PARTNERSHIP GOALS

CONCEPT

#Scale

Achieve increased reach for a product, service, or the overall organization by finding more efficient routes to market, developing new products for existing or new customers, or pursuing geographic expansion. Consider:

• What drives your vision for the size and scope of this partnership? Do you want to:

  ◦ Achieve a larger footprint, expand to new geographic areas, or reach more customers?

  ◦ Increase market penetration and efficiency, pursue a better marketing strategy, or boost recurring sales?

  ◦ Introduce new products in existing markets, develop new distribution networks, or diversify and improve upon your existing product or service portfolio?

  ◦ What are potential hurdles to achieving your profit goal in this partnership? How might you clear them to meet your objectives?

#Profit

Achieve break-even and/or generate profit while setting clear goals and targets to support future financial viability. Consider:

•What expectations do you, your senior leadership, and/or other internal teams have for achieving financial sustainability and/or making a profit while pursuing this partnership?

•What level of profitability do you think is reasonable to expect from this partnership now and in the future?

•What are potential hurdles to achieving your profit goal in this partnership? How might you clear them to meet your objectives?

#Replicate

Create a model that can be reproduced elsewhere by putting in place systems, processes, and knowledge management that will facilitate replication in the future. Consider:

•How important is the ability to replicate this project or partnership to your organization?

•What systems and processes does your organization already use that enable you to reduce risk and evaluate replication readiness? What might you need to develop? Consider, for example: defining market selection criteria, defining pilot processes and selection criteria, or recording clear decision-making processes.

•What internal units or teams might you need to replicate the activities or learnings from this partnership?

#Compete

Develop a value proposition or niche that can help you differentiate your product, service, or organization in a crowded marketplace. Consider:

•How important is the ability to gain competitive advantage through this partnership?

•What is your current competitive positioning? How does a partner improve your value proposition?

•What are the short-term and long-term risks and benefits to using a partnership to edge out competitors?

#Impact

Undertake actions that create measurable, positive changes that address a pressing social and/or environmental challenge. Consider:

•What level and kind of impact (e.g. social, environmental, etc.) do you want this partnership to create (beyond customer value)?

•Will the partnership generate more impact than operating independently?

•How do you talk about impact and what systems are in place to ensure there is buy-in by various teams, at different levels?

#Build Capacity

Build the skills of your own team and/or strengthen the capacity of stakeholders and communities with the goal of enabling the sustainability of an initiative long-term. Consider:

•What opportunities do you have to increase your organization's internal capacity and skills through this collaboration?

•How important is building capacity of local actors in this partnership and how will you measure the outcomes?

•What are your organization's expectations for building capacity, either internal or external?

#Generate Knowledge

Develop knowledge and insights by venturing into a new market, targeting a new customer segment, or testing new products, processes or models. Consider:

•What knowledge gaps do you see inside your organization that you think a partnership will help address?

•Which learning outcomes are an important motivation for establishing this partnership?

•Do you foresee and anticipate using the new knowledge generated?

#Influence

Influence decision-makers, stakeholders, and communities at the local, national and international level and/or advocate to change practices, policies, and attitudes through partnership activities. Consider:

•What are your organization's expectations for leveraging this partnership for wider influence? What access to, and influence over, relevant actors do you have—directly or indirectly?

•Do you plan to use the partnership to support increased advocacy and visibility around a certain theme, area, or practice?

•What aspects of the partnership will be most useful or most powerful for your advocacy agenda?

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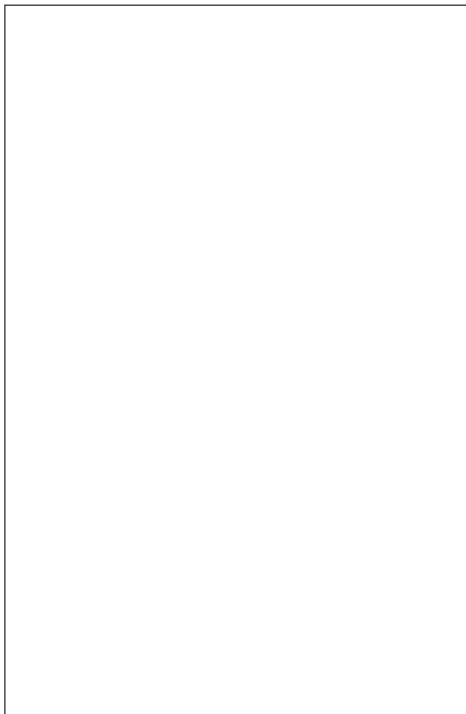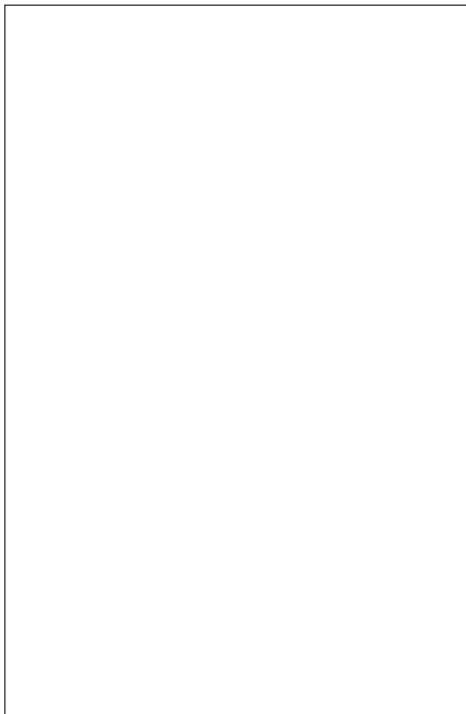
PARTNERSHIP GOALS

CASE STUDY

#Scale

When the Nigerian recycling start-up Wecyclers partnered with Coca-Cola in Nigeria, they quickly realized they had different goals around program scale. Wecyclers' long-term goal is to overhaul the waste-collection system and they hoped that corporate partnerships with companies like Coke would help them get there. Coke International team members were excited about the prospect of working on waste management with Wecyclers, while the local Coke team wanted to take it slow and start small. Coca Cola Nigeria and Wecyclers had to find alignment on project scale in order to get started. For Wecyclers, that meant downsizing expectations at first, in order to gain the trust of a major brand like Coke.

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#Profit

When the Government of **X** initiated conversations with the cookstove distributor **Y**, the two partners shared a common goal of reaching the Base of the Pyramid (BoP) population with a safer, more affordable cookstove. As a for-profit enterprise, **Y** also aimed to reach the upmarket customer who could afford to pay for its product independent of government assistance. For the government on the other hand, providing clean cookstoves at a subsidized price was a viable way to drive a broader development agenda. Since over time, similar projects had suffered from finite funding streams, **Y** knew that it had to establish a revenue stream from additional customer segments. **Y** hoped that its strong relationship with the government would eventually lead to connections to local microfinance institutions or loan guarantees that would make its cookstove more accessible for a wider market. When these connections did not materialize, **Y** pursued additional partnerships on its own.

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#Replicate

When the clean cookstove distributor **Y** partnered with the Government of **X**, the government brought in a local nonprofit to train new customers on the installation, usage, and maintenance of cookstoves. Consequently, **Y** did not initially cultivate its own channel of direct contact with the customer. Adoption rates and customer satisfaction were important key performance indicators (KPIs) for both partners, so after some time **Y** pioneered the Customer Care Team, a large-scale after-sales customer support program for cookstove owners. Due to this outreach, **Y** identified key challenges and could troubleshoot as needed. **Y** also developed a number of best practices informed by the large quantity of customer data collected during calls and home visits. By working jointly with the government to build a customer service model to drive adoption, **Y** developed a replicable and scalable model that could be used for its cookstove programs throughout the world. Documenting efficacy metrics throughout the project also made future replication easier.

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#Compete

Fenix, the next generation energy company operating in sub-Saharan Africa, wanted to get its flagship product, a lease-to-own home solar system, into the hands of more last-mile customers. But it was challenging to cut through the noise in a market where there were many low-quality generic competitors offering solar pay-as-you-go products. In Uganda, partnering with major telecom company MTN provided the perfect way to differentiate Fenix's ReadyPay Power product from these competitors. Fenix gained an advantage by linking its product to the powerful and ubiquitous MTN brand. It benefited from MTN's established brand trust and its extensive rural sales network. The partnership also led to stronger customer relationships for MTN. As Fenix expands, it is debating whether to pursue similar partnerships in new markets or to engage in building their own brand.

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#Impact

When global fast-moving consumer goods (FMCG) company **X** and social venture **Y** agreed to partner to increase access to low-cost infant incubators in hospitals and clinics in India, impact was top of mind for both partners. Despite goal alignment around impact, when it came time to execute, **X**'s sales team had little incentive to sell **Y**'s infant warmer: the warmer sold for only $200 – one percent of the price for a traditional **X** incubator. Even though **Y**'s warmer offered major advantages for impoverished communities with unreliable power, **X**'s sales team had neither the product knowledge nor the appropriate commission structure in place to motivate them to sell the new product.

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#Build Capacity

The partnership between **X**, a clean cookstove distributor and the Government **Y** was unique from the start — the key stakeholder who jump-started the partnership was the president of **Y**. For him, a key goal of the program related to capacity building: he wanted the program to create local jobs and build local expertise in cookstove design and production. Usually, the social enterprise had manufactured its cookstoves in China due to cost savings, but the company compromised and worked with the government to build a local factory which created 150 local jobs. **X** sacrificed some operational and product cost efficiency in order to meet the local capacity building goal that was critical to its partner.

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#Generate Knowledge

The energy social venture **X** wanted to expand its product selection through a new partnership and **Y** corporation wanted to explore its potential to fight mosquito-borne diseases in rural markets through the right business models and the best behavior change techniques. Although **X** would have loved to scale quickly, they agreed to run three separate, simultaneous pilots in Rwanda to elicit key insights for the multinational corporation. In the end, both partners benefitted from the focus on getting the model right, with **X** making sure that its rural and head office teams had access to lessons learned through the pilots. The partners are now expanding the initial pilots into dozens of new communities.

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#Influence

In 2012, the health, nutrition, and materials company **X** initiated a partnership with global nonprofit **Y** and a government-backed nutrition social enterprise **Z** in Rwanda to increase accessibility of, and uptake for, nutritionally-improved foods by communities at risk of nutritional deficiencies. Beyond brand visibility and market creation, the organizations jointly leveraged their expertise, resources, and reach in order to advocate for better nutrition and entice future partners to join their efforts. This advocacy objective was just as important as the other partnership objectives. It necessitated clear internal and external communication as the organizations worked together to create the evidence base to enable communities to identify the barriers to good health and conducted outreach to local government and other stakeholders to contribute to the mission.

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PARTNERSHIP GOALS

DIALOGUE

#Scale

Please discuss with your partner(s):

•How can you structure the partnership to best meet your goals and timelines around achieving scale?

•Does the scaling strategy align with each partner's current activities, obligations, and other partnerships? If not, are there some choices and trade-offs that need to be made to reach alignment?

•How will you work together to assess whether you have reached your scaling goal?

#Profit

Please discuss with your partner(s):

•How will you work to cover costs and increase the financial sustainability of this joint undertaking? Can early stage subsidies, for example, be replaced by seeking market-rate returns so that the initiative can eventually become self-sustaining?

•Is there a trade-off between achieving profit, sustainability, and other common goals? How will you mitigate this challenge?

•How can you work together to meet profit goals, in the short and long term?

#Replicate

Please discuss with your partner(s):

•Is the partnership properly incentivized and structured to meet replication goals?

•How can you work together to ensure replicability in new market segments or geographies in the future? How can you mitigate potential challenges to replication?

•How important is tracking and monitoring to the replication goal? What systems and processes does each partner already have in place that can be leveraged for this partnership? What needs to be set up?

#Compete

Please discuss with your partner(s):

• How does this partnership impact each organization's competitiveness in the market under consideration or in other potential markets?

• How can you work collectively to make sure that this initiative makes all partners more competitive in the short-term and long-term?

• Is there competition among partners? If yes, how can you mitigate the risk associated with it?

#Impact

Please discuss with your partner(s):

•How will you work together to achieve impact goals across different partnership activities?

•Are you properly incentivized and structured to meet the partnership impact goals?

•How do you mitigate potential negative outcomes, consequences, and risks? Is there a trade-off between impact and other critical partnership goals?

•What does success mean for the partnership when it comes to impact? How will outputs and outcomes be tracked?

#Build Capacity

Please discuss with your partner(s):

• How will you work together to ensure the collaboration strengthens and responds to capacity gaps of key stakeholders, internal or external?

• How do you evaluate and monitor capacity strengthening internally or externally in the partnership?

• How do you establish capacity baselines to determine value addition provided through new initiatives?

#Generate Knowledge

Please discuss with your partner(s):

•How will you ensure that knowledge generation is prioritized over competing demands on the partnership?

•How will you manage and share knowledge throughout and between each organization?

•What trade-offs might be needed in order to prioritize knowledge generation? How will you mitigate risks?

#Influence

Please discuss with your partner(s):

•What best practices have you learned from previous efforts at influence and advocacy that you can bring into the partnership?

•What needs to be included in advocacy planning (e.g., actions, timeline, roles, expected outcomes, etc.)?

•What analysis has been undertaken to understand how best to use each other's strengths in attaining advocacy outcomes?

•How will you divide tasks to best leverage your complementary assets and comparative advantages to meet advocacy objectives?

#Blank

Please discuss with your partner(s):

•Working together, how can you meet this goal? What needs to be done by each partner?

•What trade-offs might be needed in order to prioritize this goal? How will you mitigate risks?

•What happens if the anticipated results do not materialize? What impact will there be on the partnership?