Corporate Social Responsibility Index over Time
  - Figure 7: Test of an Event's Increase of Brand Awareness
  - Figure 8: The Three Step Process for Learning Growth
  - Figure 9: Why Businesses Become Platform Providers for Others Businesses
  - Figure 10: Third-Party Tooling vs. Proprietary Development Costs



# EXECUTIVE SUMMARY

## REPORT OBJECTIVES:

- Establish Tierra Encantada's current role and brand in the daycare industry
- Implement potential solutions that will expand brand awareness and growth both regionally and nationally
- Demonstrate how strategic corporate sponsorships will contribute to Tierra Encantada in becoming a prominent leader in the daycare industry

## WHERE IS TIERRA ENCANTADA NOW?

With a mission to provide high-quality, educational, and fun Spanish immersion daycare experiences, Tierra Encantada opened its first center in Minnesota. Tierra Encantada continued to increase the momentum by rapidly expanding within Minnesota through successful marketing campaigns and franchising, which helped the company **double the size of operations with five centers and hundreds of students.**

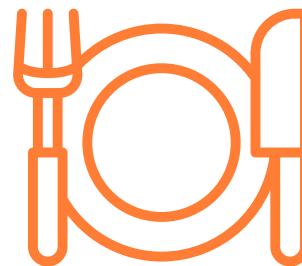
As the early education industry is expecting steady growth with recession-resistant characteristics over the next few years, Tierra Encantada plans to expand its business in Chicago, a new market which Tierra Encantada **lacks brand awareness and consumer recognition.** Tierra Encantada must find effective strategies to establish its presence with a trustworthy reputation in Chicago.

## UN MUNDO, UNA COMUNIDAD

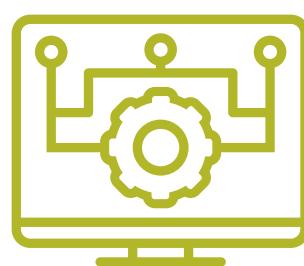
To increase **national brand awareness, improve operational efficiency in relation to competitors, and bolster enrollment conversion for facilities**, Capital Compass Consulting recommends that Tierra Encantada establishes the Un Mundo, Una Comunidad plan with a focus on corporate sponsorships. Because corporate sponsors can expose Tierra Encantada to more consumers through a horizontal marketing system, the company should strategically develop relationships with corporate sponsors to mutually benefit both companies. Tierra Encantada can also understand consumer trends since the company receives direct feedback from corporate sponsors on the effectiveness of its advertisements. In turn, Capital Compass Consulting has formulated a three-pronged strategy to increase corporate sponsorships and penetrate new markets.



STRATEGIC  
SPONSORS



COMMUNITY  
EVENTS



API  
FUNCTIONS



# INTRODUCTION

## One World, One Community

Since Tierra Encantada's founding in 2013, the company has seen exponential growth and enrollment conversion in the daycare industry. The daycare operator posted a positive operating profit during 2020, and it **seeks to open hundreds of daycare facilities in the next few years through franchising**. While strong performance can oftentimes induce new clients, Tierra Encantada can strategize new ways to exhibit a national brand presence and establish itself as one of the leading Spanish immersion daycares in the United States.

**One World, One Community** defines a limitless capacity for communities amongst Tierra Encantada, its customer base, and other businesses. Thus, Capital Compass Consulting offers its gratitude to guide Tierra Encantada and reinforce the imperativeness of communities in a increasingly interconnected world of interactivity, communication, and innovation.



## Navigating The Daycare Industry during COVID-19

In the past year, COVID-19 has upended businesses and ways that they interact with their customer bases. **Millions of working parents transitioned to remote work** and had to take new schooling considerations into place such as remote learning, healthy meals for their children, and daycare affordability. This affected the daycare industry directly since daycares pass on their high operating costs from state and local regulations to customers.

However, with COVID-19 restrictions slowly being lifted, daycare operators can once again seek ways to engage with their communities and increase revenue streams to mitigate these operating costs. The daycare industry has shown an implacable importance for parents and continues to grow with its low barriers for entry, variability in daycare size, and introduction to curriculum in academic settings. Capital Compass Consulting hopes to optimize these interactions as Tierra Encantada expands into new markets.

## Child Reach and Growth

As a daycare, Tierra Encantada can profoundly influence children and prepare them for cultural etiquette through Spanish immersion initiatives. If the daycare operator can continue to increase its brand awareness and reach clientele, then it can **shape a more inclusive multicultural landscape** for generations to come. The Spanish language has become a commonality for many households in the United States, yet Spanish immersion can promote this commonality further and bridge the gap between Spanish speakers and non-Spanish speakers throughout the country.

# CORPORATE SPONSORSHIPS CAN INCREASE BRAND AWARENESS

## Gaining National Exposure while Maintaining Private Ownership

As a private entity, Tierra Encantada should strategically pursue local and conglomerate sponsors when **competing against public school systems** that receive funding from local property taxes. Public schools can increase their reach by allocating property tax funding from wealthier communities to dedicated IT support teams, school curriculum and supplies, and teachers. Thus, by focusing efforts on relationships with corporate sponsors, Tierra Encantada can **retain private ownership** and compete against these public school systems in an indirect way. Furthermore, Tierra Encantada can cultivate a community with business and daycare clients so that it can increase its national word-to-word marketing before opening new locations. The Un Mundo, Una Comunidad plan seeks to caputulate Tierra Encantada as a leading daycare operator through community engagement and strong relationships with corporate sponsors.

## Economies of Scale and Demographic Reach between Corporate Sponsors

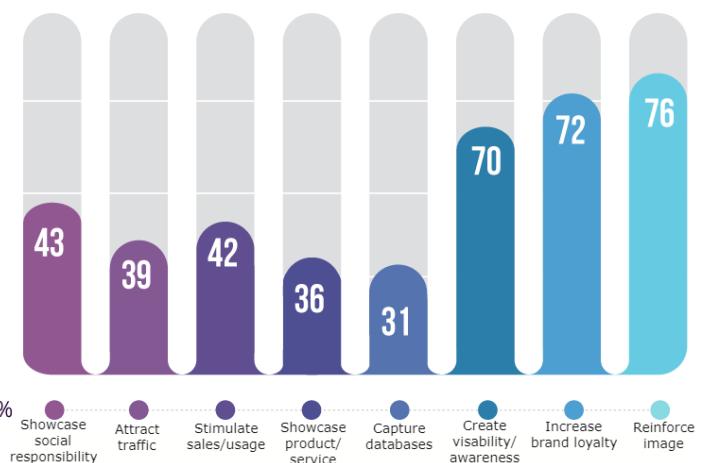
To penetrate saturated markets like Chicago, Tierra Encantada should extend its demographic reach with other businesses in unfamiliar markets since corporate sponsorships can facilitate marketing economies of scale between companies. It is evident that Tierra Encantada's conversion rate is already very high. **Tierra Encantada - Wimond, for example, boasted 100% enrollment and a waitlist upon opening** in 2018 ("Interview"). However, geographic locations may pose different target demographics and competitors with established initiatives for their

clientele. Illinois is the third most expensive state for childcare tuition costs and houses over 42,300 daycare locations (O'Connor). With sponsors such as baby product retailers, Tierra Encantada can now reach the sponsor's customer base and vice versa.

In Figure 1, the sample statistics reinforce the importance of brand awareness and loyalty through corporate sponsorships. Because brand awareness provides various measurements such as customer sentiment or return on investment (ROI), Tierra Encantada can reevaluate its sponsors to reach the largest target demographic possible when expanding its operations.

Moreover, Tierra Encantada can understand how sponsors respond to its sponsorships and whether an increase growth correlates to measures taken within the sponsorship. Effective corporate sponsorships require input from both companies, yet they can reduce the marketing costs that each company needs to allocate for community events (Friedman).

**Figure 1: Benefits that Sponsors Are Expecting to Gain from Sponsorship**



Source: "What sponsors want." PowerHouseSmart. Sponsors Hub. Web. 18 April 2021.

[https://www.powerhousesmart.com/content.aspx?page\\_id=2507&club\\_id=621522&item\\_id=1848&pst=7530](https://www.powerhousesmart.com/content.aspx?page_id=2507&club_id=621522&item_id=1848&pst=7530)

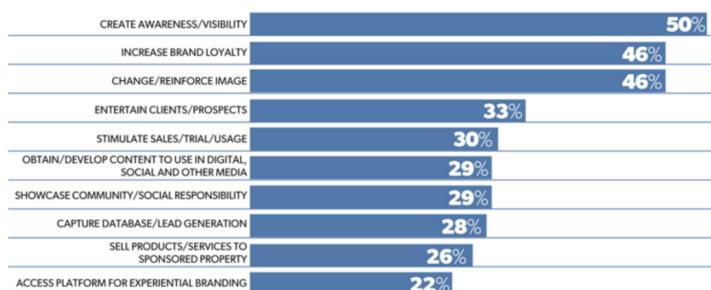


## Growing Emphasis on Locality during the COVID-19 Pandemic

Because customers are trying support local businesses during COVID-19, Tierra Encantada must pursue local businesses to reach their loyal customer bases. Over the past year, the COVID-19 pandemic has substantially impacted U.S. businesses that cannot sustain operating costs while remaining closed. Since April 2020, over 200,000 extra U.S. establishments have permanently closed, which accounts for an additional third of average businesses that close annually (Sheffey). While these closures are lower than initially estimated, many communities have promulgated initiatives to support these businesses amidst the pandemic. **Over 84% of respondents for a survey by ZypMedia indicated that they wanted to support the community by shopping at local businesses during COVID-19** ("Consumers"). Conclusively, corporate sponsorships can demonstrate a company's commitment to supporting other businesses and serving these community initiatives, which can increase brand awareness.

**Since COVID-19, consumers have largely remained loyal to local businesses**, even with many closing down due to emergency restrictions. For example, the percentage of customers who spent 50% or more of their spending budgets at local businesses during COVID-19 remained the same in comparison to

**Figure 2: Sponsor's Focus When Working with Companies**



Source: What Sponsors Want & Where Dollars Will Go In 2018." IEG, 2017. Web. 19 Apr. 2021.

this percentage prior to COVID-19 ("Consumers"). If Tierra Encantada can initiate corporate sponsorships with local businesses that already have high brand loyalty, then their customer bases may be inclined to trust Tierra Encantada as a brand. Evidence supports a positive correlation between social sponsorships and heuristic evaluations when judging the appropriateness of sponsors (Haley). If high-fit social sponsorships align with consumer expectations, then these social sponsorships are "cognitively fluent" for consumers and propagate favorable evaluations (Cornwell and Pappu).

## Corporate Sponsors Benefit the Brand Awareness of Companies

A report done by the Independent Evaluation Group (IEG) provides in-depth research on corporations and their sponsors to provide analysis on the relationship between the two groups (What Sponsors). In a survey of sponsors done in 2017, creating brand awareness was the number one ranked field in the list of a sponsor's focuses when working with a new company (What Sponsors). As seen in Figure 2, **over 50% of sponsors rated creating brand awareness as extremely important in this study** (What Sponsors). If Tierra Encantada decides to work with the right sponsor, this would prove to be a major asset to the goal of expanding Tierra Encantada's brand awareness within the community. "What Sponsors Want & Where Dollars Will Go In 2018." IEG, 2017. Web. 19 Apr. 2021.

## Corporate Sponsors Benefit the Brand Awareness of Companies Cont.

Figure 3 shows company responses to a survey on the most valuable shifts in their business after achieving a sponsorship (What Sponsors). **In this instance, 80% showed an extremely valuable response to the “attitudes toward the brand”** (What Sponsors). With the one of main goals of a corporate sponsorship being exactly that, this is an obvious opportunity for Tierra Encantada to take advantage of.

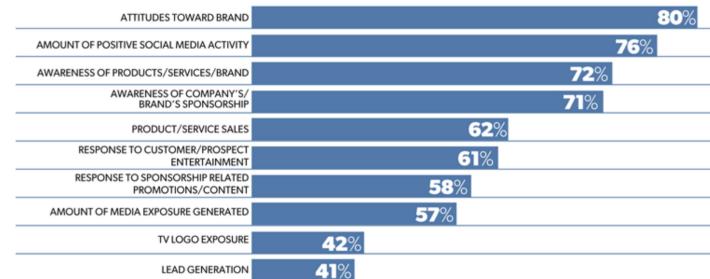
The leading reason for sponsors' success regarding brand awareness is that they have statistically seen a rise in their usage of social media (What Sponsors). In fact, **98% of sponsors reported using social media as its primary marketing tool** to promote their sponsorships (What Sponsors). Through community events and other sponsorship initiatives, Tierra Encantada can produce promotional materials that align with the customer bases that they want to reach.



The top social platforms that corporate sponsors are using are Facebook and Twitter at 95% and 80% usage respectively (What Sponsors). The biggest increase in recent years, however, comes from Snapchat which grew from 17% of corporations that used it to 26% in 2017 (What Sponsors). This is a key statistic because roughly 78% of people aged 15 to 35 reported using Snapchat, which is a key demographic for Tierra Encantada (Snapchat).

### Figure 3: Effectiveness of Sponsor's Involvement in Different Companies

#### HOW VALUABLE ARE THESE METRICS IN EVALUATING SPONSORSHIPS?



Percent of respondents who ranked the factor a 4 or a 5 on a 5-point scale, where 5 is extremely valuable

Source: What Sponsors Want & Where Dollars Will Go In 2018.”

IEG, 2017. Web. 19 Apr. 2021.

## How the Un Mundo, Una Comunidad Plan Increases Brand Awareness

The Un Mundo, Una Comunidad plan emphasizes the importance of strategic corporate sponsorships for national brand exposure. Tierra Encantada must **develop relationships through networking with businesses** if it wishes to expand at the current rate that it desires to grow. Because mature businesses can generate brand exposure to their client bases, Tierra Encantada can interact with target demographics outside of the daycare industry and streamline the process from the initial marketing phase to its clients' investments into the daycare. Such sponsors may include real estate ventures, baby product retailers, and school systems with Spanish curriculum.

# CORPORATE SPONSORSHIPS CAN INCREASE ENROLLMENT RATES

## Key Factors of Enrollment Conversion

1 School Readiness

2 Social Interaction

3 Safety / Health

### From a Parent's Perspective

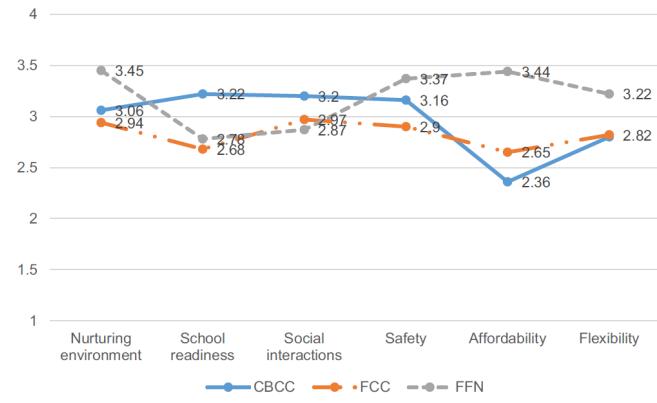
Because parental perspectives have significant influences on enrollment, Tierra Encantada must first study customers' psychology and behaviors. Most parents who are interested in enrolling their children in private daycare programs share similar perceptions and researching methods. To understand and capture these determining factors and procedures, Tierra Encantada will have a competitive advantage over other daycare centers.

In terms of fixed perceptions, **school readiness is the most significant element when parents consider enrolling**. In Figure 4, a study from the Early education and development, which required parents to rate several categories of childcare from 1 (being the least important) to 4 (being the most important), **showed that parents are most interested in "school readiness" with a score of 3.22 when seeking CBCC type of daycare** (Tang). Besides demonstrating the results after a program,

Tierra Encantada can also focus on advertising the education mediums such as books and musical instruments from parent-familiar brands to attract inquiry and enrollment. By entering a sponsorship or obtaining training certification, Tierra Encantada will share the well-established reputation of the school materials with those main companies.

In terms of researching, parents generally allocate little time and limited option when searching for childcare programs, as they rely on informal networks for information on local programs. **About 41% of parents made their decision within 1 day according to a nationally representative study** (Herbst). In addition, parents rely heavily on "word-of-mouth" marketing and recommendation from friends and family. Thus, Tierra Encantada should dedicate the marketing resources in concentrated areas with high parent traffics to secure the first-listed advantage.

**Figure 4: Parents' Average Rating Scores of Three Child Care Arrangements**



Source: Tang, Jing (04/01/2021). "Preschool Parents' Perceptions of Early Care and Education Arrangements: A Latent Profile Analysis.." *Early education and development* (1040-9289), 32 (3), p. 480.

## Corporate Sponsorship Help Word-Of-Mouth Marketing and Engagement

Corporate sponsorship provides rich communication channels between parents and Tierra Encantada, which also increase the word-of-mouth marketing towards potential enrolling parents. According to NSECE, a nationally representative data show that, **when making enrollment decisions, parents often rely on recommendation and advice from friends and families on particular programs** (Herbst).

Since Tierra Encantada focuses on private daycare customers with middle-to-high disposable income, it is estimated that **68% of enrolling families will seek assistance from friends and family when conducting research** (NSECE). By participating in openly sponsored activities, parents will have interactions with Tierra Encantada and other participants, who are most likely to share their experience on different social medias. With the support of sponsors, parents will not only gain development valuations of their children from the events, but also self-willingly to promote Tierra Encantada in a word-of-mouth fashion.

## Parental Attitude Towards Corporate Sponsorship

Parental attitude towards corporate sponsorship varies based on the characteristics or purposes of the sponsorship. A study by Illinois State University showed that **"corporate sponsorships that directly provide educational benefits to children, such as incentives for achieving academic goals, or educational equipment that facilitate learning, are viewed more favorably than those that simply provide additional revenues to the school"**

(Bakier). Moreover, traditional corporate sponsorships are usually focused on food advertising and brand loyalty which have greater impacts on sponsors instead of the school. Thus, educational sponsorships are encouraged.

## Aligning Corporate Values and Social Responsibility Boost Confidence

Sponsored events in the Un Mundo, Una Comunidad plan are all purposefully designed to match corporate values of both business partners and promote social responsibility. The importance of social responsibility increasingly influences customers' purchase choice. According to a marketing advisory firm Forrester Research, some **52% of U.S. consumers factor values into decision making, favoring brands and companies that share the same values and beliefs** (Forrester). More statistics point out that 66% of consumers are willing to pay more for goods and services to companies that advocate social responsibilities (Nielsen).

**Education**

**CHICAGO FOUNDATION FOR EDUCATION**

**Community**

 **LATINOS PROGRESANDO**  
LATINOSPRO.ORG



# CORPORATE SPONSORSHIPS CAN INCREASE OPERATIONAL GROWTH

## Corporate Sponsorships' Benefits for Businesses

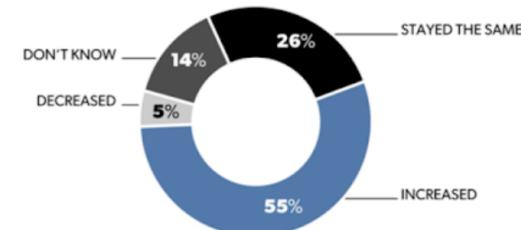
Sponsorships provide businesses with many unique opportunities that benefit its ability to grow and prosper. These features include the ability to impact a company in the following ways: brand impact, activation economics, customer loyalty, and media equivalency. Corporate sponsorships affect these different facets of a business in different ways. Businesses gain large brand exposure, which can strengthen a preference for a brand among consumers and loyalty to a certain distributor or partner will increase a business's equity in the consumer space (Diorio).

The most important benefit deemed by many businesses and analysts is brand image and goodwill that is gained through corporate sponsorships (Cornwell and Maignan 1998; Javalgi et al. 1994). An integral part to corporate sponsorships is **return on investment (ROI) when managers and executives look to partner with corporations**. Figure 5 exhibits the growth that was provided through corporate sponsorships. Fifty five percent of businesses and companies recorded a return on investment from their corporate sponsorships.

Sponsorship spending has continued to rise in recent years, as businesses identify that this is one of the most effective ways to develop and grow a business. The total global sponsorship spending in 2011 was estimated at \$48.6 billion and **grew to \$55.3 billion in 2014** (IEG). This stat displays the current trend in marketing strategies that businesses are creating secure partnerships with corporate sponsors in order to

Figure 5: ROI Growth through Corporate Sponsorship

HAS YOUR ROI INCREASED, DECREASED OR STAYED THE SAME?



Source: What Sponsors Want & Where Dollars Will Go In 2018." IEG, 2017. Web. 19 Apr. 2021.

advance their communication to consumers. A study regarding a food restaurant sponsoring at a Special Olympics event revealed several results. It revealed that corporate sponsorship leads to consumers forming attributions whether being or positive or negative. This influence on consumers is beneficial to businesses when a well-liked event contributes to an improvement in consumer perceptions in community relations.

Tierra Encantada through corporate sponsorships will be given the opportunity to increase overall efficiency and prosper in growth due to the advantages that it will provide. An important aspect to corporate sponsorships is identifying marketplaces that fit Tierra Encantada's consumer base. Cities and locations that will produce the greatest chance to expand is in urban and suburban settings with large percentages of young professionals. These locations include places like Denver, Colorado, Austin, Texas, and Seattle, Washington. These cities in 2020 had the biggest net migration of millennials in the country (Hoffower and Brandt). The combination of opening locations in these cities and acquiring local corporate sponsorships will provide a need for day care service in these cities and will be able to enhance growth exponentially.

## Correlation between Corporate Social Responsibility and Sponsorships

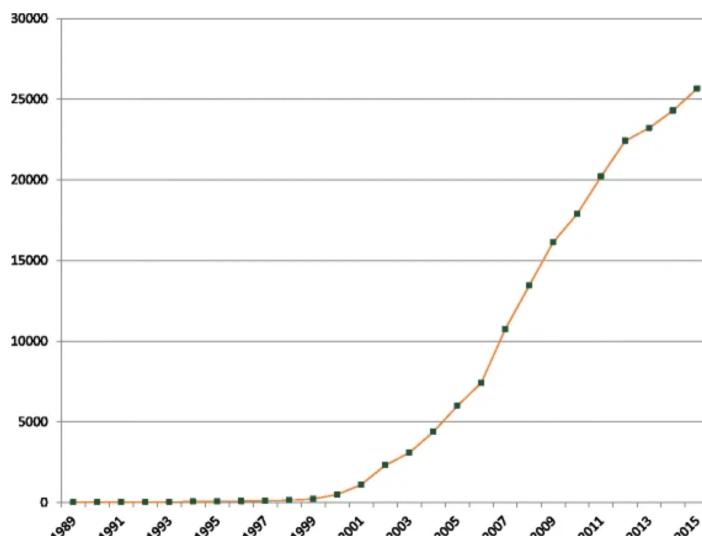
In the last twenty years, companies and businesses have continued to place a greater importance on social responsibility. Businesses recognize that consumers want to perceive them as responsible and their engagement in this process is what upholds companies to certain standards. In Figure 5, this represents the development of corporate social responsibility in media.

Tierra Encantada can capitalize on this opportunity by partnering with corporations that are socially responsible. The current trend of socially aware citizens continues to grow as long with consumers that value eco friendly products and services. In a recent study, **55% of global online consumers across 60 countries say they're willing to pay more for products or services from companies that are committed to positive and social-environmental impact** (Nielsen). This statistic represents the current philosophy of the consumer market and the importance they place on socially responsible goods and services.

Many emerging businesses are scared to transfer to eco-friendly goods and equipment due to a fear in rising costs. However, replacing old machinery with energy efficient and carbon friendly products will result in lower costs and more efficient processes. ("Socially"). By transitioning a business to becoming socially responsible in every aspect it contributes to long sustainability due to a confident consumer base that believes in a companies process and efficient machinery and products.

As consumer culture has continued to progress into new generations, social issues and standards of brands and businesses have become a prominent factor in choosing goods or services. Tierra Encantada can maximize their role in the day care service industry by valuing and recognizing current social culture by promoting justice and equality for all that will only increase its brand image and exposure. The promotion of social responsibility will provide Tierra Encantada the ability to promote a diverse and inclusive culture that is open to any different race, religion, or ethnicity which will give it the opportunity to expand to new and larger market places to meet its goals of growth.

**Figure 6: Corporate Social Responsibility Index over Time**



Source: Ditlev-Simonsen, C.D. "Beyond sponsorship - exploring the impact of cooperation between corporations and NGOs."

*Int J Corporate Soc Responsibility* 2, 6 (2017).

<https://doi.org/10.1186/s40991-017-0017-9>



# STRATEGIC SPONSORS

## Education Related Sponsors

The educational hardware upgrades can benefit parental on-site visiting, as educational tools such as books and musical instruments from well-known brands assure the teaching quality for students. Well-known brands already had broad consumer bases with trust readiness, and more than 81% of customers made their decision on trust of the brands according to the 2019 Edelman Brand Trust Survey (Edelman). Sponsored by established companies will boost consumer confidence and trust in Tierra Encantada. Since parents value “school-readiness” the most, showing a solid hardware support for education can undoubtedly affect parents’ enrollment decision positively in on-site visiting situations.

## Educational Equipment Sponsorship Example

Tierra Encantada can reach out to local children’s bookstores for reading supplies. Increasing support of locality which is discussed in the previous section has created a unique dynamic of business interaction for these bookstore and Tierra Encantada. Instead of entering a contract with fixed publishers or local bookstores, Tierra Encantada can engage corporate sponsorships that allow the center to acquire a number of educational books as “Tokens.” In return, Tierra Encantada will encourage and motivate its students to collect “Token Points” through daily activities such as reading and writing. These points can be redeemed by purchasing and shopping in partner bookstores with discount prices. **By generating traffic towards local bookstores, Tierra Encantada can create a B2B network and establish its presence in the community. From parents’ perspective, since the soft advertisement is educational related, they are more likely to approve and fulfill the purchasing desire of their children.**

### Potential Candidates:

"Play"

Toys & Books

8 Minutes

From Old Irving Park

"RoscoeBooks"

Neighborhood  
bookstore and gifts

11 Minutes

From Old Irving Park

"PianoForte"

Musical equipment

Banquets sponsors

## Food Sponsorship

Local farm sponsorships are also within Tierra Encantada’s scope of operation. One of the most outstanding factors of the program is the healthy meal plan prepared by on-site commercial kitchens. Parents also ranked the meal program as the third most significant aspect of daycare according to the customer survey by Tierra Encantada (Q&A). **Sourcing local farms for food supplies not only ensures the organic food quality, but also promotes transparency that increases trust between Tierra Encantada and parents which affect enrollment decisions.**

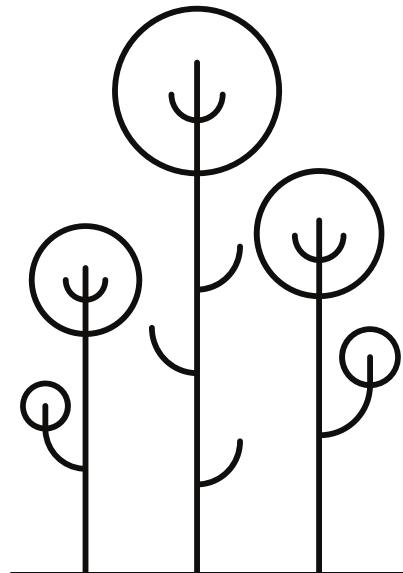


# SPONSORSHIP ACTIVITIES

There will be requirements and expectations from sponsors once Tierra Encantada enters corporate sponsorship. Goals of each sponsorship varies depending on the size of audience and characteristics of the sponsor activities. The common investment outcome optimistically for all business entities is to increase exposure and customer traffic.

## Displaying Advertisements

For educational equipment sponsors, **advertisement displays can be used as marketing tools to increase customer confidence when introducing services of Tierra Encantada.** Overwhelming Advertisement displays can intimidate potential customers, which consequently decrease enrollment rate (Bakler). However, conceptualizing the displays can help solving this issue. For example, separating the books from sponsors in a decolorated bookshelf or displaying children's pictures at sponsored events as advertisements. Tierra Encantada should focus on the quality of such sponsored items, whether they are educational equipment or food in kitchen.



## Sponsor Events

***Family Field Trips and Retreats to Local Farms:***  
Bond building opportunities for parents and children. **Parents will also have the opportunity to learn more about the source of food** Tierra Encantada used to provide nutritious meals for their children at the centers. **For partner farms, these events will expand customer base and increase exposure of their business to the local community.**

***Mini Fund Raising Events:***

For community banquets, Tierra Encantada can include fund raising elements to attract sponsors with shared values and social responsibilities. For example, the showcase, which help parent better understand and determine personal growths of their children, can also be a fund raiser that donate its proceed to **funds related to the Spanish community in Chicago such as the Chicago Foundation for Education and Latinos Progresando.**

# SPONSOR-LED BANQUET EVENTS BOLSTER TIERRA ENCANTADA'S VISION

## Sponsor-Led Banquets are Important to the Company's Mission and Vision

Tierra Encantada's mission statement is as follows: "We offer quality care for children ranging from 6 weeks - 6 years of age. We focus on the growth of the whole child and believe children learn best by doing. Our award-winning bilingual education program fosters early cognitive development and teaches a respect for diversity" (Spanish). Including a banquet in their curriculum provides many of the main points of their mission including focusing on the growth of the whole child, specifically by doubling down on their claim of learning by doing.

## Sponsor-led Banquet Events Offer Learning Benefits for the Children

While increased advertising seems like a reason of its own to implement a banquet event, this type of event would also be beneficial to the children themselves. Melissa Stormont states in a study on how learning techniques that incorporating more practice into the curriculum is vital for growth (Stormont). Stormont later mentions that finding opportunities to practice is a major part of the learning process and so having a banquet where the children can showcase what they have learned is a perfect example of that (Stormont).

Figure 8: The Three Step Process for Learning Growth



Stormont, Melissa, and Cathy Newman Thomas. *Simple Strategies for Teaching Children at Risk, K-5*. Corwin, 2014. EBSCOhost, search.ebscohost.com

## How to Maximize Educational Growth through a Banquet

Melissa Stormont states in her research that there are three steps in improving a child's learning experience: Using data to figure out who needs more practice, setting a goal for how much time a student will need for practice, and finding opportunities for more practice (Stormont). For Tierra Encantada, this would look like pinpointing the Spanish proficiency in each of the children, giving them a goal of how much to accomplish before a showcase, and then providing them with the option of a showcase at the banquet where they can show all the parents what they have learned over the course of a semester. This allows the children's learning experience to be enhanced as well as proves to the parents what they are learning and gives validity to Tierra Encantada's program.

# STARTING COMMUNITY BANQUETS WILL INCREASE BRAND VISIBILITY

## Tierra Encantada's Current Community Engagement

Tierra Encantada and its community engagement needs improvement. Tierra Encantada currently does not have many ways to interact with as well as branch out within their community (Interview). At the moment, the main ways that potential clientele can hear about them is through word of mouth or individual research online. Because of this, we recommend that Tierra Encantada host an annual community banquet. This would be an event where the children can showcase what they have learned and the parents and members of the community can come to watch.

## Advertising Benefits of a Banquet Event

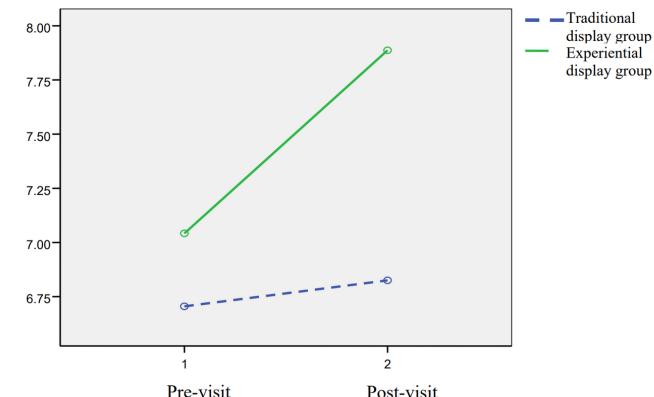
Hosting a banquet for the parents and other members of the community is a great way to foster new growth as well as improve internal retention of clients. As a matter of fact, some may argue it is more useful than traditional methods of advertising which have been reported that **89% of ad content is ignored by consumers** (Addis).

By contrast, events have been shown to immerse people in a multi-sensory environment which allows people to reach a state of synesthesia (Addis). Synesthesia allows a deeper message to infiltrate into the subconscious, making the marketing much more effective than traditional methods (Addis).

Research that backs this up includes a study done to small- medium sized companies and their advertising techniques.

In a report published by Charles E. France, a study was conducted on 126 companies about their advertising. In the study, 89 that reported that they advertised and 11 out of the 19 that reported that they advertised with demonstrations said that it proved effective and was worth the cost (France).

**Figure 7: Test of an Event's Increase of Brand Awareness**



Source: Addis, Michela. "Building Brands through Experiential Events: When Entertainment Meets Education." *African Journal of Business Management*, Academic Journals, 2018, [www.pdfs.semanticscholar.org/](http://www.pdfs.semanticscholar.org/).

Another research study was done on this topic, this time measuring the consumers reaction to the event style advertising. The consumers were recorded by taking a survey before and after on what they thought of the brand image of the company (Addis). The green line in figure four shows that there was a drastic increase in brand perception on the group that received the event style advertising, compared to the marginally smaller growth received by the group that had the traditional advertising approach (Addis). In numeric terms, **there was a 10.8% increase for the test group, whereas there was only a 1.7% increase for the traditional group** (Addis).

# B2B AND B2C API FUNCTIONS

## API Definition and Application

Application Programming Interfaces (APIs) are interfaces that allow for interactions across multiple softwares and/or applications on the Internet. For example, many businesses utilize the Google Maps API on their websites so that they can pinpoint their office locations for customers on interactive maps. With APIs, businesses do not need to develop expensive and proprietary solutions for simple website functions such as an online map or database link to a survey. To bolster Tierra Encantada's site interactivity with sponsors and their customer bases, we recommend one API that records site analytics between sponsors and another API that promotes interactivity for clients directly.

## The Current API Economy

Application Programming Interfaces (APIs) have exponentially driven revenue streams for businesses over the past decade. In the 2019 State of API Integration Report, businesses utilize APIs to increase revenue streams and operational efficiency, yet only 36.4% and 27.9% utilize APIs for mobile products and B2C interactivity.

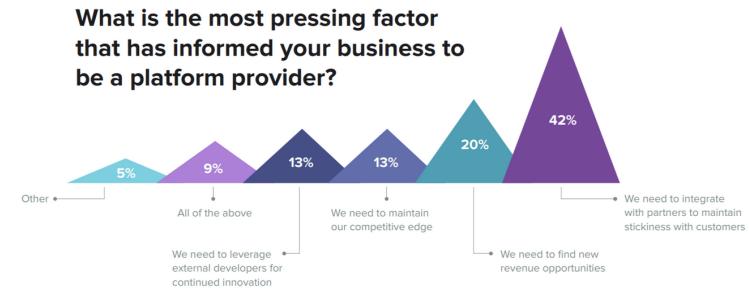
### Furthermore, **only 3.8% of businesses in the education industry use one or more APIs**

(Amundsen, Medjaoui, and Switzer). This highlights a significant competitive advantage that Tierra Encantada can pursue to differentiate itself from its competitors and become a partner platform provider for other businesses. Because an estimated 85% of large businesses will adopt API functions within the next five years, Tierra Encantada must seek to encode APIs as soon as possible to compete against potential competitors in future markets where technology will be a commonplace for businesses.

## API Functions Create New Experiences in Functionality and Interactivity

With APIs becoming more complex through machine learning algorithms, companies have been able to optimize their website traffic by implementing these APIs directly into the programming code. Currently, Tierra Encantada utilizes a geolocation API so that clients can see where its facilities are located on an interactive map, yet there are hundreds to thousands of pre-coded APIs that offer unique experiences for customers and businesses. With more businesses utilizing APIs to **automate processes and provide interactivity on websites**, Tierra Encantada can implement APIs to streamline software between the end-users (sponsors) and their backend databases or tools. Partner API programs, for example, can create new channels to existing customer bases, offer deeper visibility between corporate sponsorship strategies from the backend to the end-user, and provide a competitive advantage over established businesses through data analytics ("Growing").

**Figure 9: Why Businesses Become Platform Providers for Other Businesses**



Source: Amundsen, Mike, Mehdi Medjaoui, and Shelby Switzer. "The State of API Integration Report - 2019." *Cloud Elements*. Ed. Ross Garrett. Web. 19 Apr. 2021. <https://offers.cloud-elements.com/the-state-of-api-integration-2019>



## API Functions Create New Experiences in Functionality and Interactivity Cont.

Through efficient partner API programs, Tierra Encantada can ultimately strengthen relationships with sponsors and incentivize new business clients to work with the company. Figure 8 aligns with this assumption since most platform providers seek to retain customers from the other businesses/sponsors. Likewise, Tierra Encantada can improve operational efficiency through new revenue streams and allocate more capital to internal improvements such as school supplies that enhance Spanish curriculum, specialized staff, and additional APIs on its mobile application and/or website. If Tierra Encantada can successfully implement API functions, then the benefits of operational efficiency should exceed the costs of these their integrations.

## Low API Costs and Tierra Encantada's Website Infrastructure

API integrations can be variably expensive depending on proprietary development through a software development contractor, public APIs, and third-party tooling such as Microsoft's Azure API. Because Tierra Encantada should seek third-party tooling systems that offer pre-built APIs, the company will need to assume only a fraction of costs in comparison to proprietary development. One tooling system, known as yourapi, offers pricing based on the number of database records and API calls per month. As shown in Figure 9, deployment and maintenance costs are far cheaper than traditional development from external parties.

As stated previously, we recommend an API that analyzes site traffic and other analytics when a client requests access to the sponsor site from Tierra Encantada's website. These analytics may include how long a client visits each site, which

pages the client visits, and whether the client visits the site again and/or transacts with sponsors. As a platform provider, Tierra Encantada should incentivize more businesses to act as sponsors and reciprocate with more opportunities for the company to reach their customer bases.

## Public API Implementation and Maintenance Costs

Public APIs may also be more appropriate for Tierra Encantada as the daycare operator continues to grow. Their costs correspond with integration and ongoing website maintenance, but the APIs are open sources for free use. For example, the SYSTRAN translation API could offer Spanish assessments for parents since the API acts as multilingual translator for modal inputs on web pages ("SYSTRAN"). A second API can analyze students' written Spanish responses and convert them into text, work in conjunction with the SYSTRAN translation API to translate this text to English, and link with a third API to record discrepancies to parents. Conclusively, the SYSTRAN API demonstrates the countless APIs that Tierra Encantada can integrate for relatively cheap maintenance costs. Even simple APIs for benefits such as child performance assessments can go far to drive site engagement with clients.

**Figure 10: Third-Party Tooling vs. Proprietary Development Costs**

Scenario	One time traditional	Monthly traditional	One time yourapi	Monthly yourapi
1 dev, 5M records, 100M API calls/mo	\$15k-\$25k	\$650-\$1,350	\$2k	\$450
2 dev, 10M records, 200M API calls/mo	\$20k-\$30k	\$1,000-\$2,000	\$3k	\$850

Source: Lutterop, Gerard. "How Much Does It Cost to Build an API." Medium. Yourapi, 24 Apr. 2018. Web. 19 Apr. 2021. <https://medium.com/yourapi/how-much-does-it-cost-to-build-an-api-925b1bf90da9>



# IMPLEMENTATION TIMELINE

**Months**  
**1-3**

## Relationships with Businesses

Tierra Encantada should begin to pursue relationships for potential corporate sponsor candidates in areas that the daycare operator may want to expand into. This can help Tierra Encantada navigate competitive markets, understand other businesses' customer bases, and internalize systems for API integration.

**Months**  
**4-5**

## API Development and Deployment

After developing strong relationships with strategic corporate sponsors, Tierra Encantada should research and deploy APIs into system integrations with these sponsors. API deployment depends on the API function, developer expertise, and the cost by which to maintain or integrate the API with a corporate sponsor.

**Months**  
**6-12**

## Community Banquets and Events

Once APIs have been deployed, Tierra Encantada should look to bolster its corporate sponsorship events/banquets with communities so that it can interact with clients directly. Tierra Encantada can continue to experiment with various events and analyze events that increase social media engagement, positive client responses, and enrollment conversion.

**Years**  
**1-2**

## New Sponsors, Events, and APIs

With greater operational efficiency from corporate sponsors, Tierra Encantada can continue to expand its network and allocate more capital for new sponsors, events, and APIs. The daycare operator, for example, should develop and deploy its own proprietary APIs to incentivize new corporate sponsorships and pave new ways to streamline application processes for clients.

**Years**  
**3-4**

## National Brand Presence

As Tierra Encantada paves the way as one of the leading Spanish immersion programs in the country, the daycare operator should seek national and global initiatives that accentuate its overarching reach as a brand. These initiatives may include philanthropic corporate sponsorships, relationships with multinational companies, and Spanish immersion days at national facilities.



# CONCLUSION

Tierra Encantada will be able to transition and expand efficiently and properly due to local partnerships with sponsors, banquet/ sponsored events, and modern API technology. These three action steps will allow for Tierra Encantada to broaden their brand image and awareness and increase profits in an efficient and sufficient manner. These additions to Tierra Encantada business model would still allow for this service to perform at an optimal level while still staying genuine to its Spanish immersion day care roots. If these steps are enacted in the correct standards and procedures, it will allow for Tierra Encantada to grow profits in a ten year model by 30%. These implementation steps will provide the necessary brand awareness, service efficiency, and profit growth that will allow Tierra Encantada to become a leading figure in the day care industry.





# APPENDIX A: PRE-SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Spanish Immersion Curriculum and Amenities</li><li>• The Growth and Need for the Daycare Industry</li></ul>	<ul style="list-style-type: none"><li>• High Operating Costs</li><li>• Consumer Interactions and Accessibility for Potential Clients</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Company Expansion Due to Current Growth</li><li>• Corporate Sponsorships with Local Businesses and Corporations</li></ul>	<ul style="list-style-type: none"><li>• Per Capita Disposable Income from COVID-19</li><li>• Faculty, Safety, and Academic Quality</li></ul>



# APPENDIX A: PRE-SWOT ANALYSIS

## STRENGTHS

Tierra Encantada continues to grow as a figure in the daycare industry and distinguishes itself from competitors in several key areas. For example, the Spanish immersion daycare operator designs curriculum that promotes diversity and teaches early cognitive development for children ages six weeks to six years old.

The daycare industry yields high profit in comparison to its sector's average and low capital requirements to enter the industry. As dual parent working households in the United States have increased this past century, the daycare industry has been exposed to larger potential client pools in suburban and urban areas.

## WEAKNESSES

Because operating costs and service prices directly relate to each other, customers need to pay higher tuition fees for enrollment if operating costs are higher. As a result, daycare price continues to be a one of leading considerations for parents when they research daycares.

Tierra Encantada does not always have effective interacting channels between potential customers and its locations. Limited infrastructures on its official website complicate the enrollment process and discourage parents from submitting inquiry forms. With disorganized customer interactions, the daycare center may restrict itself from capturing consumer interests and converting enrollment.

## OPPORTUNITIES

Chicago is one such location that Tierra Encantada has expressed interest in and houses many avenues for authentic growth. If the company can reach into Chicago or other similar areas, it can propagate business opportunities to develop long-term growth and financial gains.

With Tierra Encantada partnering with and/or sponsoring local businesses and corporations, they can allocate more operating income for location expansion and internal affairs. These benefits could immediately shift promotion toward other important marketing focuses such as child development in Spanish immersion and infant care.

## THREATS

Although the COVID-19 pandemic has not considerably impacted the daycare industry since the Center for Disease Control (CDC) deemed daycare facilities as essential, the pandemic has decreased the per capita disposable income for many households in the U.S over this past year.

If consumer sentiment declines as a result of rising childcare costs, especially during the pandemic, households may seek alternatives such as family members, private nannies, or public school systems. Overall, daycare operators run the risk of decreasing quality standards in locations if they do not develop controls for franchisees.



# APPENDIX B: POST-SWOT ANALYSIS

## STRENGTHS

- Brand Awareness
- Relationships with Businesses in Unfamiliar or Saturated Markets
- Increased Interactivity with Clients through Sponsorship

## WEAKNESSES

- Competition Incentives and Practices in Response to Growth
- Time, Effort, and Resources to Ensure that Sponsorships are Successful

## OPPORTUNITIES

- Additional APIs for Website Deployment
- New Modalities and Opportunities for Spanish Immersion

## THREATS

- Relationships with Sponsors may Diverge over Time
- The Current and Future Implications of COVID-19 are Unknown



# APPENDIX B: POST-SWOT ANALYSIS

## STRENGTHS

Through corporate sponsorships, Tierra Encantada can increase brand awareness from the aforementioned opportunities that Capital Compass Consulting referenced in order to reach new customer segments.

Since corporate sponsorships similarly reinforce relationships between Tierra Encantada and its sponsors, the company can gauge unfamiliar markets and communicate with its sponsors regarding its best steps going forward.

Finally, Tierra Encantada can increase interactivity with clients from community banquets and other events that would otherwise be difficult to successfully implement without corporate sponsorships.

## WEAKNESSES

Because Tierra Encantada will continue to establish relationships with sponsors, the company will be at risk for becoming more visible to various competitors. These competitors, for example, may pursue targeted attacks and other incentives that draw clientele away from the daycare operator, which can ultimately decrease its market share.

Sponsorships require considerable time and resources even when Tierra Encantada receives the benefits of economies of scale for these sponsorships. Examples of these costs include API implementations, community banquets, contractual agreements, and other costs that do not necessarily translate to successful sponsorships.

## OPPORTUNITIES

Capital Compass Consulting recommended two APIs for the Un Mundo, Una Comunidad plan, yet there are thousands upon thousands of APIs that can enhance the company's website and do not need to directly relate to sponsorships. One API, for example, could connect various online calendar's with Tierra Encantada's website scheduler so that clients are notified about an upcoming tours at locations.

With sponsorships, Tierra Encantada can also look to new and unique modalities for Spanish immersion so that its students gain the full benefits of Spanish curriculum both inside and outside the classroom. Such modalities could include talent shows or many other ways to drive interactions between parents and consumers.

## THREATS

If Tierra Encantada and its sponsors begin to differ in ideology, then the company may need to look toward new sponsors that realign with its overall vision. This can create unwarranted costs and stagnate Tierra Encantada's growth as it looks for new sponsors.

Although the world is returning back to normal in response to the COVID-19 pandemic, many economic, social, and political implications remain unknown regarding the daycare industry as a whole. Businesses may be more wary to develop relationships with other businesses since hundreds of thousands of businesses have closed over the past year, and parents may feel less inclined to pay for daycare costs due to economic hardships and/or other factors.

## APPENDIX C: RISK MITIGATION TABLE

		Impact		
		Low	Medium	High
Probability	High			
	Medium	(4) Tierra Encantada is not able to implement B2B API Functions like its site traffic API		
	Low	(1) Sponsors decrease Tierra Encantada's consumer sentiment due to negative practices and perception	(2) Community event costs exceed planned costs and cut into operating income	(3) Tierra Encantada is not able to develop relationships with desirable sponsors



# APPENDIX C: RISK MITIGATION TABLE

1

Capital Compass Consulting believes that Tierra Encantada should not need to worry about instances in which sponsors decrease public perception due to negative practices from these sponsors. However, in any instance that a sponsor makes an insensitive statement toward a minority group, for example, Tierra Encantada should immediately cease all contractual obligations and make a public statement against these sentiments through social media or other communication channels. Because Tierra Encantada will have conducted adequate research on these sponsors prior to establishing relationships, we emphasize that the probability of said risk is very minimal.

2

Through strong correspondence and planning, Capital Compass Consulting remains confident that Tierra Encantada should not need to worry about unexpected costs relating to community banquets/events. While probabilities such as injuries should be minimal at these events, they can cut into Tierra Encantada's operating income budget and negatively influence word-to-mouth advertising across attendees. Thus, Tierra Encantada may need to develop controls and other safety mechanisms so that the company does not unknowingly expose itself to unexpected consequences from community events.

3

While the probability that Tierra Encantada not being able to find desirable sponsors is low, this risk could establish negative implications as the company begins to expand into new markets outside of Chicago. The daycare operator, for example, may not be able to reach new customer bases, which could exacerbate the additional costs lost from research and pursuit of these sponsorships. Thus, Tierra Encantada must always gauge multiple candidates for sponsorships so that the company can maintain a strong network of business clients in different markets. Without sponsorships, parents may not be as well informed or knowledgeable of their daycare options, and they may overlook Tierra Encantada as a result.

4

Tierra Encantada likely does not have the software development experience to implement the API functions that Capital Compass Consulting had recommended earlier in this report. Even if Tierra Encantada can hire an external contractor to try to implement these tasks, there is no guarantee that an API can act as an intermediary if the programming language is incongruent between Tierra Encantada and its sponsors. To mitigate this risk, Tierra Encantada should communicate with its sponsors before hiring a contractor and conducting research so that the businesses can find ways to implement new lines of code that facilitate the API connection between both sites.

# APPENDIX D: SYSTRAN INTERFACE

Home Film Art Books Music TV Photography Sty

light from the darkness, writes Cath Pound.

**L**éon Spilliaert's eerie, enigmatic works inhabit a twilight netherworld between reality and dream. It was a realm he conjured following the moonlight strolls he took to calm his insomnia-induced restlessness. In the dead of night he would ponder the philosophical issues that preoccupied him: the creation of the world, relations between the sexes, and the ultimate fate of man. His thoughts would be transformed into ghostly portrayals of his hometown of Ostend, still-lifes in which objects have a mysterious life of their own, and a series of extraordinary self-portraits in which the Belgian artist bore deep into his own soul.

More like this:

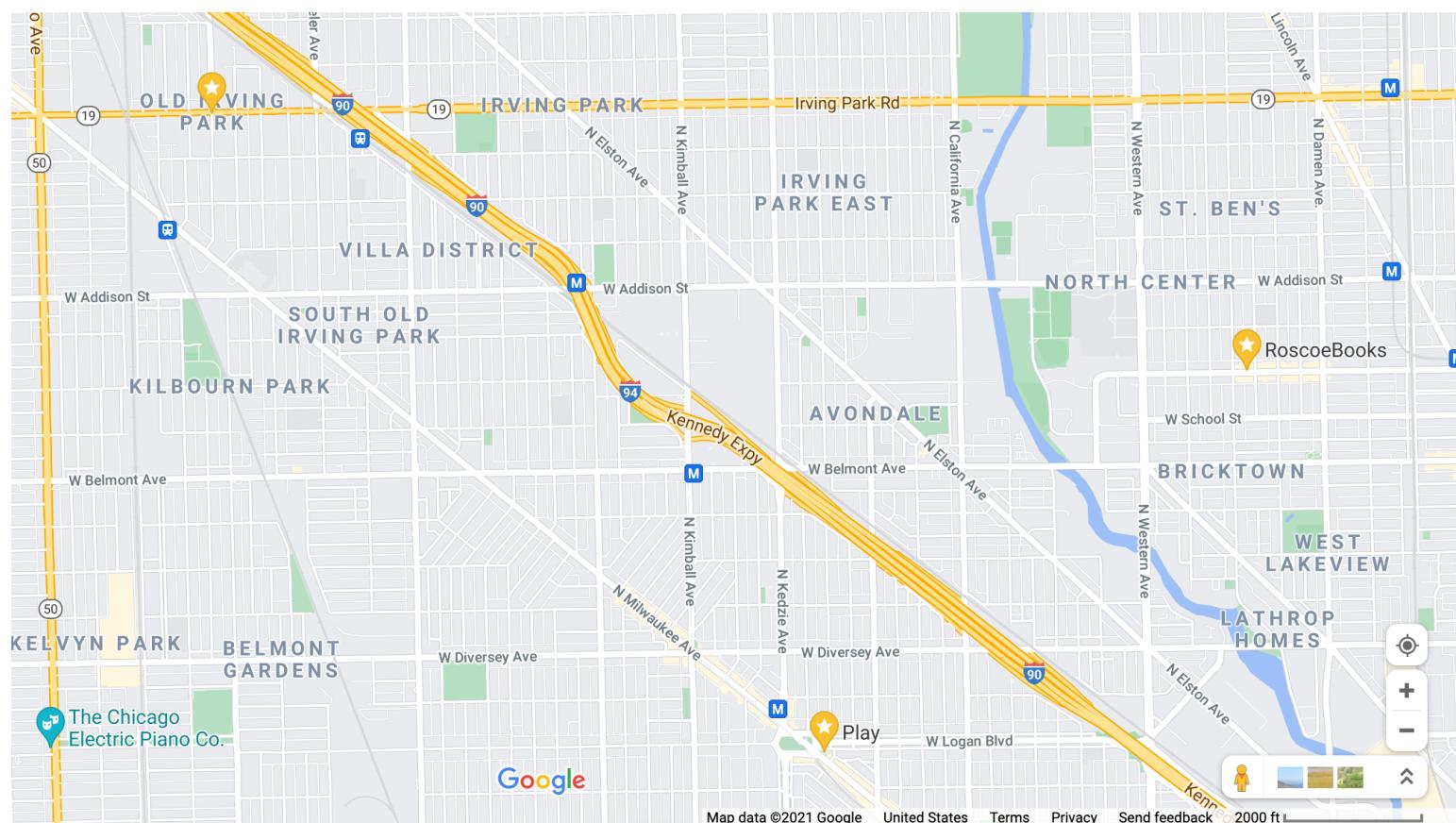
- [Can photography save an Amazon tribe?](#)
- [India's forgotten masterpieces](#)
- [The restoration that shocked the world](#)

"There was something about that isolation and solitude that clearly he was attracted to. He seems to have revelled in the creativity it awoke in him," says Adrian Locke, co-curator of [The Royal Academy's exhibition in London](#), which brought Spilliaert's work to a British audience for the first time ([the gallery is now open](#)).

The screenshot shows the SYSTRAN interface. At the top right is the SYSTRAN logo with the tagline "beyond language". Below it are buttons for "Auto-translation: OFF", "Translate this page", and "Translate selection". A section titled "Choose Languages:" shows English and Japanese selected. A "Selected text:" box contains the sentence "In the dead of night he would ponder the philosophical issues that preoccupied him: the creation of the world, relations between the sexes, and the ultimate fate of man." Below it, a "Translation English into Japanese:" box shows the translated text: "夜がふけると、彼は自分を取り巻く哲学的な問題について熟考しました。世界の創造と男女の関係と人間の究極の運命". A "Dictionary Lookup:" section shows "Dictionary English - Japanese" and the query "In the dead of night he would".



# APPENDIX E: SPONSOR LOCATIONS



# APPENDIX E: TOP 10 RATED SPONSORS

A study, shown in this figure, illustrates the percentage of clicks of people who clicked on a website link to thank a sponsor. The top 10 are listed here.



1. **Wells Fargo** – 2.89%



2. **Marriott** – 1.63%



3. **Dick's Sporting Goods** – 1.39%



4. **Whole Foods Market** – 1.3%



5. **State Farm** – 1.07%



6. **Pepsi** – 0.98%



7. **US Bank** – 0.97%



8. **Bank of America** – 0.92%



9. **Budweiser/Budlight** – 0.76%



10. **Clif Bar** – 0.74%



## Works Cited

Addis, Michela. "Building Brands through Experiential Events: When Entertainment Meets Education." *African Journal of Business Management*, Academic Journals, 2018, www.pdfs.semanticscholar.org.

Amundsen, Mike, Mehdi Medjaoui, and Shelby Switzer. "The State of API Integration Report - 2019." *Cloud Elements*. Ed. Ross Garrett. Web. 19 Apr. 2021.

"Can You Make a Profit and Be Socially Responsible?" *Business.com*. 8 Apr. 2020. Web. 19 Apr. 2021.

"Consumers Want to Support Their Local Economy by Supporting Local Businesses, According to a Survey by ZypMedia." *ZypMedia*. 28 May 2020. Web. 18 Apr. 2021.

Cornwell, T. Bettina, and Ravi Pappu. "Corporate Sponsorship as an Image Platform: Understanding the Roles of Relationship Fit and Sponsor-sponsee Similarity." *ResearchGate*, Sept. 2014. Web. 19 Apr. 2021.

Dean, Dwane Hal. "Associating the Corporation with a Charitable Event Through Sponsorship: Measuring the Effects on Corporate Community Relations." *Journal of Advertising* 31.4 (2002): 77-87. Print.

Diorio, Stephen. "Proving The Financial Contribution Of Sponsorships To The Business." *Forbes*. Forbes Magazine, 10 Feb. 2020. Web. 20 Apr. 2021.

Ditlev-Simonsen, Caroline Dale. "Beyond Sponsorship - Exploring the Impact of Cooperation between Corporations and NGOs." *International Journal of Corporate Social Responsibility* 2.1 (2017). Print.

Edelman. "2021 Edelman Trust Barometer." Edelman, March 2021, <https://www.edelman.com/sites/g/files/aattus191/files/2021-03/2021%20Edelman%20Trust%20Barometer.pdf>

Forrester. "The Power Of A Values-Based Strategy · Forrester." Forrester, 1 June 2017, go.forrester.com/what-it-means/ep15-values-based-strategy/#.

Friedman, Susan. "Learn About Sponsorship and How to Use It to Improve Marketing." *The Balance Small Business*. 7 Jan. 2021. Web. 18 Apr. 2021.

Gennetian, L., National Survey of Early Care and Education Project Team. "Household search for and perceptions of early care and education: Initial findings from the National Survey of Early Care and Education" (*NSECE*) (*OPRE Report No. 2014-55a*). Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. 2014



"Growing Your Business with APIs." VISA. Apigee. Web. 19 Apr. 2021.

Haley, E. (1996). "Exploring the construct of organization as source: consumers' understandings of organizational sponsorship of advocacy advertising." *Journal of Advertising*, ResearchGate, May 2013. Web. 18 Apr. 2021.

Herbst, Chris M., et al. "What Do Parents Value in a Child Care Provider? Evidence from Yelp Consumer Reviews." *Early Childhood Research Quarterly*, vol. 51, 2020 2nd Quarter 2020, pp. 288–306. EBSCOhost, doi:10.1016/j.ecresq.2019.12.008.

Hoffower, Hillary. "Millennials Are Abandoning NYC and San Francisco and Moving to These 10 Cities Instead." *Business Insider*. Business Insider, 16 June 2020. Web. 4 May 2021.

"Interview with Kristen Denzer: Tierra Encantada Founder, CEO." *Franchise Direct*. Web. 18 Apr. 2021.

Lutterop, Gerard. "How Much Does It Cost to Build an API." *Medium*. Yourapi, 24 Apr. 2018. Web. 19 Apr. 2021.

Mitra, Ronnie. "Improve Your API Design with 7 Guiding Principles." *The New Stack*. 19 Dec. 2017. Web. 30 Mar. 2021.

Nielsen. "THE SUSTAINABILITY IMPERATIVE - NEW INSIGHTS ON CONSUMER EXPECTATIONS," [https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/Global20Sustainability20Report\\_October202015.pdf](https://www.nielsen.com/wp-content/uploads/sites/3/2019/04/Global20Sustainability20Report_October202015.pdf) Page 8. Accessed August 20, 2020.

O'Connor, Claire. "Day Care in Illinois." *IBISWorld US Industry State Report IL62441*. Sept. 2020. Web. 16 Mar. 2021.

Sheffey, Ayelet. "The Pandemic May Have Caused 200,000 Business Closures - Fewer than Expected." *Business Insider*. 16 Apr. 2021. Web. 18 Apr. 2021.

"Snapchat by the Numbers: Stats, Demographics & Fun Facts." *Omnicore*, 2021, [www.omnicoreagency.com/snapchat-statistics/](http://www.omnicoreagency.com/snapchat-statistics/).

"Spanish Immersion Daycare & Preschool - Tierra Encantada." 2021, Web. 19 Apr. 2021.

Stormont, Melissa, and Cathy Newman Thomas. Simple Strategies for Teaching Children at Risk, K-5. Corwin, 2014. EBSCOhost, search.ebscohost.com

"SYSTRAN Translation." *ProgrammableWeb*. 1 Dec. 2019. Web. 19 Apr. 2021.

"SYSTRAN - Translator and Dictionary." *Chrome Web Store*. Google. Web. 2 May 2021.

Tang, Jing. "Preschool Parents' Perceptions of Early Care and Education Arrangements: A Latent Profile Analysis.". *Early education and development* (1040-9289), 32 (3), p. 480. 1 Apr. 2021

"Translate API." *Translation API / Pure Neural Machine Translation Human Quality Accuracy*. Web. 2 May 2021.

"What Sponsors Want & Where Dollars Will Go In 2018." IEG, 2017. Web. 19 Apr. 2021.

Zipsprout. (2021). Top 60 corporate sponsors in the United States. Retrieved May 04, 2021, from <https://zipsprout.com>



## Works Consulted

"17 Free Public APIs for Developers APIs (like: Open Weather Map)." *RapidAPI*. Web. 19 Apr. 2021.

Baylis, Chris. "The Essential Guide to Sponsorship Valuation: Learn How to Price

Sponsorships Like a Pro." *The Sponsorship Collective*. 1 Feb. 2021. Web. 18 Apr. 2021.

Berliner, David C., and Bruce J. Biddle. "A Research Synthesis / Unequal School Funding in the United States." *Educational Leadership*. May 2002. Web. 18 Apr. 2021.

Chen, Grace. "An Overview of the Funding of Public Schools." *Public School Review*. 4 Feb. 2013. Web. 18 Apr. 2021.

Potter, Maria. *Examining the Role of Corporate Sponsorship in the Public School System: Appropriate Pathways*. Diss. Dominican U of California, 2012. San Rafael, CA, 2012. Print.

"Study: 55 Percent Say API Integration Is 'Critical' to Business Strategy." *GlobeNewswire News Room*. Cloud Elements, 8 Apr. 2019. Web. 19 Apr. 2021.

West, Chrisi. "Child Care Aware of America Announces Web Services API Module for NDS." *Child Care Aware of America*. 7 July 2016. Web. 30 Mar. 2021.