

# Ben and Jerry's PartnerShops

An Effective PYD Program

Emily Freedman



## What is a PartnerShop?



-A PartnerShop is a Ben and Jerry's franchise.

-PartnerShops are independently owned and operated by community-based nonprofit organizations.

-It is a partnership in addition to a Partner"Shop," because Ben & Jerry's waives the standard franchise fees and provides additional support to help these nonprofits operate.

-The basic idea is to give non-profit organizations the power to use business for community benefit.

## Who Benefits?



- PartnerShops are designed to give employment to youth and young adults with barriers keeping them from employment
- The program includes job and entrepreneurial training
- The non-profits retain their business proceeds to support their programs, so once the franchise begins making money, the organization benefits, too!

## Where did the idea come from?

- Ben had a friend and board member, Jeff Furman, who lived in Ithaca, NY where there was no scoop shop
- He wanted to see how the franchise worked, and got the idea of offering one to a local non-profit, The Learning Web, which is a youth development organization
- The idea caught on, and there are currently 14 PartnerShops

## Ben and Jerry's: A Socially Responsible Company



The Mission Statements of Ben and Jerry's:

- Product Mission  
To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting **business practices that respect the Earth and the Environment.**
- Economic Mission  
To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & **expanding opportunities for development and career growth for our employees.**
- Social Mission  
**To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.**



## How Does Ben and Jerry's Help?



- Site selection/market analysis
- Equipment/layout/design
- Management training at "Scoop U" including:  
Marketing, Merchandising, and Customer Service  
Skills, Operational, Human Resources, and Financial  
Management Techniques
- In-store training for all employees
- Support for planning opening

...continued

- Training manuals, recipes, operating standards and materials (including tools to give back to the communities in which you do business)
- Marketing/promotional support
- On-going training
- Networking
- Financial planning advice

## PartnerShop Specific Training

- Training curriculum
- Business operations and training program at Scoop University for key employees
- In store pre-opening training for all staff
- Periodic refresher trainings
- Key people invited to PartnerShop and franchise group meetings



## How Does a PartnerShop Work?

- Management staff includes three positions: the scoop shop manager, the enterprise director, and the employment and training coordinator.
- PartnerShops usually can train and work between 20 and 40 employees annually
- The youth/young adults are usually between 14-21

## Job Coach at the PartnerShop

- The Job Coach is what makes the program stand out
- Job Coach is responsible for working with youth on typical issues of having a job: punctuality, responsibility, reliability, time management, workplace behavior, etc.
- The Job Coach is trained at “Scoop University” and is responsible for keeping these traditionally “un-hirable” youth in order



SO WHAT DOES PYD HAVE TO  
DO WITH IT?

## Challenging the Deficit Model

- The youth in this program are often viewed by perspective employers as “problems to be managed”
- Rather than using this deficit model, PartnerShops aim to educate these youth and align their assets with those of the community--namely, the asset of a PartnerShop mission



## INTERNAL ASSETS

- INTERNAL:
  - A desire to make money
    - The youth targeted are often urban, inner-city youth with little education or job experience
    - Many, without this type of training, would need to sell drugs, join a gang, or engage in prostitution to earn money
  - The ability to do jobs such as ice-cream scooping
    - The task for this job is fairly simple and does not require education
  - Plasticity

## EXTERNAL ASSETS

- Ben and Jerry's
  - Ben and Jerry's, as a socially aware corporation, gives these kids an opportunity to improve their lives
- Organizations with PartnerShop Franchises, such as the Latin American Youth Center
  - Organizations must put in quite a bit of money to begin a franchise. Organizations willing to make this investment are important assets.
- Individuals who care about the future of these children who are willing to be job coaches, a very time consuming position
  - Without a job coach, this program would not be as effective. However, if job coaches had to be paid very highly because people did not care about the position, organizations would not be able to afford to keep one on staff.
- Communities supportive of youth trying to earn money
  - The clients must support the PartnerShop!

## The Big 3 and PartnerShops



- » 1) Opportunities for youth to participate in and have leadership of activities
  - » -youth who typically have trouble getting jobs can participate
  - as youth prove themselves responsible and such, they can take leadership through promotions to positions such as shift managers and trainers
- 2) Activities should emphasize the development of life skills
  - youth work on reliability, responsibility, punctuality, time management, etc., which all life skills



## Continued...

- Caring Adult/Youth Relationships

- Youth work with job coaches, managers, trainers, etc. They see that they have an ally and somebody is willing to give them a chance and work with them.

- As can be seen by the work of Lerner and Theokas, individuals are the most important group in PYD

## The 5 Cs and PartnerShops

- **Competence**
  - They receive job training and learn important life skills, making the youth more competent
- **Character**
  - Having responsibilities helps build character. They also work with a non-profit organization that instills important morals, which further build character
- **Confidence**
  - Being given a chance helps build confidence for the youth; they realize that they, too, can get jobs and be productive
- **Connections**
  - The youth build connections through the program, both with staff whom can potentially help them get further jobs, and each other
- **Compassion**
  - Many of the organizations that work with the youth instill in them the value of compassion; furthermore, the organizations care about these youth, making them more likely to share the same sentiment

THESE YOUTH ARE GETTING AN OPPORTUNITY TO CONTRIBUTE TO SOCIETY, THE

6<sup>th</sup> C

## Outreach Scholarship and PartnerShops

- Palatable

- The program is palatable, as it gives youth options
- Furthermore, PartnerShops are done through organizations who know communities well
- The PartnerShops are basically community-based initiatives

- Feasible

- This is feasible because so many different sectors are contributing
- Between Ben and Jerry's with the business expertise, the organizations with youth development expertise, youth with the internal asset of motivation to make money, and the community asset of supporting good causes, the program is feasible

- Durable

- The only issue people could have with PartnerShops is that unqualified youth should not be getting jobs
- The positive effects of the program will make it durable, however, because the success rate serves as a strong defense against any attack that would come.

- Affordable

- Once the organization gets the start-up money, the program is affordable, and Ben and Jerry's waves some fees

- Sustainable

- Once the franchise is paid for, it should be sustainable
- In areas where weather makes it hard to sell ice cream, however, PartnerShops sometimes must close
- There are enough youth in need of such a program to keep it going

## Result=Thriving Youth!

- With the Big 3 covered, 5 Cs covered leading to the 6<sup>th</sup>, and the tenets of outreach scholarship accounted for, the result should be THRIVING youth
- Furthermore, the fact that it is a community initiated project helps
- The relationships formed within the program will allow the youth positive development

## Changes I Would Make

- Put PartnerShops in more cities!
- Develop a theory of change, logic model, and system of evaluation
- Set up more standardized programs for youth to “graduate” the PartnerShop and move straight into another job.



## To expand the program:

- **University/Community Collaborations!**
  - PartnerShops could be formed on University Campuses with the University serving as the organization
  - Students could serve as the leadership positions such as job coach, and work with underprivileged youth
  - Ben and Jerry's would sell easily on a college campus, and be more realistic to maintain



THE END



- Ben and Jerry's PartnerShops lead to thriving youth who otherwise would be in far worse situations
- While there are a few changes that could be made and the program could expand through university/community collaborations, all in all it is a great program!