



RISKS &
BENEFITS

CONCEPT

#Access to Market Insights

Ability to fill existing gaps in market knowledge or gain access to valuable data for market entry, creation, and/or expansion. Consider:

- What information or knowledge might this partnership provide access to?
- How important is this information to your organization? To whom else is it important?
- How will your organization leverage access to this information to its own benefit?

#Employee Engagement

Improved overall internal stakeholder (employee, management, board, etc.) morale, sense of fulfillment and/or commitment to the organization. Consider:

- Which internal stakeholders are affected by, or engaged in, this partnership?
- In what way might this partnership benefit internal stakeholders, and indirectly, your organization?
 - Personal or professional developments
 - Improved sense of purpose
 - Improved retention and/or loyalty to the organization
 - Other
- How does your organization define success when it comes to internal stakeholder engagement? What are your specific targets?

#Enhanced Organizational Image

Enhanced credibility and legitimacy; improved brand visibility; improved organizational perception, recognition, or reputation. Consider:

- In what way might this partnership improve the public image of your organization?
 - Increase credibility
 - Provide legitimacy to operate
 - Improve brand perception
 - Increase visibility
 - Other
- How does your organization define success when it comes to enhancement of organizational image? What are your specific targets?

#Competitive Advantage

A more favorable positioning resulting in increased market share or other advantages due to differentiation, improved value proposition, market expansion, etc. Consider:

- In what way might this partnership benefit your competitive position?
 - Enable a new or stronger market positioning for the brand or organization
 - Give the organization an advantage over competitors
 - Enable access or growth of a strategic market segment
 - Allow entry or growth in a strategic geographic area
- In any of the cases above, what are the specific targets to be reached, such as sales targets or desired market share?

#Access to Resources or Channels

Increased access to resources and channels that are critical to the success of one or more of the partnering organizations. Consider:

- To what resources might this partnership provide you with access?
 - Financial resources
 - Human resources or expertise
 - Assets or technology
 - Relationships or networks
 - New or improved channels for the sustainable delivery of your product, service, or program
 - Other
- How critical is obtaining access to these resources or channels to your organization's present or future success?
- In any of the cases above, how do you define access?

#Improved Efficiency or Effectiveness

Improved operational efficiency or effectiveness in delivering your product, service, or program. Consider:

- In what way might this partnership improve efficiency or effectiveness for the organization or initiative?
- What are the specific improvement targets and metrics for this improvement?
- How might this improvement affect the organization?

#Access to Scale

Ability to operate at larger scale and achieve increased reach for a product, service, or the overall organization. Consider:

- How does your organization define scale?
- What scale does your organization aim to reach through this partnership?
- How might this partnership allow your organization to reach scale?
- Does your organization have the capacity to operate at such a scale?

#Building a Case

Opportunity to develop an evidence base for the merit of a new approach or business model.

Consider:

- What are you trying to prove, test, or pilot through this partnership?
- To whom are you making the case? What is their involvement in this partnership?
- How important is building a case to your organization? To you personally? To your close team?
- Are you open to different outcomes from these experiments carried out in the course of the partnership, or are you set on demonstrating particular outcomes?
- How do you define, and how will you measure, the success of any experiments? How will success affect your organization?

#Compliance

Ability to comply with or mitigate the risks associated with existing or anticipated regulatory constraints or industry norms. Consider:

- In compliance with what regulations or norms does your organization need to operate? How does the partnership help?
- To what body does your organization need to respond in order to demonstrate compliance with these regulations and norms? And what is their involvement, if any, in this partnership?
- How does your organization define compliance? And what level of compliance does it hope to achieve? And in what timeframe?







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CASE STUDY

#Access to Market Insights

The partnership between fast-moving consumer goods (FMCG) corporation **X** and social venture **Y**, an energy connectivity and last-mile distribution start-up, was structured to optimize learning around how behavior change communication (BCC) campaigns can be used to drive the adoption of new products in Base of the Pyramid (BoP) markets. In order to compare different BCC approaches, the corporation piloted its low-cost malaria prevention offerings in 30 of **Y**'s retail kiosks in Rwanda and divided them into 3 groups with 3 levels of BCC investments that included education campaigns, demonstrations, and product sampling. Preliminary results demonstrate that BCC activities were effective in driving awareness and adoption, but the costs of running the campaigns were high. As the partnership moves beyond the pilot stage, **X** is exploring avenues for increasing customer awareness at lower cost, without compromising the product adoption curve. Additionally, as the BCC model becomes more cost effective, **Y** is interested in applying this new acquired knowledge of BCC marketing to boost sales of its solar products.

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#Employee Engagement

International courier DHL's collaboration with the waste management social venture Wecyclers, serving the slums of Lagos, was motivated by the corporation's commitment to environmental protection. DHL provided Wecyclers with two of its vehicles, and recruited DHL employees as volunteers to engage with local communities for cleanup days, one of the avenues Wecyclers created to promote recycling as well as drive the need to clean up the environment. DHL's engagement gave their employees a sense of purpose, and their involvement was beneficial to Wecyclers because the driven, engaged DHL employees helped solidify the Wecyclers-DHL partnership.

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#Enhanced Organizational Image: Legitimacy

Corporation **X**'s success in introducing its portfolio of malaria prevention offerings in Rwanda has been driven in part by their close collaboration with the local Ministry of Health. The Rwandan government has been a champion for malaria prevention, generating a high level of awareness about malaria transmission and treatment at the same time that **X** was entering the new market. The Ministry's nationwide campaign highlighted appropriate use of preventative measures and seeking early treatment, providing additional legitimacy to **X**'s products. This partnership pushed the corporation to take a stronger disease-prevention approach, as opposed to the product driven approach, which the company had tested in other countries.

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#Enhanced Organizational Image: Visibility

Social enterprise **Y** has established a distribution network of last-mile retail kiosks and provides a sales channel for companies that want to reach last-mile communities with their products. The social enterprise is looking for greater visibility to engage more consumer goods companies. Their partnership with FMCG Corporation **X** allowed them to add a health product category to their traditional energy and connectivity offerings. This new product offering will give **Y** visibility within the health market and could potentially open up opportunities to collaborate with other multinationals looking to bring health products to Base of the Pyramid (BoP) markets.

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#Enhanced Organizational Image: Credibility

Healthcare multinational **X** and social enterprise **Y** teamed up to distribute low-cost infant warmers in India. For **X**, the partnership demonstrated the corporation's commitment to addressing infant mortality by using locally designed, affordable solutions in a key target market. For **Y**, the brand of the corporation became a platform for appealing to potential investors: a well-established supplier became more comfortable with signing a manufacturing contract with the young venture after it was backed by **X**. Having **X**'s validation was a great boost to **Y**'s reputation in India, signaling to hospitals that it was a product used and approved by an established and successful corporation.

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#Competitive Advantage

MTN, a telecommunications network provider in Africa, wanted to increase rural customer acquisition and saw an opportunity to do so through Fenix's ReadyPay Power system. Ninety-eight percent of customers who signed up for Fenix's ReadyPay Power, a lease-to-own solar home system, were from rural areas and had not previously used MTN's Mobile Money service. Through the partnership, the telecommunications giant would benefit from increased payment volume flowing through its MTN Mobile Money accounts in the form of ReadyPay Power transactions, MTN branding visibility on Fenix products, and from diversifying the product mix at MTN stands, which would further enhance customer demand and satisfaction. In 2017, Fenix collected over \$15M in ReadyPay payments through the MTN Mobile Money service, making it the second highest driver of MTN transactions in Uganda.

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#Access to Channels

Through its technology platform, Tulaa assists its partners (agricultural input providers) in marketing their products and assists customers (agro-dealers and smallholder farmers) in financing the purchase of these products. To benefit from the partnership, input providers need to reach smallholder farmers without increasing their costs and risk. Traditionally, these companies have had very limited relationships with smallholder farmers and agro-dealers. Tulaa allows these providers to reach this market segment efficiently while absorbing most of the financial risks. Tulaa invests in understanding its partners' businesses and demonstrates how working with Tulaa will improve these partners' unit economics.

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#Access to Resources

Social enterprise **Y** partnered with international nonprofit **X** to sell reading glasses to low-income communities in Bangladesh. **X** needed knowledge, technical assistance, and financial support to deepen their impact on eye health. To meet this goal, **Y** supplied **X** with high-quality affordable eyeglasses as well as assistance with program design, product development, and demand forecasting. **Y**, on the other hand, wanted to scale up eyeglass sales and needed access to a large structured channel of last-mile distribution in this new market. **X**'s health workers proved instrumental not just in creating access to affordable eyeglasses across Bangladesh, but also in generating demand for the **Y** product. The two organizations entered into a partnership to benefit from each other's assets and channels and worked together to augment the social impact of both organizations.

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#Improved Efficiency or Effectiveness

Through their partnership with social enterprise **Y**, international nonprofit **X** delivers affordable glasses – priced at roughly one day’s wages – to low-income, underserved communities in Bangladesh. The social venture drove efficiency gains and encouraged **X** to introduce a number of innovations including: paying commissions to community health workers (which incentivized them and improved their performance) and conducting biannual vision camps (large community events in which the community health workers conduct eye screenings and sell reading glasses to customers whose needs could be met through non-prescription lenses). **Y** also improved supply chain efficiency by introducing local manufacturing to bring down the costs of producing eyeglasses. **Y** brought sector expertise and a market-based approach to eyeglass delivery that improved the efficiency of **X**’s programs and the effectiveness of the partnership as a whole.

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#Improved Efficiency or Effectiveness

Fast-moving consumer goods (FMCG) corporation **X** partnered with NGO **Y** in Rwanda to deliver a behavior change program around the adoption of mosquito repellents for malaria prevention. One of **X**'s priorities was to operate as cost effectively as possible so that programs could be scaled as broadly as possible. However, **Y** was accustomed to working with large government and multilateral donors and had not previously placed much of an emphasis on finding a balance between cost and impact. Nor did **Y** have a culture of experimentation to try different approaches. As a result, **X** had to work with **Y** to convince them to test new models for delivering the program.

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#Access to Scale

Reaching scale was a primary motivation for technology start-up **Y** to enter into a partnership with **X** and the Indian Ministry of Health to improve the supply chain for vaccine delivery. Despite several hurdles and tensions in this multi-stakeholder partnership, **Y** persevered in its pursuit of reaching scale. Once **Y** had expanded to several Indian states, it was able to generate a sizable data set on immunization records and coverage, and the insights generated from the data, helped the Indian government achieve important cost savings. This contribution and others gave **Y** more legitimacy and influence in its relationship with its partners, allowing it to scale more rapidly.

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#Access to Scale

Through its partnership with healthcare multinational **X**, social enterprise **Y** hoped to scale its product sales volumes by leveraging **X**'s large distribution network in India. While **X** gave **Y** a big marketing push to reach top tier hospitals in India, the partnership ultimately fell through. Despite its large network of sales agents, the corporation's sales capacity was very different from what the social enterprise needed. **X**'s salesforce was used for low-volume high-margin sales, while the **Y** product was a high-volume low-margin product. This mismatch affected the ability of **Y** to leverage **X**'s scale and the two companies decided to part ways after less than 2 years of partnership.

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#Building a Case

For social enterprise **Y** their partnership with the Government of Honduras was of strategic importance. The clean cookstove venture wanted to test not just how to leverage a powerful player like the government in scaling up the sale and adoption of its products in a new market, but also how to utilize this powerful alliance as a foundation for establishing a clean cookstove industry in the country as a whole. The government, on the other hand, wanted to provide access to clean energy solutions and also use the partnership to boost the performance of the local economy by setting up local manufacturing. Engaging in partnerships with governments can be complex for small enterprises. **Y** had to significantly adapt their approach to be able to reach the partnership goals, but this ultimately allowed them to test a new delivery model and to boost other governments' confidence and interest in **Y** solutions.

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#Compliance

Uncollected waste is a significant and very visible problem in Nigeria. The social venture Wecyclers, operating in the slums of Lagos, brings a unique business model to recycling that provides incentives to community members to recycle and waste to companies who put the materials to new use. The Nigerian Bottling Company (NBC) partnered with Wecyclers in order to comply with new national directives such as the Extended Producer Responsibility (EPR) policy, which regulates entities involved in the product supply chain in order to reduce the cradle-to-cradle waste impacts of products and packaging. In addition, the partnership helped NBC align corporate social responsibility (CSR) goals with the environmental, social, and economic challenges of packaging waste.

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DIALOGUE

#Access to Market Insights

Please discuss with your partner(s):

- How important are market insights, data, or learning outcomes to each partner? To the overall partnership?
- How will this information and/or learning be used? For what purpose?
- Who else outside the partnership wants access to this information? How might this affect partners' relationships with these actors?
- Who will own any information that is generated? What is the plan for disseminating this information?
 - Will the information be open source?
 - Will the information be protected, and if so, how and by whom?
- What needs to be done by each of the partners to generate these insights?
- What happens if the anticipated benefits do not materialize? What impact will there be on the partnership?

#Employee Engagement

Please discuss with your partner(s):

- Which internal stakeholders will be engaged through this partnership? What types of engagement opportunities are provided?
- What needs to be done by each of the partners for this engagement to succeed?
- What will be the internal stakeholders' immediate takeaways? How will they be affected in the longer term?
- Besides value to the stakeholders and the organization that hosts them, will their engagement add value to partnership activities as a whole?
- How will the engagement be monitored? By whom?
- What happens if the anticipated benefits do not materialize? What impact will there be on the partnership?

#Enhanced Organizational Image

Please discuss with your partner(s):

- Are all partners comfortable with communicating externally about the partnership?
- What are the rules for communicating about the partnership?
- What is the expected benefit in terms of enhanced organizational image? Are all partners in agreement on the definition of success in terms of the benefit(s)?
- What needs to be done by each of the partners for this benefit to materialize?
- What happens if this benefit does not materialize? What will be the impact on the partnership?

#Competitive Advantage

Please discuss with your partner(s):

- What gain in competitive advantage is expected through the partnership? Are the partners comfortable with this benefit and with the established targets?
- What needs to be done by each of the partners for this competitive advantage to materialize?
- Is there any exclusivity afforded through the partnership? If so, what are the terms of this exclusivity?
- What happens if this benefit does not materialize? What will be the impact on the partnership?

#Access to Resources or Channels

Please discuss with your partner(s):

- What resources and/or channels will be shared or used in this partnership? In what way? And, for what purpose?
- Are the partners in agreement on what it means to have access to each other's resources and/or channels? Will there be a transfer of resources or a license to use resources?
- What are the terms under which any resource use, channel use, or transfer will take place? What happens to this access if or when the partnership ends?
- What needs to be done by each of the partners to facilitate this access to resources or channels? How will the partners ensure that the partnership is not competing for resources or channels that are critical to either partner's other activities or projects?
- What happens if the anticipated access to resources or channels does not materialize? What will be the impact on the partnership?

#Improved Efficiency or Effectiveness

Please discuss with your partner(s):

- How important is this improvement to the overall partnership?
- What are the agreed upon targets for improved efficiency and/or effectiveness?
- How will the improvement be measured? By whom?
- Is this something the partners want to communicate externally? If so, how will that be done? With whom will the results be shared?
- What needs to be done by each of the partners for this improvement to materialize?
- What happens if the expected improvements in efficiency or effectiveness do not materialize? What will be the impact on the partnership?

#Access to Scale

Please discuss with your partner(s):

- Are the partners in agreement on the definition of scale?
- Are the partners in agreement on ambitions for scale, and are these ambitions aligned with those established for the partnership objectives?
- What needs to be done by each of the partners to facilitate this access to scale?
- What happens if the expected scale does not materialize? What will be the impact on the partnership?

#Building a Case

Please discuss with your partner(s):

- Are all partners interested in making the same case? If so, do they have the same motivations?
- How important is this outcome to the overall partnership?
- How will any experiments be documented and validated? And by whom?
- Will the results be communicated externally? If so, who will be the audience? And who will lead the communication efforts?
- What needs to be done by each of the partners for this case to be made?
- What happens if this benefit does not materialize? What will be the impact on the partnership?

#Compliance

Please discuss with your partner(s):

- Are all partners in alignment on the importance and definition of compliance? How important is the compliance outcome to the overall partnership?
- How will compliance be measured and by whom?
- Will the results be communicated externally? If so, how, and by whom?
- What needs to be done by each of the partners for the compliance to materialize?
- What happens if compliance targets are not reached? What will be the impact on the partnership?

#Blank

Please discuss with your partner(s):

- What is the specific expected benefit? How important this benefit to all the partners? To the overall partnership?
- Are all the partners comfortable with the definition of this benefit? With the established targets?
- What are the terms around access to this benefit? What happens to this access if or when the partnership ends?
- How will this benefit be measured? By whom? With whom will the results be shared?
- What needs to be done by each of the partners for this benefit to materialize?
- What happens if this benefit does not materialize? What will be the impact on the partnership?