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The Comprehensive Guide To

Impact Partnerships

How businesses and nonprofits are joining forces to
accelerate positive change.



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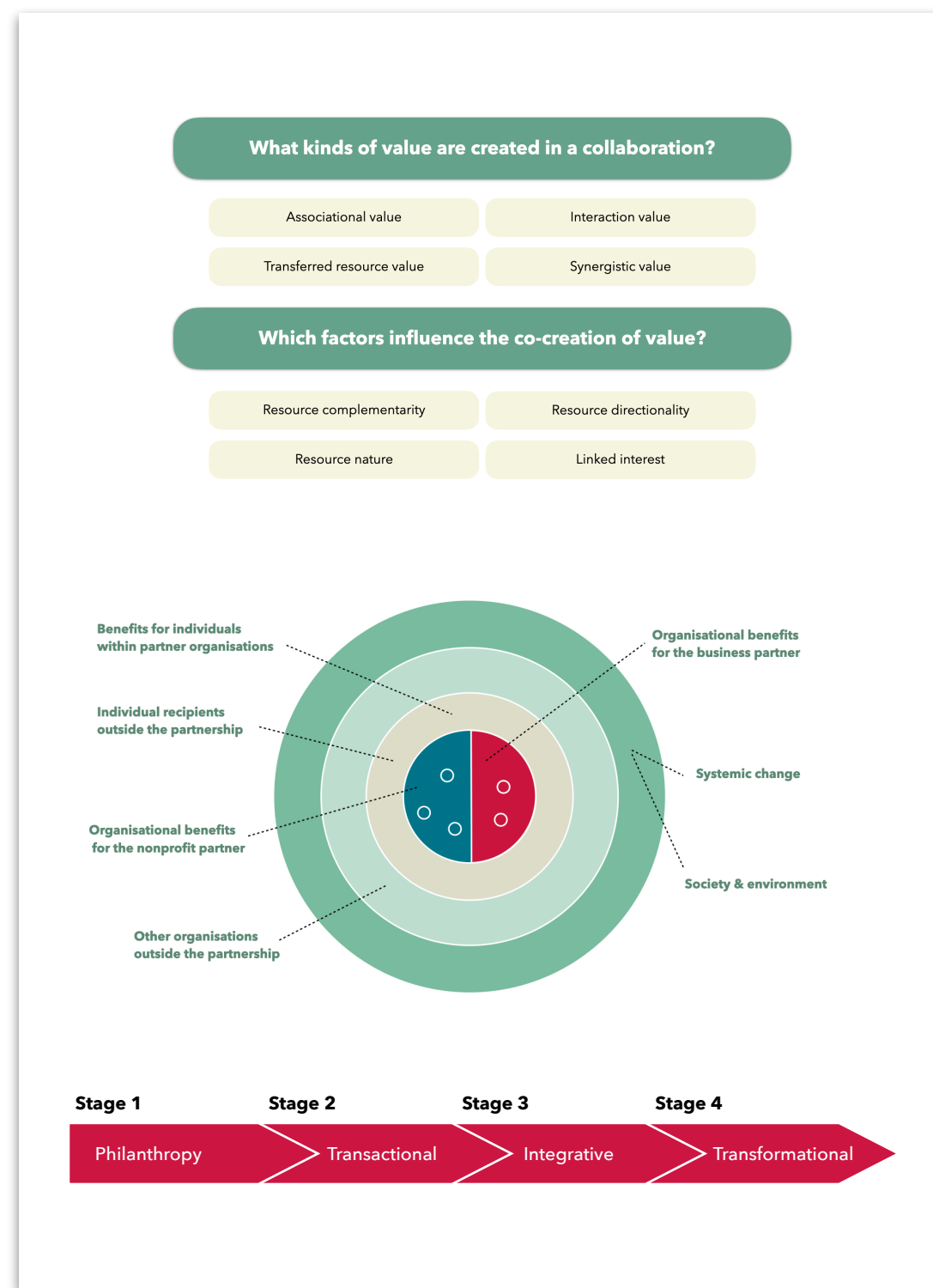
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The Danone logo consists of the word "DANONE" in a blue, sans-serif font with a red curved line underneath.The Nestlé logo features a bird's nest with three birds, followed by the word "Nestlé" in a grey, serif font.The ING logo features an orange lion rampant above the word "ING" in a blue, serif font.The UNHCR logo features a blue icon of a person with arms raised inside a laurel wreath, with the text "UNHCR The UN Refugee Agency" below.The ENGIE logo features a blue wave-like shape above the word "ENGIE" in a blue, sans-serif font.The Liberty Global logo features an orange circle containing a white lotus flower icon, with the text "LIBERTY GLOBAL" below.The Philips logo consists of the word "PHILIPS" in a blue, sans-serif font.The Johnson & Johnson logo features the brand name in a red, cursive script font.The adidas logo features three black stripes above the word "adidas" in a black, sans-serif font.The SOS Children's Villages logo features a blue icon of a person holding a child, with the text "SOS CHILDREN'S VILLAGES" to the right.The Roche logo features the word "Roche" in a blue, sans-serif font inside a blue hexagonal border.The Novartis logo features a blue and orange flame-like icon above the word "NOVARTIS" in a blue, sans-serif font.The Levi's logo features the word "Levi's" in a white, sans-serif font inside a red, batwing-shaped border.The Takeda logo features the word "Takeda" in a red, sans-serif font inside a red, curved border.The Cigna logo features a green tree icon above the word "Cigna" in a blue, sans-serif font.The AB InBev logo features a red and yellow eagle icon above the text "AB InBev" in a red, sans-serif font.The SHV Energy logo features a red triangle icon above the text "SHV Energy" in a black, sans-serif font.The iag logo features the letters "iag" in a purple, lowercase, sans-serif font.

In this report

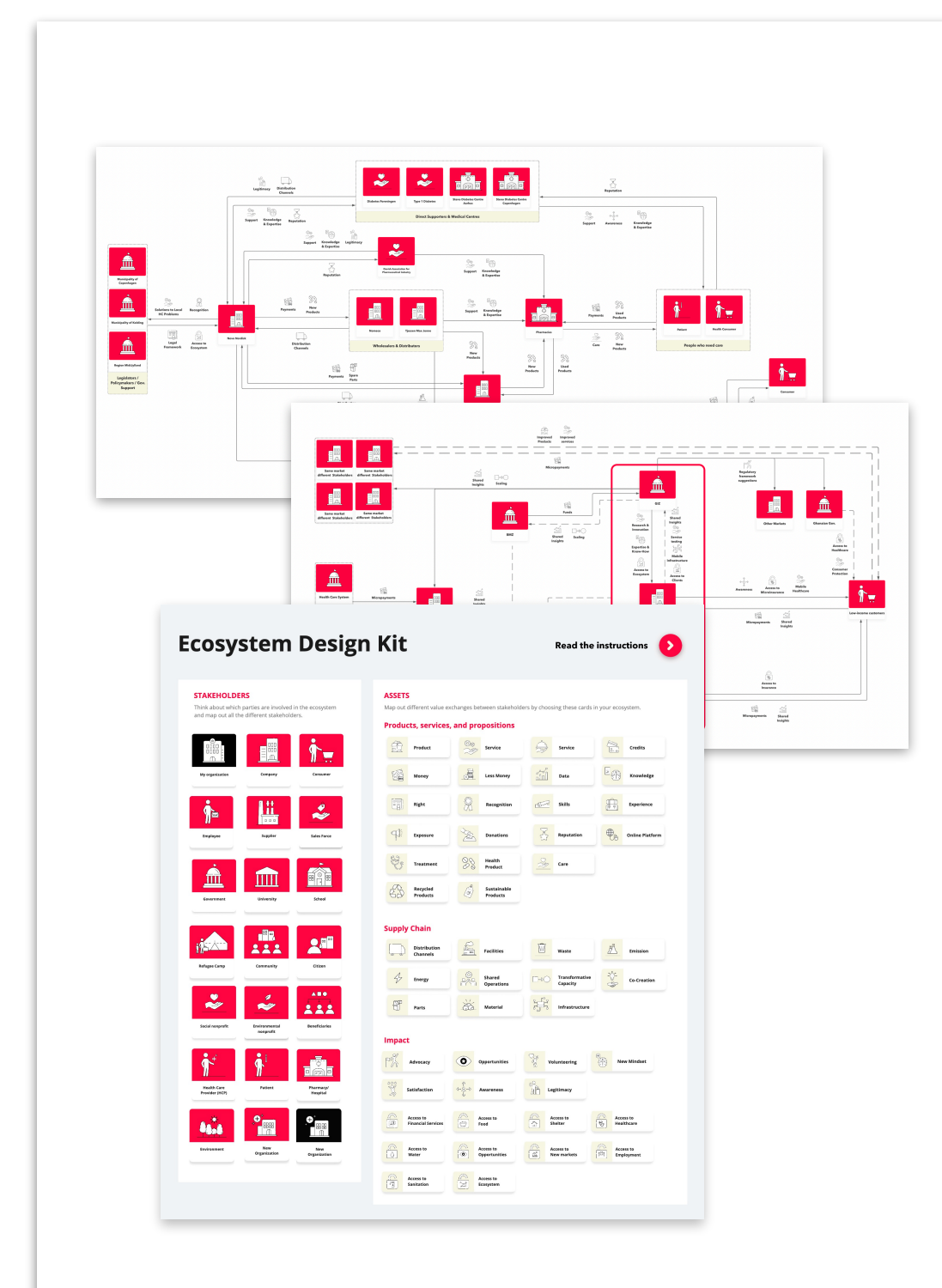
Collaborative value creation framework



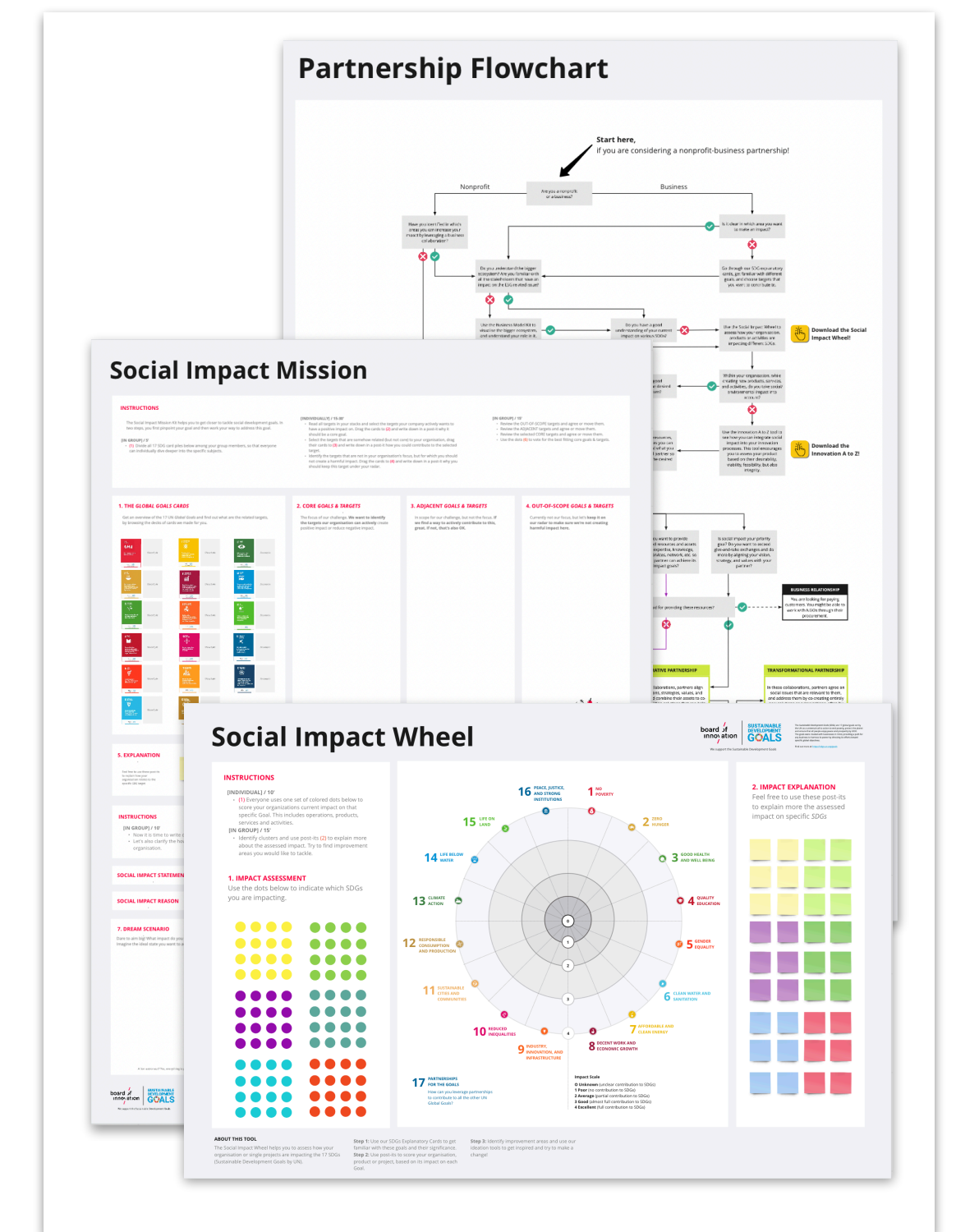
Partnership types & examples



Ecosystem & business models



Tools for designing impact partnerships



“There are situations where charity is the best solution, such as in the case of emergencies. However, philanthropy doesn’t tend to fix certain problems, and worse, that when the approach is used long-term, it can do more damage than good.”

- Melanie van de Velde, Legacy -



Kenyan fashion designer David Avido, 24, distributes free face masks. His masks aren't just beautiful to look at, they also alert his fellow residents to the threat of coronavirus and the importance of preventative measures, in Kenya, April 2020.

Photo: Nichole Sobecki/VII for National Geographic / Source: [The far-reaching fallout of COVID-19, UNDP](#)

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SUSTAINABLE DEVELOPMENT GOALS

More and more **people are pushing for change**, to build a better world for all. One of the many initiatives that is getting traction is the **17 Sustainable Development Goals** by the UN. Gradually these SDGs are being adopted in corporate strategies.

This report zooms in on a couple of tools and tips to help you join this initiative.



Designing business models, partnerships, and ecosystems is one of our core strengths. We leverage this to help our corporate and nonprofit clients in contributing to various SDGs.



Challenge:
Access to Healthcare
([Check the report](#))

Challenge:
Circular Economy
([Check the report](#))

Challenge:
Enabling business-nonprofit collaborations
(Focus of this report)

LET'S START WITH SOME GOOD NEWS

There is a light at the end of the tunnel

We might be getting closer to the end of the COVID-19 pandemic.

Several vaccines have proved efficacy as high as 95%, and as of April 2021, 13 vaccines are authorized by at least one national regulatory authority for public use.

Many countries have started phased vaccination plans that give priority to the most vulnerable, and those at high risk of exposure.

Daily Covid-19 vaccine doses administered

Currently, the global 7-day average of administered doses is about 19 million per day. This is counted as single dose, and may not equal the total number of people vaccinated.



Source: Official data collected by Our World in Data
May 3rd, 2021

HOWEVER, LET'S NOT GET TOO EXCITED

We are still far from the end of a global pandemic

So far, more than 1 billion doses have been administered across 172 countries, according to data collected by Bloomberg. These doses are enough to fully vaccinate 6.7% of the global population.

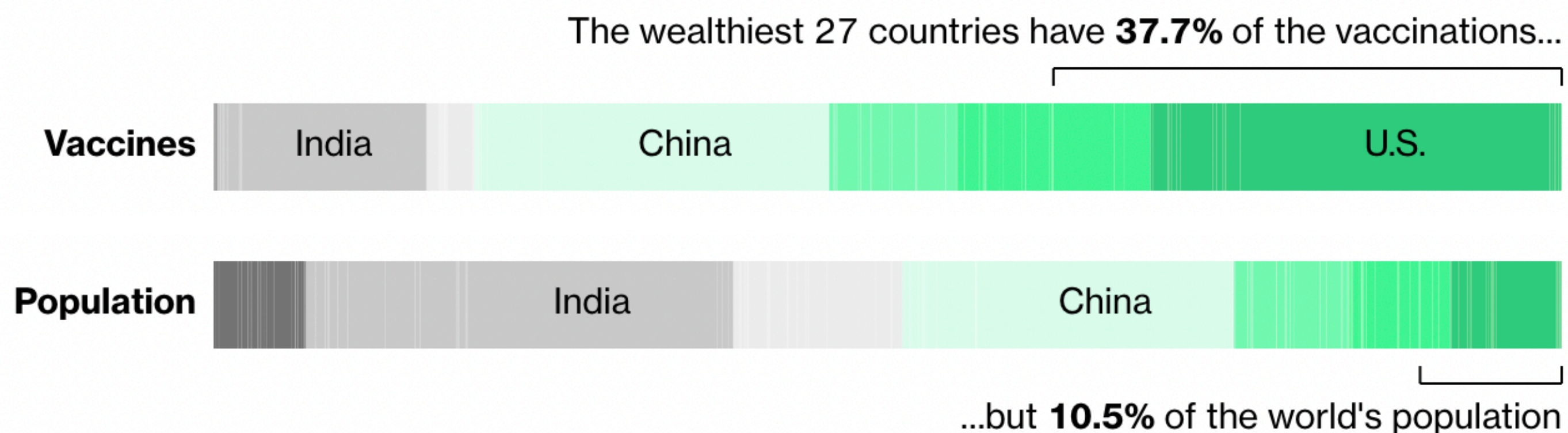
However, the vaccine distribution has been unbalanced. Countries with the highest incomes are getting vaccinated about 25 times faster than those with the lowest.

This means that we are far from stopping the pandemic, on a global level.

According to Anthony Fauci, life in the US can go back to normal only when around 70% to 85% of the U.S. population has been vaccinated. Considering this, on a global scale, so far the progress is disappointing. At the current pace of 19.2 million a day, it would take years to achieve a significant level of global immunity.

Uneven access to vaccines

Least wealthy  Most wealthy



Note: Vaccine access calculations account for the number of doses needed for full protection; some vaccines require a two-dose regimen while others require just a single dose. Countries are ordered by GDP per capita (PPP).

Source: Bloomberg
April 24th, 2021

ONE STEP FORWARDS, TWO STEPS BACK

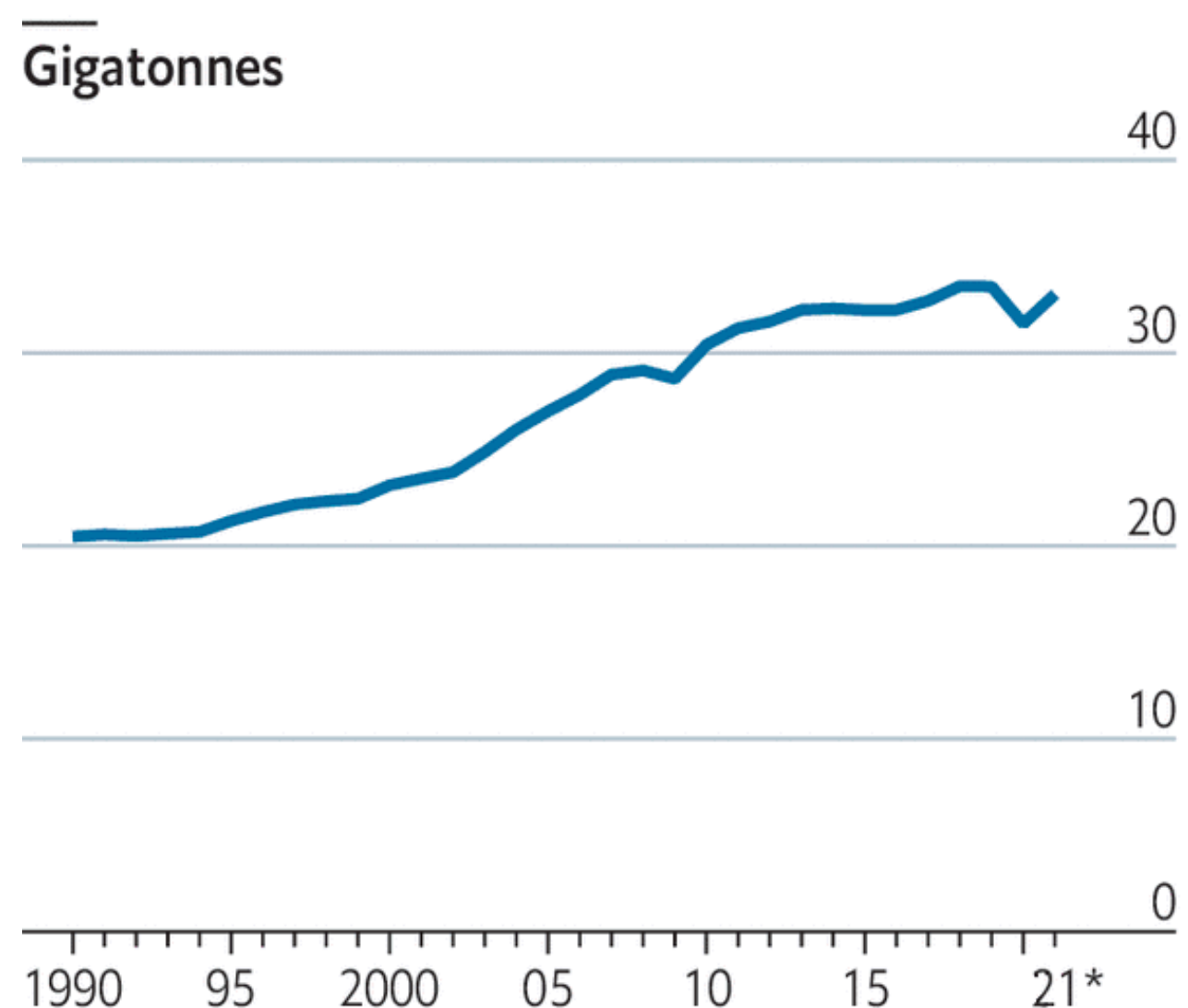
Despite a decrease in 2020, emissions are rising rapidly in 2021

In 2020, global energy demand fell by 4%, the biggest decline since World War II. At the same time, global CO₂ emissions declined by 5.8%, the largest ever decline, and almost five times greater than the 2009 decline that followed the global financial crisis. Based on this, some climate optimists suggested that the pandemic might have caused a positive change.

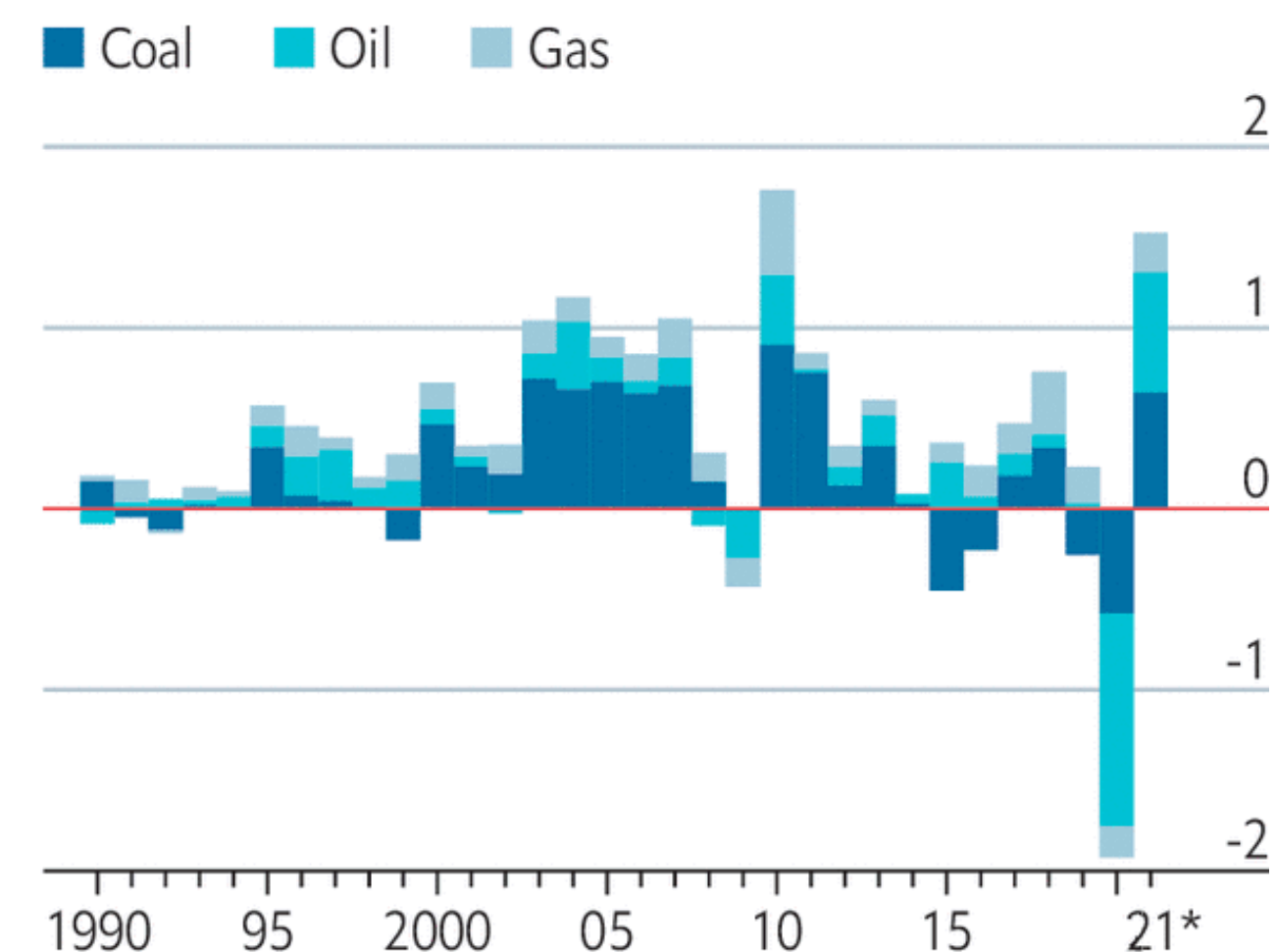
However, this reduction, alone, will have no long-term impact on global temperatures. Despite the decline in 2020, energy-related CO₂ emissions remained at 31.5 Gt, which led to CO₂ reaching its highest ever average annual concentration in the atmosphere. This is around 50% higher than when the industrial revolution began.

The IEA predicts that in 2021, global energy-related CO₂ emissions will grow by 4.8% as demand for coal, oil and gas rebounds. This increase would be the largest increase since 2010 when, following the financial crisis, governments injected cash into carbon-intensive economic recovery plans.

Global energy-related CO₂ emissions



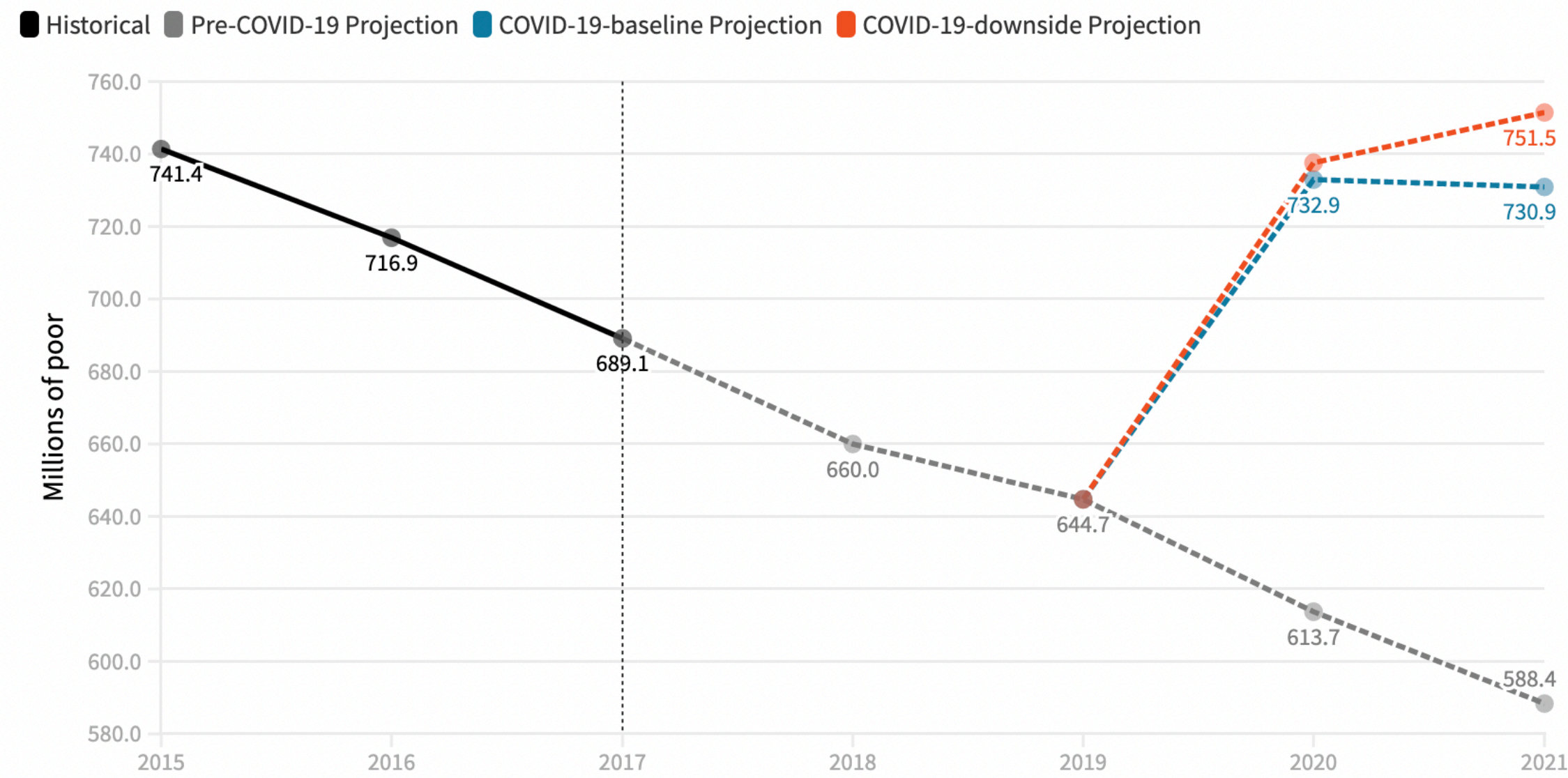
Change on previous year by fuel, gigatonnes



Source: International Energy Agency
The Economist

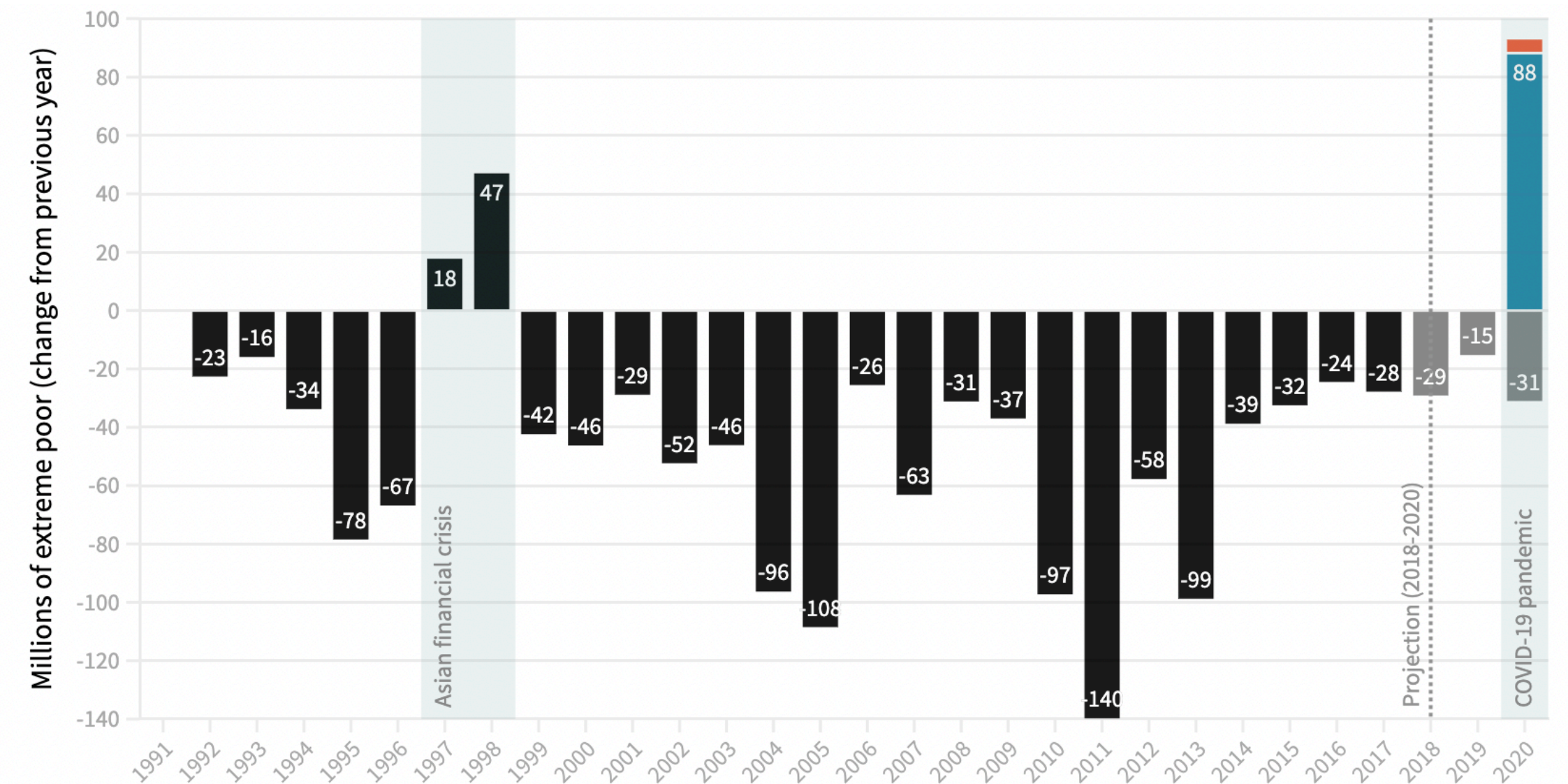
NO DOUBT, 2020 HAS BEEN A DIFFICULT YEAR

And it doesn't appear that the increase in poverty of this past year will be reversed in 2021



Source: Lakner et al (2020) (updated), PovcalNet, Global Economic Prospects
 Note: Extreme poverty is measured as the number of people living on less than \$1.90 per day. 2017 is the last year with official global poverty estimates.

It's estimated that in 2021, the total population that has been pushed into poverty by COVID-19 will be around **143 and 163 millions**. The 2021 estimates are still preliminary, however it's clear that for millions around the globe this crisis will not be short-lived.



Source: Lakner et al. (2020) (updated), PovcalNet, Global Economic Prospects.
 (a) the number of people that were expected to move out of extreme poverty had the COVID-19 pandemic not happened
 (b) the number of people who are pushed into poverty under the COVID-19-baseline scenario
 (c) the COVID-19-downside scenario

Following the Asian financial crisis in 1997-98, on average, every year around 54 million people moved out of extreme poverty until the current pandemic. Now that we are dealing with a new crisis, we hope that we'll do a better job. However, the **continued worsening of growth outlooks** can make this a big challenge. **Increasing inequality** is another risk. This graph has not taken into account, and assumes that inequality remains unchanged.

Globally, we are facing oppression, social inequality and ongoing environmental crisis. And despite all the advancements, we are still too slow, and often passive, in tackling these issues. At the same time, the scope of the change that is required exceeds the capabilities of any single actor.

Is it realistic to expect governments, nonprofits, or businesses to address these environmental, social and governance related issues alone?



An activist in protective gear plays with a child after spending the day attempting to prevent the demolition of the Los Altos de la Estancia slum. Many of its residents are informal workers who have lost their jobs due to the pandemic. Bogotá, Colombia, May 2020.

Photo: Nadège Mazars / Source: [The far-reaching fallout of COVID-19, UNDP](#)

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**SDGs don't call for a lone
warrior in a sand-box!**

Business-nonprofit partnerships are a promising way to address various global challenges, and contribute to SDGs.

These collaborations can create value by allowing businesses to realize their corporate social responsibility ambitions, while enabling NGOs to execute their programs and accomplish their social betterment mission.



Raia and her husband Ziad, Iraqi couple who fled the Iraq conflict to Jordan in 2006 were among world's first refugees to get COVID-19 jab, due to Ziad's chronic diseases.

Photo: Jose Cendon/ Source: [UNHCR](#)

COLLABORATION IS THE WAY TO GO

Business and nonprofits can collaborate to deliver on SDGs

Engaging in business-nonprofit collaborations is seemingly paradoxical.

Top-level managers recognize the growing importance of partnerships, and consumer demands for better CSR strategies and ESG investments. However, organizations struggle to progress on these goals.

In a survey from 2016 CEOs and UN representatives agreed that cross-sector collaboration is essential to achieve progress on SDGs, but also address barriers to form impactful partnerships.

The importance

85% of the respondents believe that partnerships are crucial to enable and secure the achievement of SDGs.

87% of the respondents believe that SDG partnerships provide an opportunity for sustainable value creation.

89% of the respondents believe that SDG partnerships have real impact in the industry. They improve other aspects of the partners as well.

The barriers

72% of the respondents state that their organization is not doing enough. They identify the need to collaborate.

59% of the respondents feel constrained to financial support instead of strategic partnerships. ESG impact does not become part of corporate strategy.

47% of the respondents believe that there are difficulties to align financial and social mission, and that short and long-term impact have to be united.

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"Being responsible does not mean doing it all ourselves. Responsibility is a form of sharing, a way of recognizing that we're all in this together. 'Sole responsibility' is an oxymoron*."

- Wayne Visser, 2011 -

* A combination of contradictory or incongruous words (such as cruel kindness)



Women take part in a strike to demand gender equality and other rights in front of the Argentine Congress in Buenos Aires on March 9, 2020. (Carol Smiljan/NurPhoto via Getty Images)

Photo: Carol Smiljan/ Source: [Pew Research Center](#)

COLLABORATION IS THE WAY TO GO

However, creating effective partnerships is not that straightforward

Both NGOs and businesses can face various difficulties during their search for an ideal partner, while designing the partnership, but also during the collaboration itself.

In this report, we will use the **Collaborative Value Creation framework** to address some of these challenges, and answer the following questions:

- > What kinds of value are created in business-nonprofit partnerships?
- > Which factors influence value co-creation in these partnerships?
- > What types of business-nonprofit collaborations exist?

We will also provide some examples of business-nonprofit partnerships, and provide some practical tools for organizations that want to get started and create meaningful impact partnerships.

Articles

Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses. Part 2: Partnership Processes and Outcomes

James E. Austin¹ and Maria May Seitanidi²

Abstract

In this second of a two-part focused review of the nonprofit social responsibility (CSR) literature, the authors present components of the collaborative value creation (CVC) processes that unpack the value creation dynamics and that examine the benefits and costs on multiple levels. greater value is created at all levels of analysis, micro, meso, moves from sole creation to co-creation of value. The CV importance to all forms of value (economic, social, and environmental), organizations, and societies), and time scales (the analytical paths for assessing value creation holistically, the processes and the outcomes of value co-creation all dimensionality, and inclusivity. The article concludes by detailing the CVC framework and offering recommendations for future research.

Keywords

collaboration, value creation, nonprofits & businesses, collaborative value creation framework, co-creation, cross-sector

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Collaborative Value Creation framework
(Austin & Seitanidi, 2012)

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Articles

Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part I. Value Creation Spectrum and Collaboration Stages

James E. Austin¹ and M. May Seitanidi²

Abstract

This focused review of the nonprofit-business collaboration and related corporate social responsibility literature identifies problematic aspects of the treatment of value creation and, therefore, develops a conceptual and analytical framework to address them and the following research question: How can collaboration between nonprofits and businesses most effectively co-create significant economic, social, and environmental value for society, organizations, and individuals? The first two components of the Collaborative Value Creation framework are presented in this first of two articles. The Value Creation Spectrum provides new reference terms for defining and analyzing value creation, and Collaboration Stages reveals how value creation varies across different types of collaborative relationships. The framework's next two components, which are elaborated in the sequential article, are Partnering Processes, which reveals the value creation dynamics in the formation and implementation stages, and Collaboration Outcomes, which examines impact at the micro, meso, and macro levels.

Keywords

collaboration, value creation, nonprofits & businesses

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WHAT KINDS OF VALUE ARE CREATED IN A COLLABORATION?

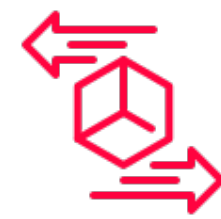
Cross-sector partnerships can create 4 different types of value for all parties involved



ASSOCIATIONAL VALUE

Collaborating with another partner could create associational value for an organization.

Example: partnering up with an NGO to tackle a social problem can increase a corporation's credibility and reputation.



TRANSFERRED RESOURCE VALUE

An organization benefits from the transfer of resources and assets from a partner to itself.

Example: in an NGO-business collaboration, partners can benefit from both depreciable assets such as cash or product donations, and durable resources including skills and expertise.



INTERACTION VALUE

In a collaboration, partners benefit from certain intangibles that are created as a result of their interaction.

Example: intangibles such as trust, reputation, learning, knowledge, transparency, coordination, skills, etc. can be produced as a result of the collaboration.



SYNERGISTIC VALUE

In a collaboration, by sharing and combining their resources, partners can achieve results that they couldn't attain on their own.

Example: in an NGO-business collaborations, by leveraging their distinctive resources, partners can enable value co-creation that can lead to significant systemic change and transformation within and outside their organizations.

WHERE IS VALUE CREATED IN PARTNERSHIPS?

Collaborations can produce value inside the partnership for both organizations and individuals

Benefits for individuals within partner organizations

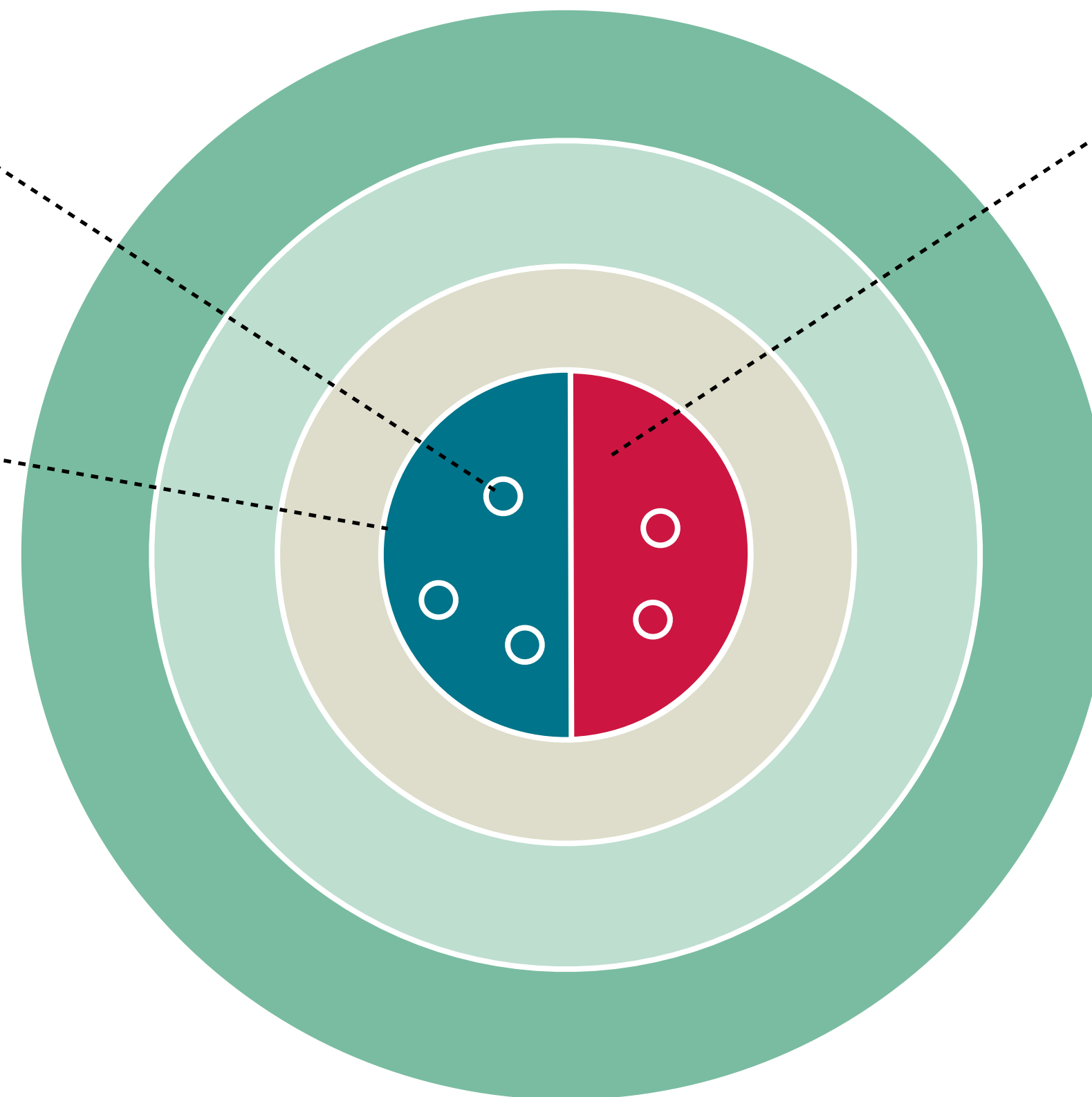
New managerial skills, leadership opportunities, Expertise and knowledge, broadened perspectives, satisfaction, self-actualization, new relationships

Organizational benefits for the nonprofit partner

Associational value: Credibility, visibility, increased public awareness, increase in support for organizational mission

Transferred asset value: Financial support in cash or in kind, increase of donations from partner or others due to higher visibility, volunteer support, etc.

Interaction value: Learning opportunities, development of unique capabilities, access to networks, technical expertise, increased ability to change behavior, improved relations with the private sector, exposure to different organizational culture, market intelligence



Organizational benefits for the business partner

Associational value: Credibility, reputation, increased sales, legitimacy, improved media exposure, public support, increased stakeholder loyalty, stakeholder communication, etc.

Transferred asset value: Market knowledge, competitiveness, etc.

Interaction value: Access to networks, technical expertise, local knowledge, improved public relationships, decreased costs, speeding up approval for license to operate, exposure to different organizational culture, increased ability in addressing society's priorities, improved accountability

Employee-specific benefits: Unique capabilities, increased employee morale, productivity, reduced recruitment and retention costs; lower absenteeism; motivated sales force; higher-quality products

WHERE IS VALUE CREATED IN PARTNERSHIPS?

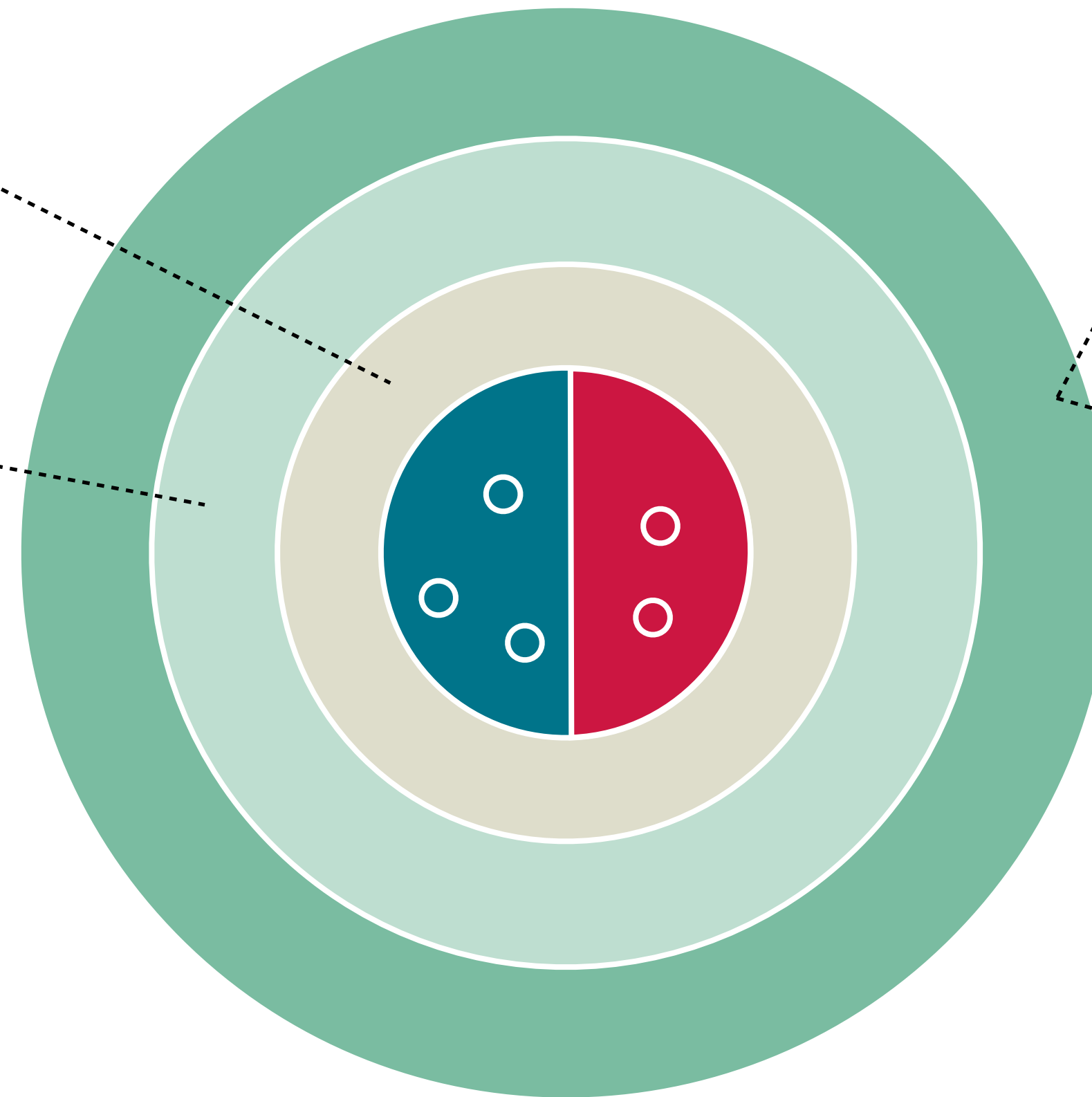
Collaborations can produce value inside the partnership for both organizations and individuals

Individual recipients outside the partnership

Increased awareness, improved health, improved well-being, improved social inclusion, improved independence, improved literacy, increased disposable income, etc.

Other organizations outside the partnership

Technological advantage through open innovation, adoption of social innovations, improved standards, reduced social costs, increased margin, increased long-term value potential, increased potential to tackle social issues, development of new markets, etc.



Systemic change

Adoption of new technology by industries, reduced social costs and social problems, improved cross-sector relations, improved health, improved well-being, improved social inclusion

Society & environment

Decreased pollution, increased recycling, improved adoption rates of new practices; improved environmental standards, improved governance mechanisms, reduced social costs, increased capacity of societies to create social well-being, increased long-term value potential, improved social standards, enabling societies to take charge of their own needs, interacting with government and jointly designing welfare provision

WHICH FACTORS INFLUENCE THE CO-CREATION OF VALUE?

In partnerships, the potential for value co-creation depends on multiple factors



Collaborations allow partners to access resources and assets that they do not own themselves.

Benefits from resource complementary are maximized when partners achieve organizational fit and compatibility, which allow parties overcome barriers and turn their differences into opportunities.



In a collaboration, partners can provide each other with both generic resources and organization-specific ones.

Generic resources include assets that could be possessed by any organization. For example, all businesses have financial resources, while all NGOs can provide their partners with a positive reputation.

Organization-specific resources are often more valuable and include assets such as knowledge, expertise, capabilities, infrastructure, distribution channels, and crucial relationships.



Besides the nature of resources, it's also important how they are shared and used. Some relationships are mainly unilateral, meaning that most of the resources come from one of the partners. However, in bilateral relationships, there is a reciprocal exchange of assets and resources.



In collaborations, in particular those between partners from different industries (such as business-NGO partnerships), parties might have different goals, expectations, definitions of value, and different ways to measure success.

For partnerships to succeed, it's important that all parties involved understand each other's definitions of value and expectations, and agree on their partnership's goals, principles, and outcomes.

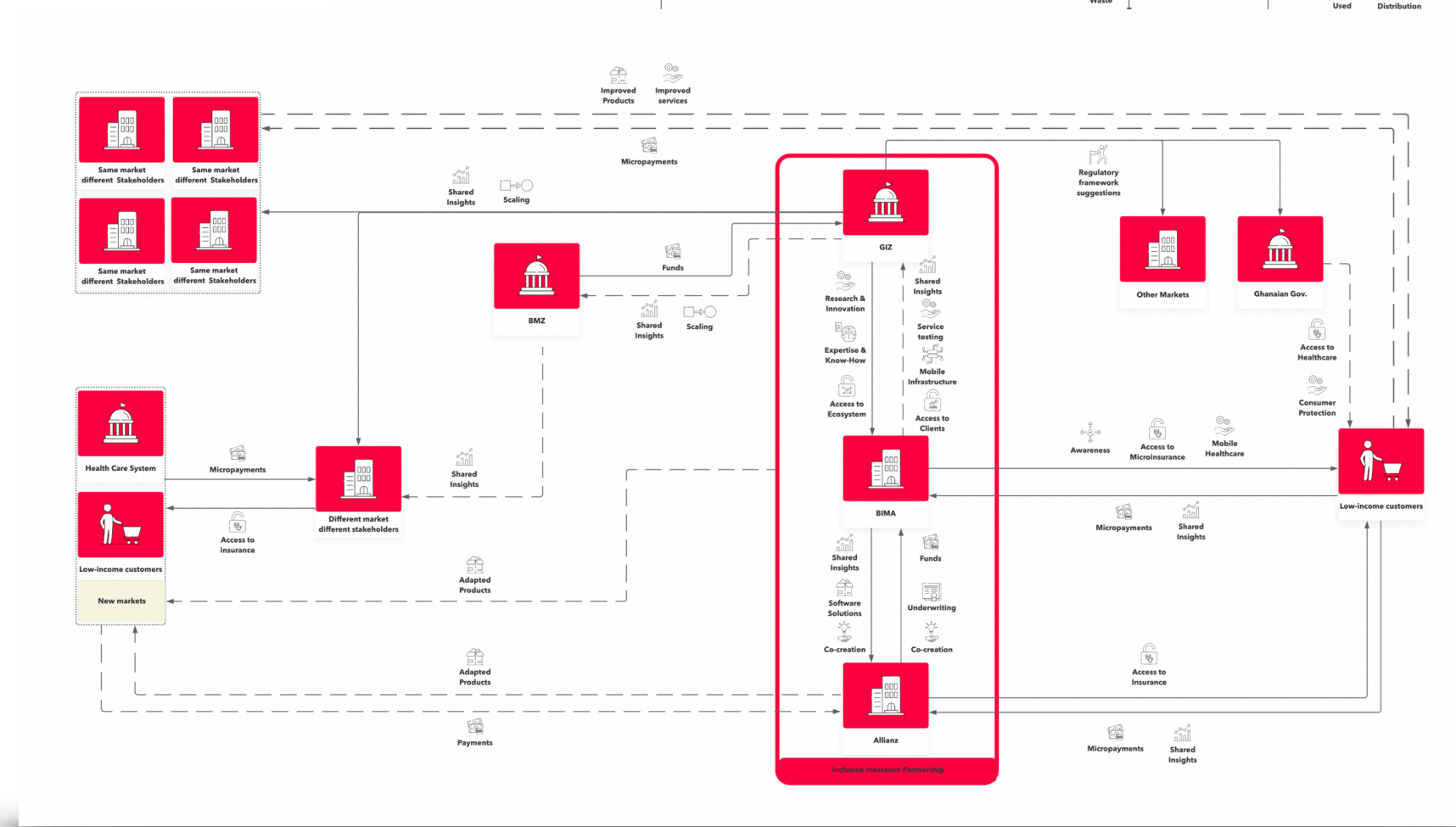
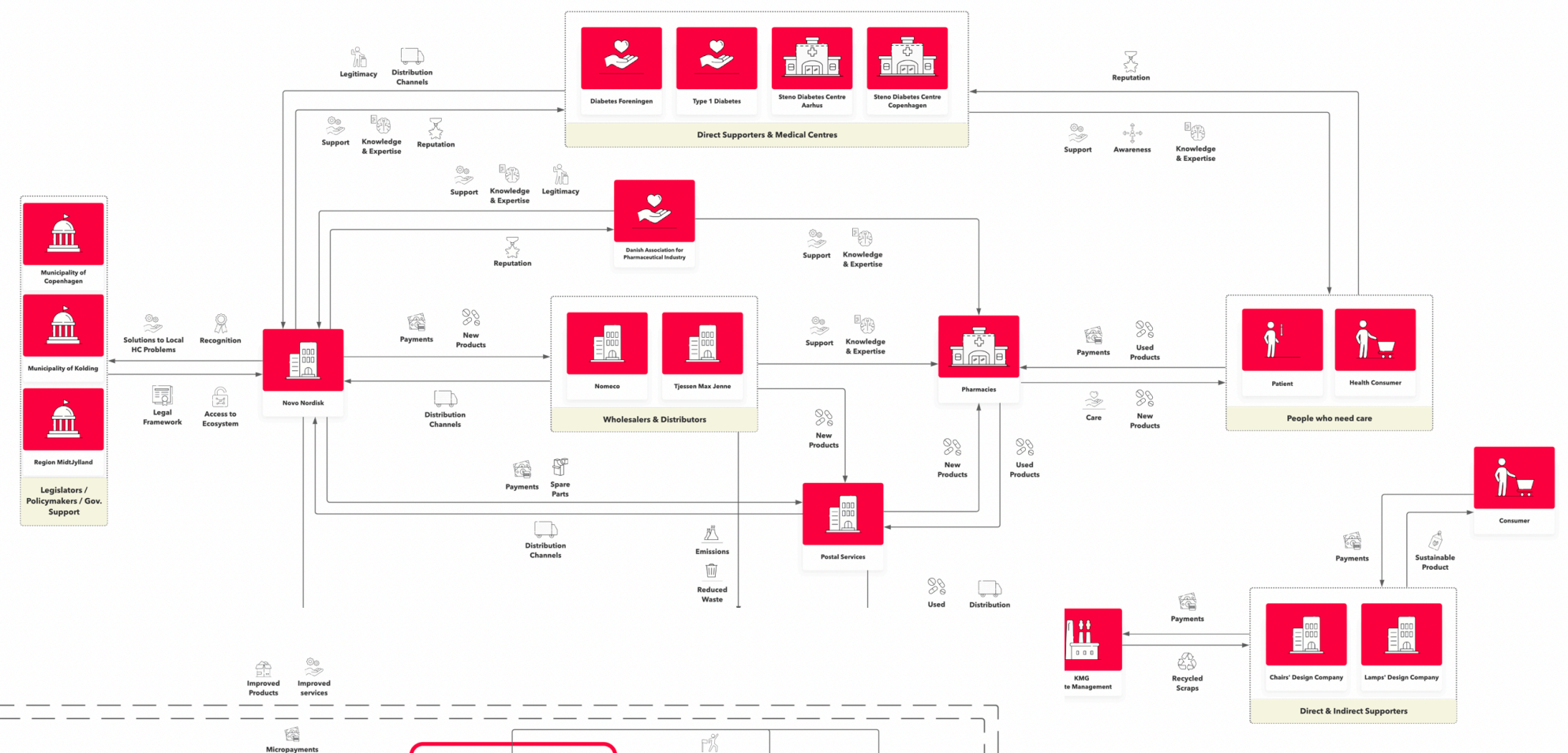
By visualizing cross-sector partnerships, you can have a better understanding of value co-creation processes.

TOOL: BUSINESS MODEL KIT

Mapping value exchanges in impact ecosystems

You can use this tool to:

- Map complex ecosystems and understand how different stakeholders are involved with a certain social/ environmental issue.
- Map your own organization and all of your stakeholders (including customers, citizens, beneficiaries, businesses, governments, nonprofits, etc.) and visualize all the value exchanges so that you better understand your role in the system.
- Come up with ideas for impact partnerships between different stakeholders to tackle specific challenges.



Ecosystem mapping

“Not all profit is equal. Profits involving social purpose represent a higher form of capitalism, one that creates a positive cycle of company and community prosperity.”

- Porter & Kramer, 2011 -



Deforestation in Brazil's Amazon rainforest increased by more than 50% during the COVID-19 crisis.

Photo: Bruno Kelly/ Reuters

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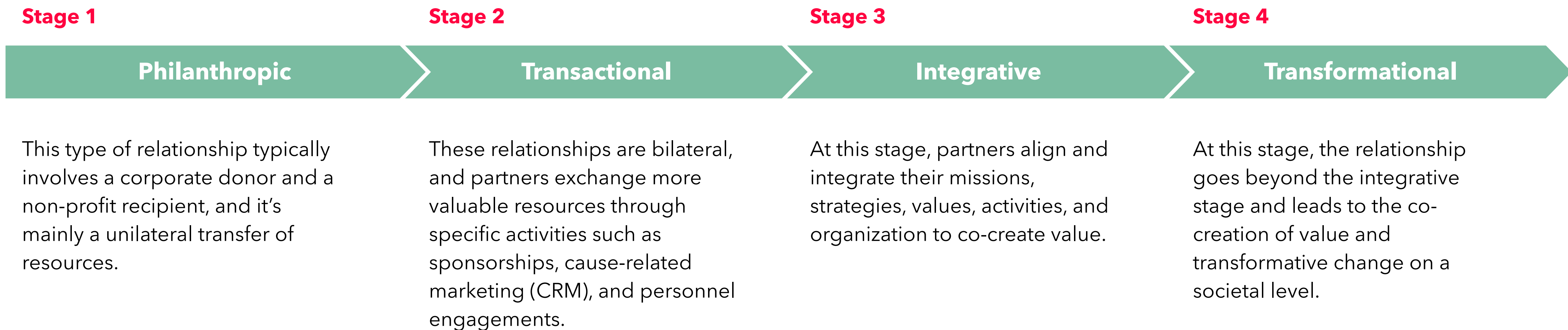
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WHAT TYPES OF COLLABORATION EXIST?

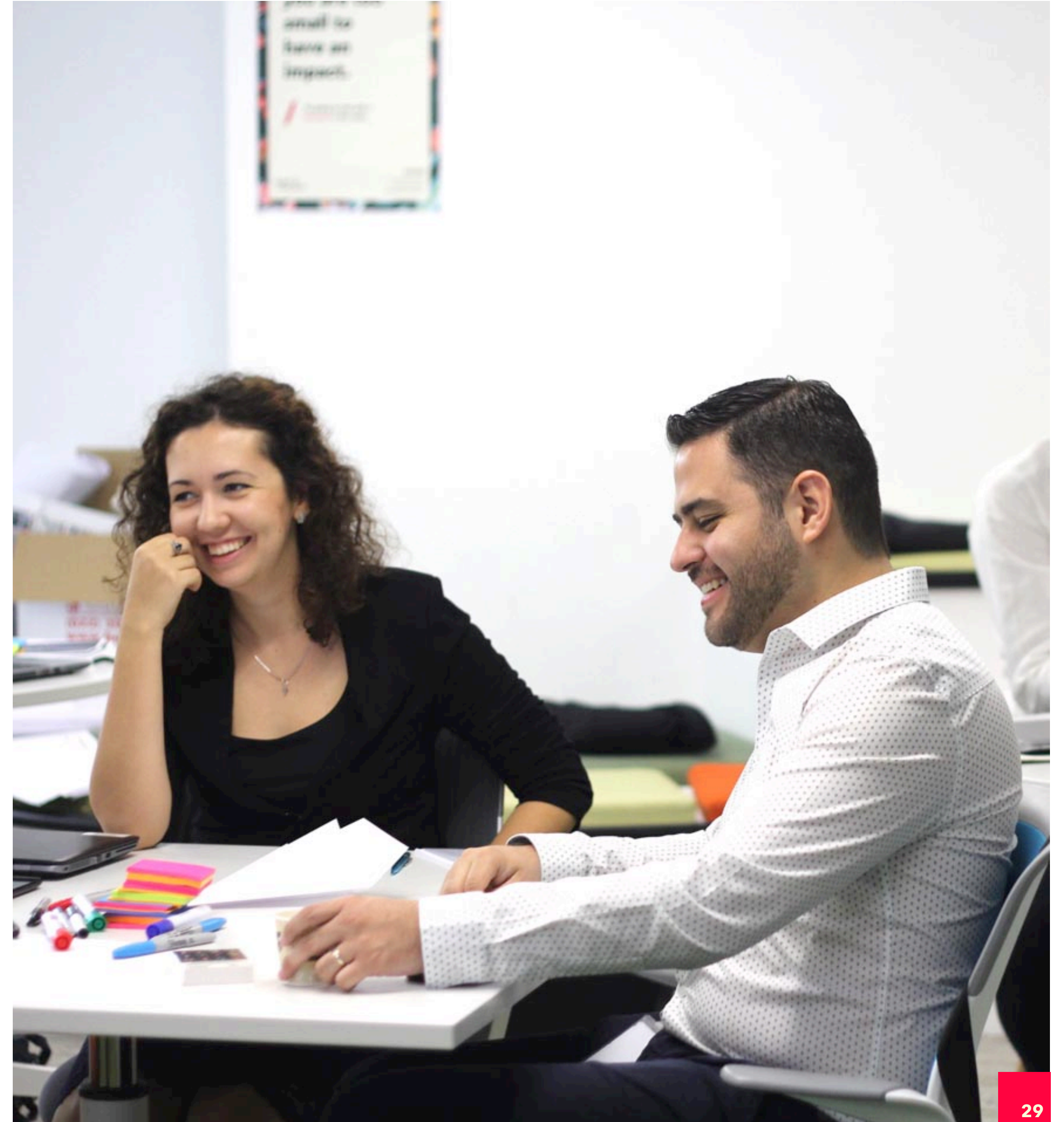
Business-nonprofit partnerships exist in different forms and can change into other types

- > Nonprofits and businesses are increasingly tapping into the four sources of value to co-create different types of value. However to co-create value successfully, these organizations need to have a good understanding of different types of relationships, and various stages in a partnership.
- > Value creation is a dynamic process that changes as the relationship between partners evolves. To describe and analyze the changing nature of the collaborative relationship across the value spectrum, we can use the **Collaboration Continuum** (Austin, 2012), which has four relationship stages:



The Collaboration Continuum is not a linear process

- › **Business-nonprofit collaborations don't always fit into a single collaboration type.** Some aspects of a partnership may be more similar to a philanthropic relationship, while other parts are closer to an integrative one.
- › **These collaborations are dynamic.** A partnership doesn't have to follow a linear process while changing in form and doesn't move automatically from one stage to another.
- › For a partnership to move between these stages in any direction, partners have to decide and act. Partners in a transactional collaboration can decide to move towards an integrative relationship, but they can also decide to reduce their engagement and move into a philanthropic relationship.
- › Two parties willing to co-create value do not have to start with philanthropy and go through all other stages. It's possible to create an integrative collaboration without having a previous transactional relationship.



In the following, we will provide an in-depth look at how these partnerships create value, give practical examples and provide tools to make the best out of cross-sector collaborations.



Philanthropic Collaborations

Philanthropic collaborations typically involve corporate donors and nonprofit recipients, mainly involved in a unilateral transfer of resources.

Which factors influence the co-creation of value?

Resource complementarity

- > Nonprofits have the capabilities needed to address complex social/ environmental issues.
- > Businesses have resources (money, products, and services) that can boost nonprofits' efforts.

Resource nature

- > Businesses usually donate generic resources such as money, products, and services.

Resource directionality and use

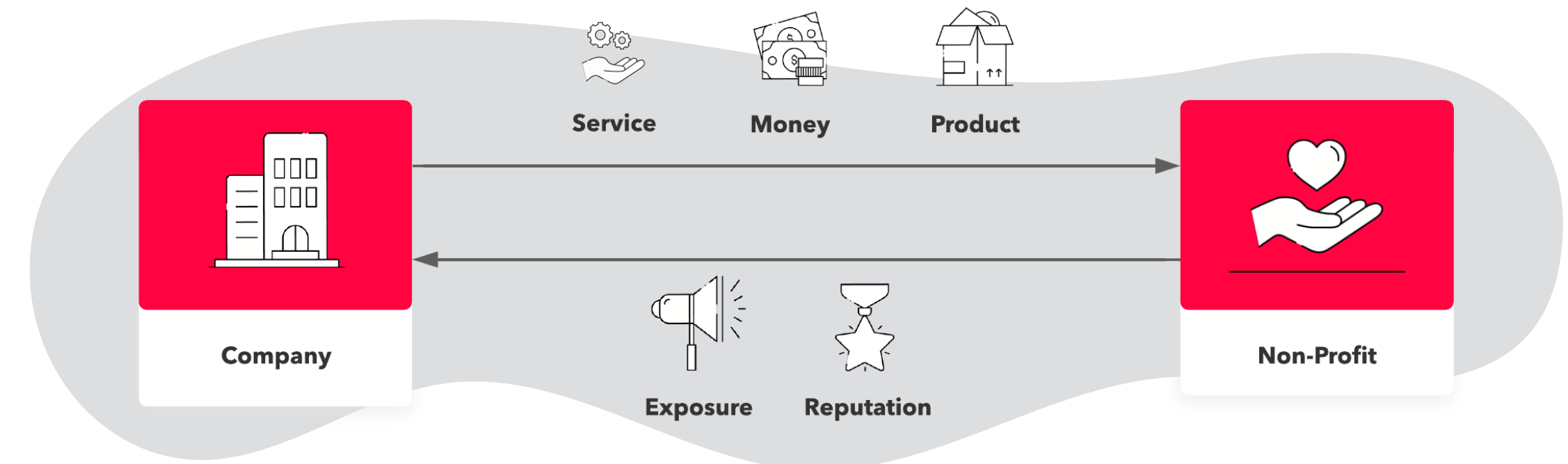
- > These relationships are primarily unilateral, with resources flowing from the business to the nonprofit.

Linked interests

- > Business donations can help nonprofits to design, execute, and scale their programs.
- > Strategic philanthropy can positively impact the social, economic, and political context in which both nonprofit and business operate. This impact contributes to the nonprofit's mission, creates value for the community, and increases the company's ability to compete.

The business gains reputation due to its commitment to social goals.

The non-profit gains reputation because it has been selected/ qualified for philanthropic support.



SOME EXAMPLES

Philanthropic Collaborations



Singtel Touching Lives Fund

Partners: Singtel, Schools and the Singapore Cancer Society

Challenge: Helping children and young adults with special needs in Singapore.

Partnership: Local schools directly benefit from the fund. By sponsoring the annual “Race against Cancer”, Singtel helps children and young adults affected by cancer. In-kind donations and employee volunteering also support the event.



Supporting Employee Volunteering

Partners: UOB, employees and local NGOs and charity organizations

Challenge: Supporting employees in contributing to UOB’s CSR program and giving back to the community

Partnership: UOB offers employees a three-day entitlement to engage in local charity programs dedicated to children, the elderly, and culture. Since its inception, the annual volunteer participation rate increased 15 percent while positively contributing to UOB’s public image.




Eliminating Schistosomiasis

Partners: Merck, the END Fund, government of Rwanda and WHO

Challenge: Supporting the Rwandan government in eliminating neglected tropical diseases.

Partnership: Merck endorses this partnership with in-kind donations, which the END fund forwards to the local governments. The WHO advertises and distributes the medication locally. This, in turn, supports the local health system and strengthens Merck’s reputation.



Transactional Collaborations

Transactional collaborations include highly developed employee volunteer programs, cause-related marketing, sponsorships, and other specific projects with clear goals and activities.

Which factors influence the co-creation of value?

Resource complementarity

- > In these collaborations, partners benefit from a higher degree of resource complementarity.

Resource nature

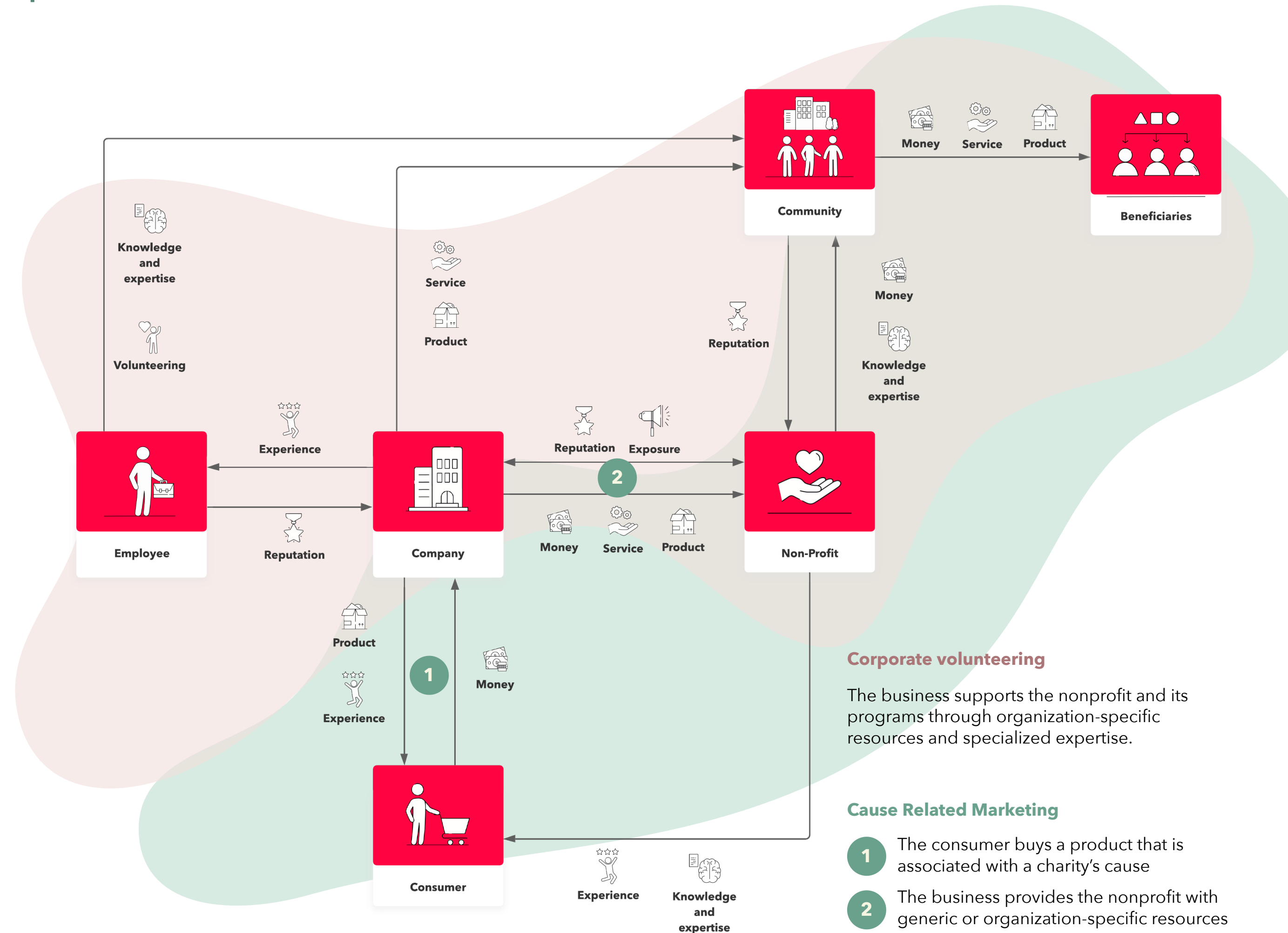
- > Partners, in particular businesses, share more organization-specific resources, which have a more considerable potential to generate value.

Resource directionality and use

- > The resource flow is bilateral, and partners engage in a reciprocal exchange of assets and resources.

Linked interests

- > In these collaborations, partners have a significant focus on their self-interests and have clear expectations.
- > In this context, the organizational fit between partners is highly essential, and value creation for oneself is dependent on creating it for the other parties involved.
- > Performance of engagements such as Corporate Volunteering and Cause-Related Marketing is primarily evaluated based on tangible impact on brand image, revenue, employee engagement, etc.



SOME EXAMPLES

Transactional Collaborations



Partners: AIA Australia & University of South Australia

Challenge: Improving care for chronic musculoskeletal pain claimants in rural Australia through coaching and educating healthcare professionals.

Partnership: AIAA endorsed this partnership with the University of S.A. to improve client care by providing their staff with expert training on pain and healing. In turn, the increased patient satisfaction facilitates their re-engagement and encourages active self-management 'coaching.'



Partners: Vodafone Foundation and UNHCR

Challenge: Providing digital education, teacher training, and technical support to refugee learners across Africa.

Partnership: This partnership is formed through UNHCR providing the local infrastructure, reach, and cultural awareness to deliver Vodafone's financial and in-kind support. The created value relies on the exchange between both partners' key competencies.



Partners: Uganda Wind and Water Energy Associations, e.Ray Europe and gca

Challenge: Preventing spoilage of produce harvested by Ugandan farmers with affordable technology.

Partnership: The rentable solar-powered cooling systems reduce the spoilage of produce. Wamala receives a share of the farmers' additional revenue while these farmers benefit from decreased food losses, contaminations, and energy use.

Let's Colour

Partnership for youth employability



AkzoNobel



**SOS CHILDREN'S
VILLAGES**

LET'S COLOUR

Boosting youth employability

SOS Children's Villages and AkzoNobel have partnered to create a positive impact on youth employability. Young people acquire valuable skills from AkzoNobel employees, and together, they use the power of paint to renovate SOS C.V. facilities.

So far, more than 4,700 young people in 19 countries have participated in training activities involving over 800 AkzoNobel volunteers. The company plans to expand this partnership with SOS Children's Villages to even more countries as part of its People. Planet. Paint. sustainability ambitions.

A multifaceted partnership

- > As part of the program, young people receive professional and personal skills training and mentoring from AkzoNobel volunteers. In turn, they have a chance to gain practical experience by renewing and renovating SOS Children's Villages facilities and their broader communities.
- > The skills gained improve their chances of becoming self-reliant adults who take responsibility for themselves and the communities around them.
- > In the long term, the positive change brought about by improved employability of young people will benefit even more communities and countries as the initiative expands.



SOS Children's Villages provides quality care and supports young people on their way to employment and independence.



AkzoNobel

AkzoNobel provides training, expertise, and paint products.

[Learn more about this partnership](#)

This partnership thrives on the integration of unique strengths.

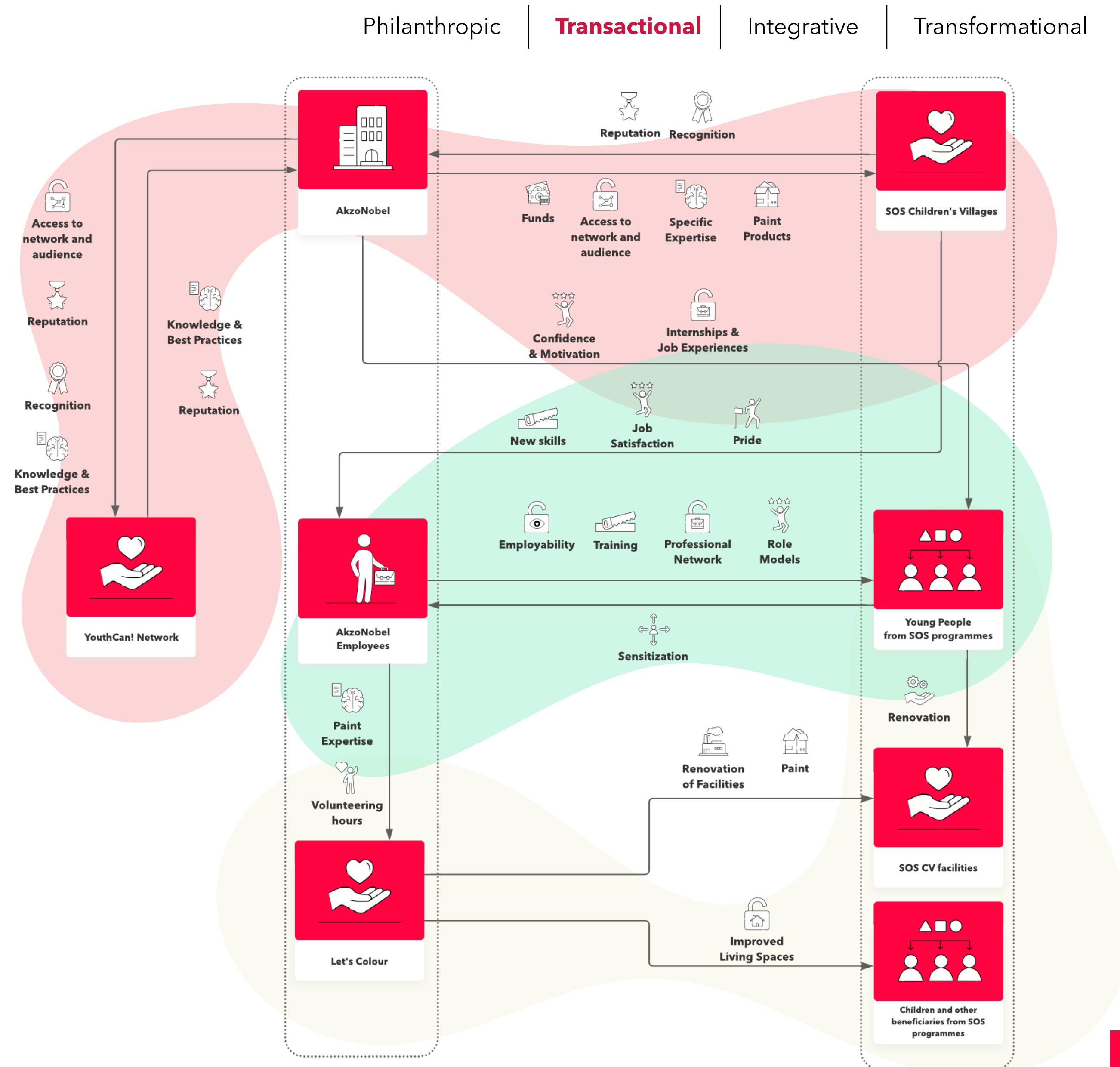
LET'S COLOUR

Boosting youth employability

The broader YouthCan! initiative benefits from this partnership as well. AkzoNobel provides access to their specific expertise and global network and shares – just like SOS Children’s Villages – their insights and learnings among all network participants.

The partnership enables AkzoNobel employees with the opportunity to share their expertise and mentor young people. This volunteering supports young people in gaining the confidence and skills necessary for an independent life.

Learning new professional and soft skills increases the employability of young people. They can put their skills into practice by renovating and painting SOS Children’s Villages and other facilities together with AkzoNobel volunteers.



“Seeing the positive impact of our partnership with SOS Children’s Villages makes us very proud. Not only are young people gaining valuable skills that open up a world a world of possibilities to improve their own lives and communities, but our employees have also found the experience to be incredibly rewarding and motivating. It’s amazing what we can do when we add color to people’s lives. So we’re excited to keep growing our partnership as part of our ‘People. Planet. Paint.’ sustainability ambitions.”

Stephanie Kraneveld, Global Marketing Communications Manager
Paints, AkzoNobel

“What makes our partnership special is AkzoNobel's multi-faceted involvement. Leveraging on their core expertise on paint, they create colourful living spaces for our programme participants. With the support of their committed employees, who share their time, skills and experience, AkzoNobel supports young people leaving care in finding their own path to decent work in a very personal way. In this process, the company itself benefits from the engagement, by being recognized as socially responsible and by motivating own employees. This is a win-win partnership that we are delighted to continue to build together with AkzoNobel!”

Sandra Sahusilawani, Head of International Corporate Partnerships &
Philanthropy, SOS Children’s Villages



Integrative Collaborations

In **Integrative collaborations**, partners align their missions, strategies, values, and activities to achieve the priority goal of creating social impact.

Which factors influence the co-creation of value?

Resource complementarity

- > In these collaborations, partners do more than just using their resources for specific activities and instead combine their assets to co-create innovative solutions.

Resource nature

- > Partners go beyond generic resources that are not unique to them and share more of their key assets and competencies.

Resource directionality and use

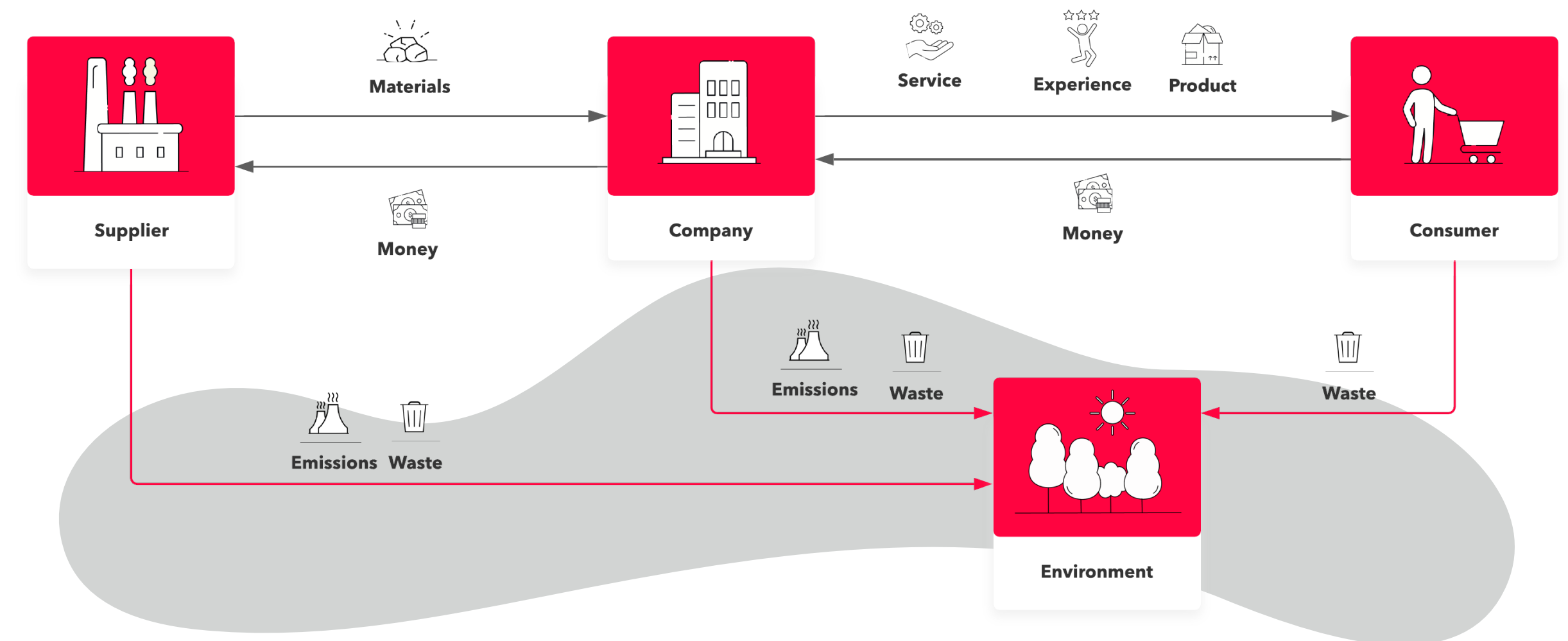
- > Partners exceed simple give-and-take exchanges and combine their resources both reciprocally and frequently to produce value for each other and the society.

Linked interests

- > For businesses that get involved in integrative collaborations, social impact is not a nice-to-have but an integral part of their mission and strategy.
- > These collaborations allow nonprofits to develop deep and potentially long-term relationships with businesses that have made social impact a priority.

Scenario I

Imagine a scenario in which a Supplier provides a Business with raw materials needed to produce products, which are eventually purchased and used by the consumers. In this scenario, all parties pollute the environment with waste and emissions.

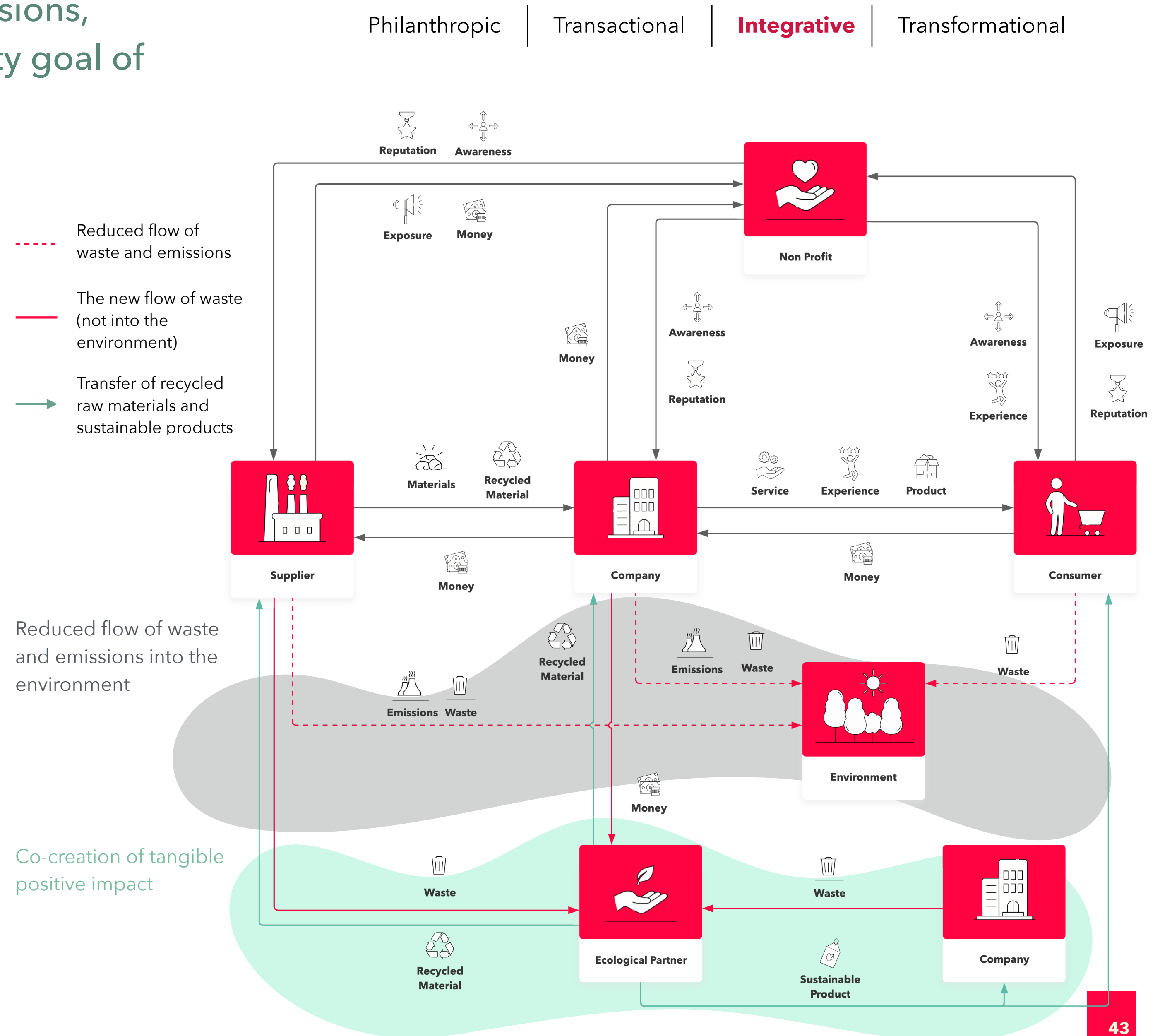


The flow of waste and emissions into the environment

In **Integrative collaborations**, partners align their missions, strategies, values, and activities to achieve the priority goal of creating social impact.

Scenario II

- > Now, imagine a situation in which the business wants to reduce the waste and emissions in the whole supply chain.
- > Fixing this issue in such a complex supply chain requires collaboration.
- > Although all stakeholders in the supply chain have to play their role to ensure sustainability, the business can orchestrate the efforts through a partnership with a specialized nonprofit.
- > Given the complexity of the issue, the company should go beyond philanthropy and even a transactional collaboration.
- > The business and the nonprofit need to create an integrative partnership to raise awareness around sustainability-related topics, activate necessary relationships and enable change on an operational level.



SOME EXAMPLES

Integrative Collaborations



**EVERY WOMAN
EVERY CHILD**
FOR HEALTHY AND EMPOWERED WOMEN,
CHILDREN AND ADOLESCENTS

Every Woman Every Child

Partners: White Ribbon Alliance and Bayer

Challenge: Help women in developing countries to reduce and prevent maternal, newborn, and child mortality.

Partnership: Next to financial support, Bayer provides knowledge on nutrition and maternity care, and supplements. White Ribbon implements this specific knowledge in the local communities and raises awareness about the topic. As a result, Bayer can use these insights to create new products.



Upstrim

Partners: TUI and GIZ

Challenge: Educate and improve safety standards, management skills, and service quality in the Egyptian tourist industry.

Partnership: Upstrim offers modular training for upper and middle management in hard and soft skills. It connects experienced managers in the last years of their professional careers with trainees. This model raises the industry standard and creates new jobs, making Egypt a more attractive travel destination.



Data Driven Refugee Aid

Partners: Medair and Qlik

Challenge: Localizing and providing help to refugees in informal Lebanese camps.

Partnership: The partnership is driven by the exchange of specific knowledge about humanitarian logistics and data analytics. Qlik repurposes their products receives new insights. Together, they can localize refugee camps and deliver aid more efficiently.

Returpen

Bringing circularity into healthcare



novo nordisk®

apotek

diabetes foreningen



type1

diabetes. viden. netværk.



tmj

tjellesen max jenne

Steno Diabetes Center Aarhus

midt
regionmidtjylland



Steno Diabetes Center Copenhagen



postnord



NOVO NORDISK RETURPEN

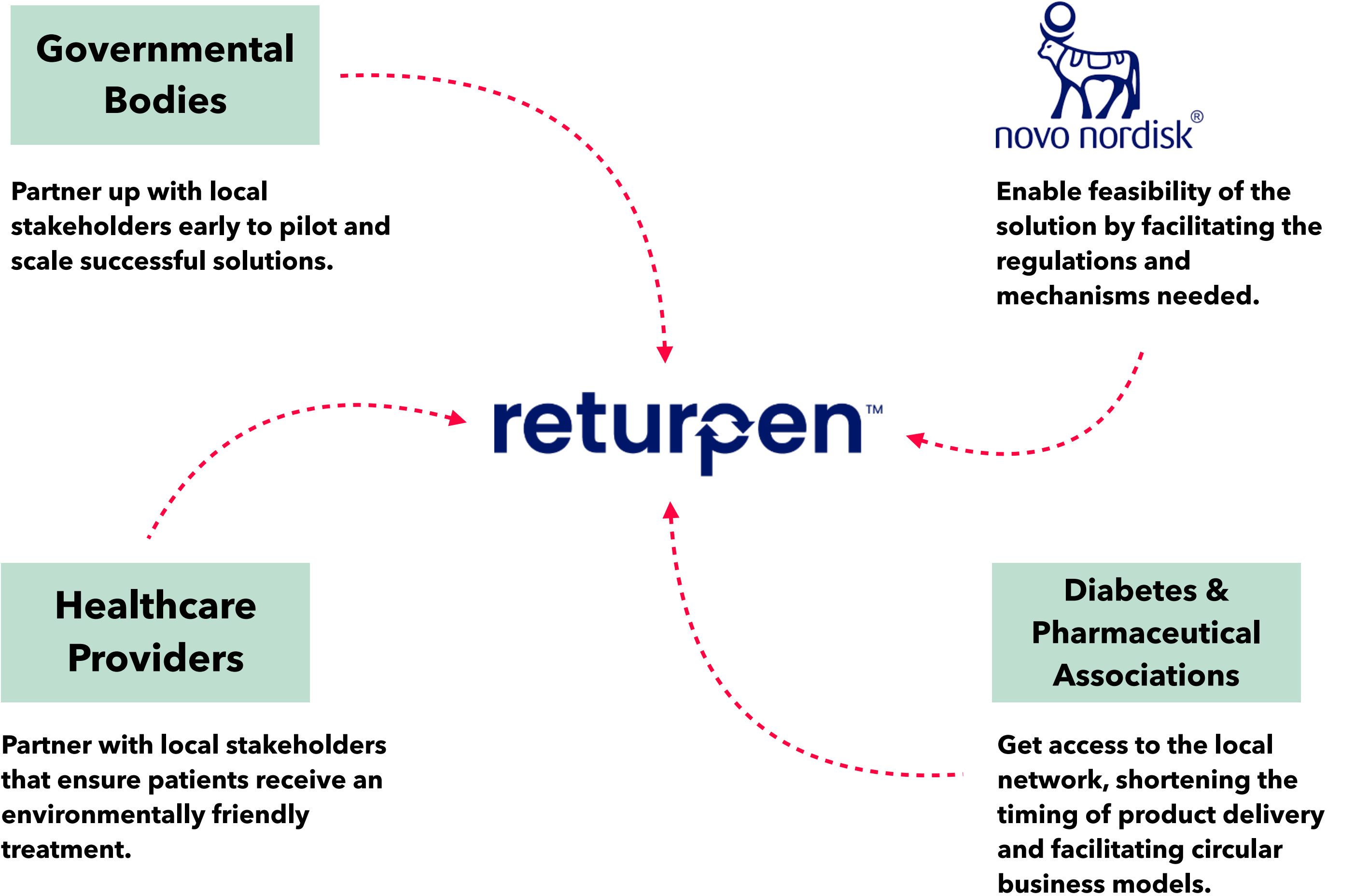
Bringing circularity into healthcare

Returpen aims to collect used insulin pens and make it possible for their material to be recycled.

From December 2020 to June 1st, 2021, Returpen is being piloted in 3 municipalities in Denmark, making it easier for people with diabetes to get rid of the used insulin pens in an environmentally friendly way. At the same time, parties are also investigating the possibility of recycling other types of medical waste.

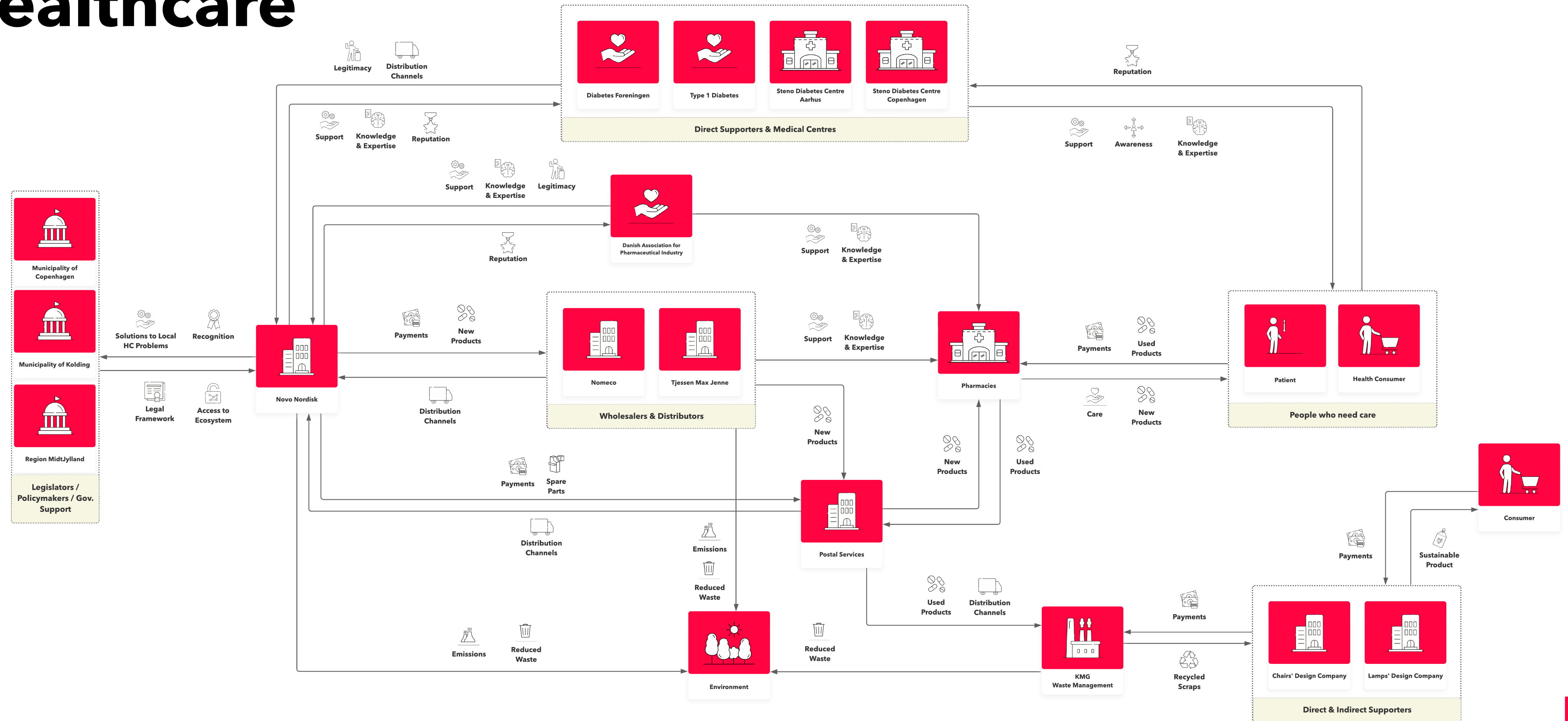
An integrative partnership

- > Returpen is created as a result of a collaboration across the health sector with, among others, Novo Nordisk, the Diabetes Association, Steno Diabetes Center Copenhagen, the Central Jutland Region, and the Pharmacy Association.
- > In this collaboration, partners have gone beyond sharing generic resources and developed a memorandum of understanding where they agree to join forces to enable the circularity of diabetes pens.
- > This case pictures the complementarity of competencies and resources that are brought to the partnership. Otherwise, no single actor could have approached it alone.

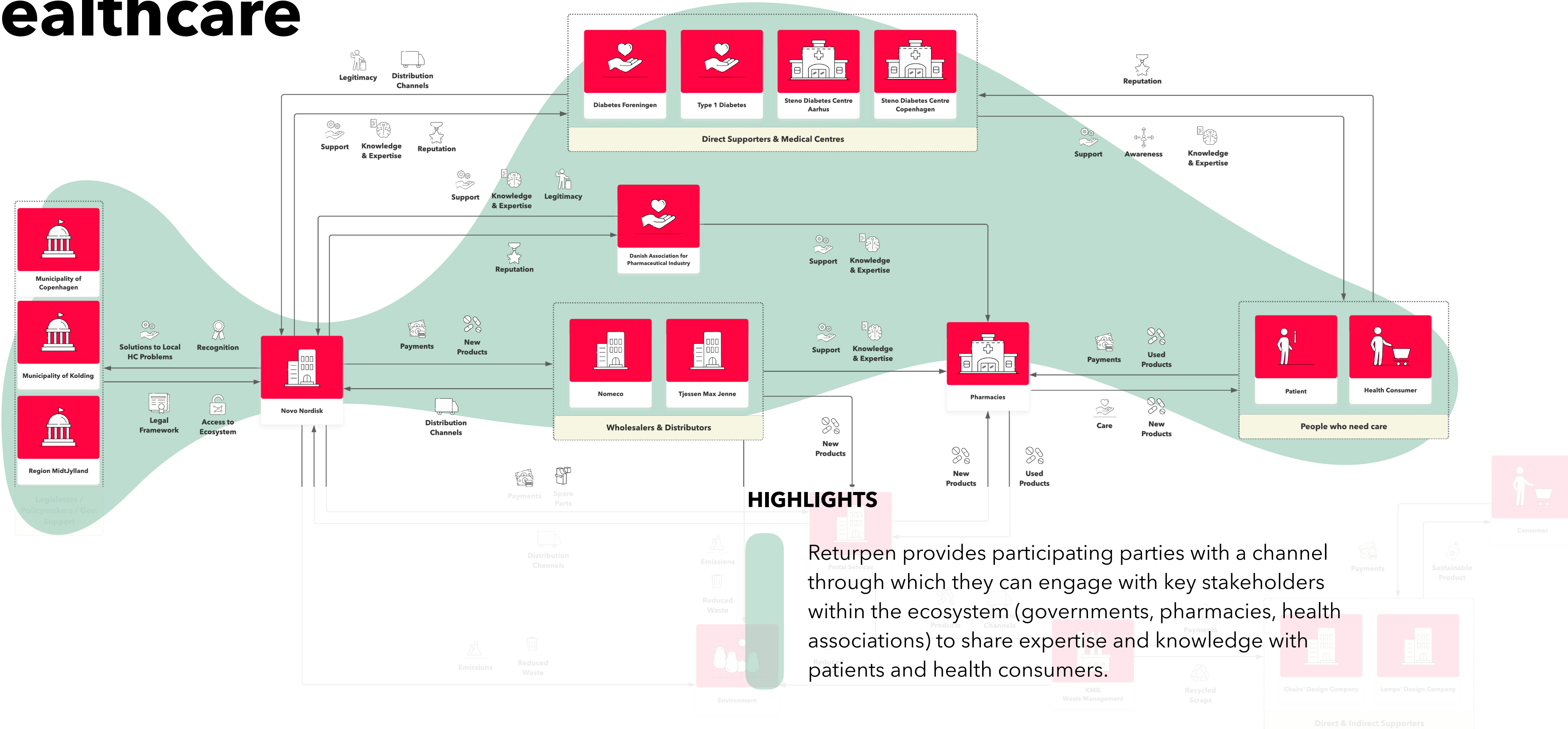


[Learn more about this partnership](#)

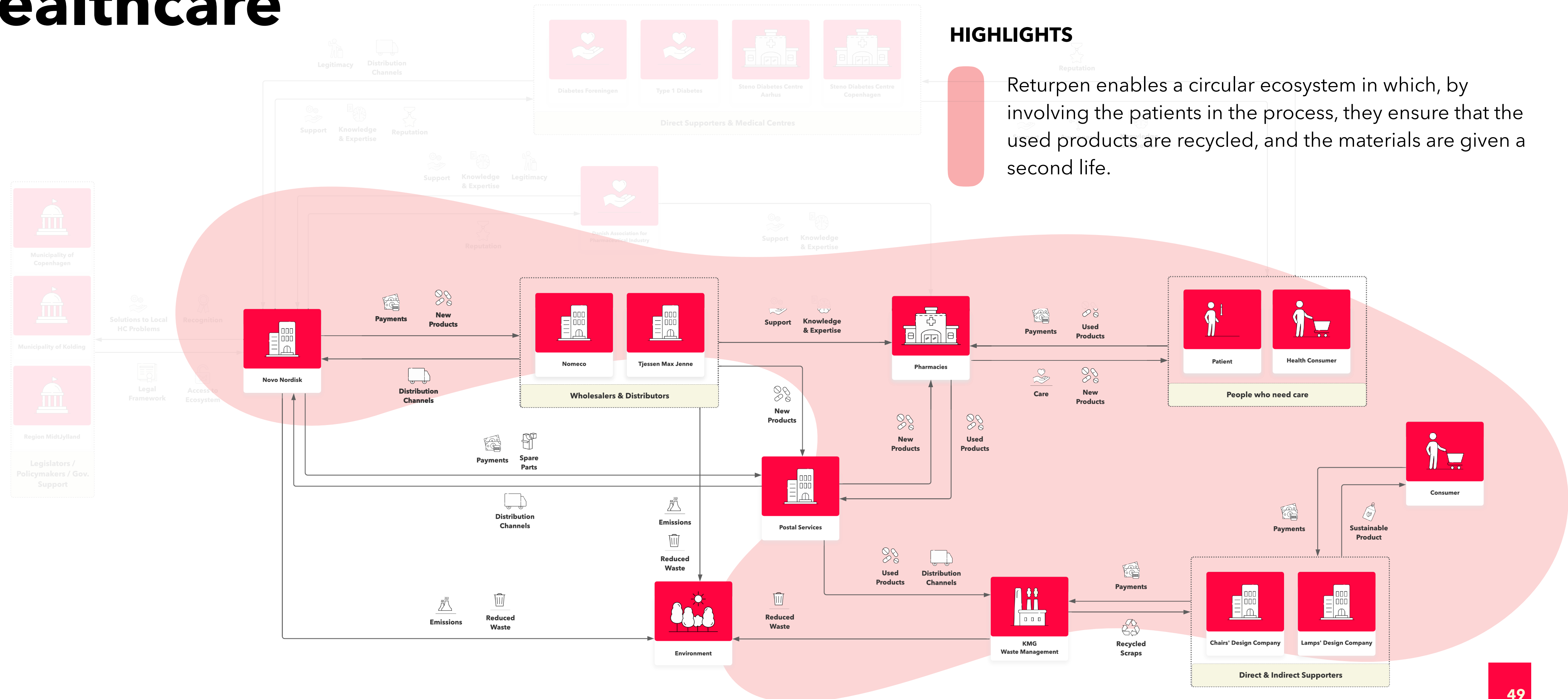
Bringing circularity into healthcare



Bringing circularity into healthcare



Bringing circularity into healthcare



HIGHLIGHTS

Returpen enables a circular ecosystem in which, by involving the patients in the process, they ensure that the used products are recycled, and the materials are given a second life.

Inclusive Insurance Alliance

Insurance solutions for the next billion
customers

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Allianz 

 **BIMA**



INCLUSIVE INSURANCE ALLIANCE

Insurance solutions for the next billion customers

The partnership between Allianz, GIZ, and BIMA aims to enable underserved consumers to access simple and affordable mobile-delivered insurance and health services and increase overall insurance awareness and health literacy.

By combining their competencies, partners develop tailored micro-insurance and mobile healthcare solutions, which can lead to more inclusive healthcare systems in Ghana while generating spill-over effects, best practices, and regulatory frameworks to leverage in other countries as well.

A partnership aiming at transformation

- > Crucial to the partnership is the complementarity of competencies and resources to address a multi-faceted issue no single actor could have solved alone.
- > Catering to social needs while seizing new business opportunities consolidates the long-term orientation and scalability of the partnership.
- > This case illustrates how well-designed partnerships do not have to aim at mutually exclusive results but enable sustaining solutions.
- > Since the partnership is still in an early stage, the long-term impact and effects are yet to be assessed.



On behalf of BMZ, GIZ accompanies insurance companies, regulators, and other stakeholders of the micro-insurance value chain to drive innovation and facilitate access to micro-insurance.



With a broad customer base, BIMA contributes know-how in delivering mobile solutions to developing markets.



Allianz is the underwriter of the partnership and contributes insights on low-income insurance solutions, based on its experience serving 46 million Emerging Consumers. Its digital investment arm, Allianz X, is also a major investor in BIMA.



The impact reaches beyond this strategic partnership, transforming the insurance industry.

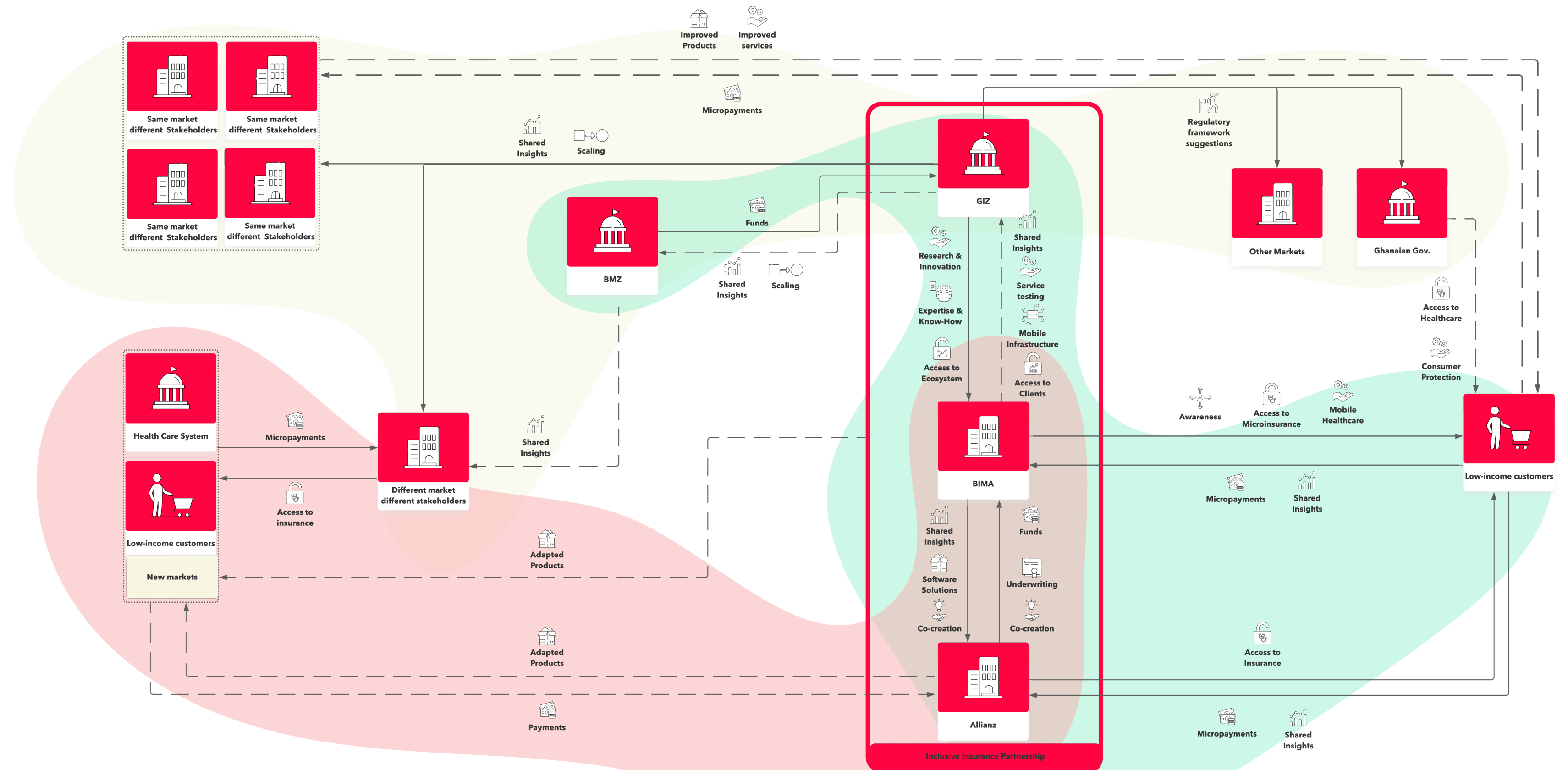
INCLUSIVE INSURANCE ALLIANCE

Insurance solutions for the next billion customers

The partnership focuses on the development of new products and services for the under-served communities.

All partners share their new learnings and best practices. These insights are forwarded to external stakeholders as well.

The new insights enable parties to adapt existing offerings and create new solutions that address consumers' needs.



“The partnership with Allianz exists since 17 years and we have truly shaped the world of inclusive insurance. With the additional partner - the mobile insurance primus BIMA MLVK - we have a chance to radically change and hopefully improve the customer journey of mobile health insurance - with social impact to a sustainable business approach.”

Matthias Range, Head of Unit Disaster Risk Finance and Insurance, GIZ

“By working with others in a public-private-partnership, Allianz is able to support innovative, inclusive insurance solutions for emerging consumers. This contributes to achieving a number of the UN’s Sustainable Development Goals, including eliminating poverty, improving health and well-being, and reducing inequality.”

Dominik Wehgartner, Senior Manager Emerging Consumers, Allianz SE



Transformational Collaborations

In **Transformational collaborations**, partners agree on social issues relevant to them, and intend to create impact through transformative social innovation.

Which factors influence the co-creation of value?

Resource complementarity

- > In these collaborations, partners combine their resources and co-create entirely new solutions and even organizations to address particular social issues. Hence, these relationships heavily rely on complementarity, interdependence, and collective action.

Resource nature

- > In these collaborations, partners go beyond generic resources and increasingly use their key assets and core competencies.

Resource directionality and use

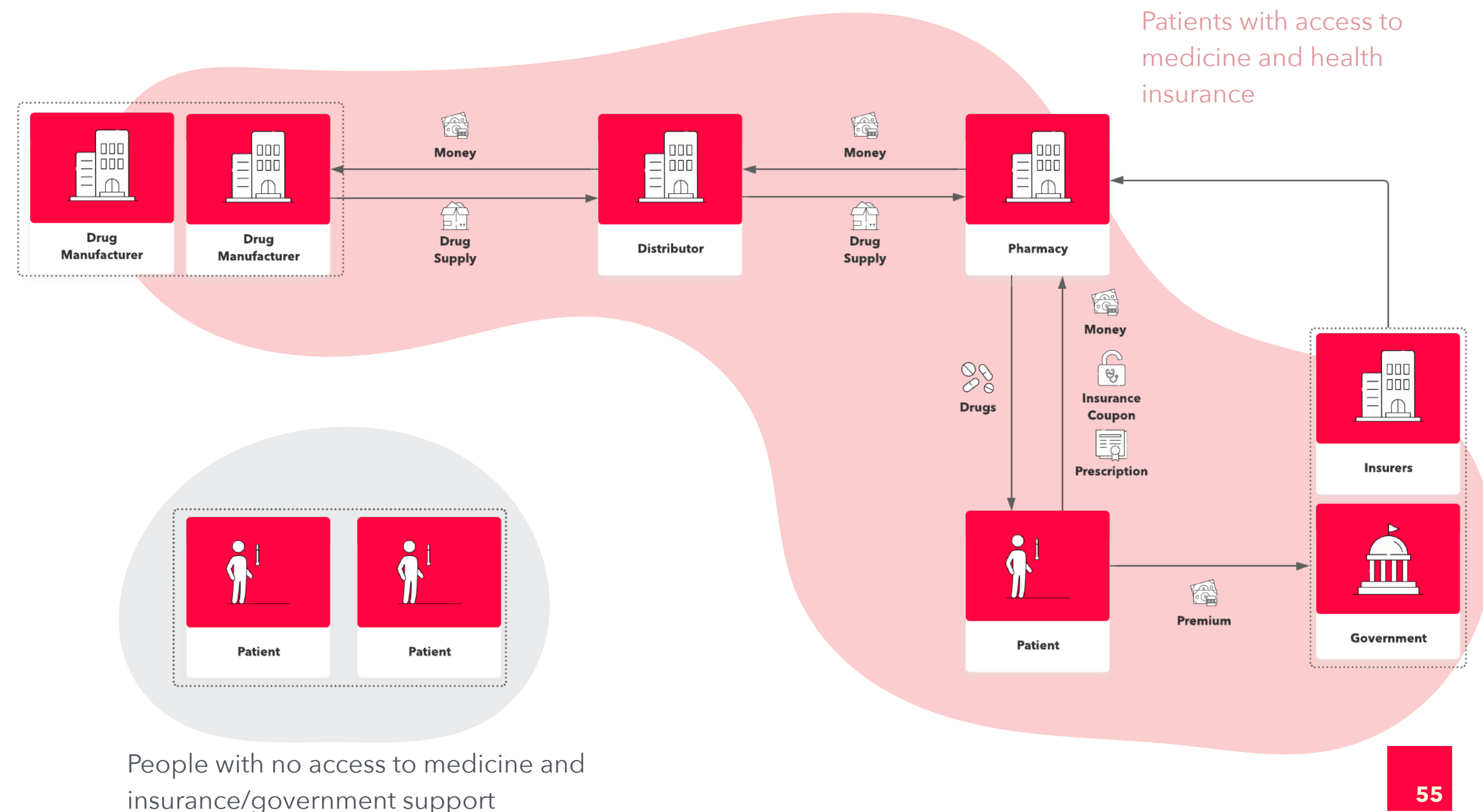
- > Partners in transformational collaborations go beyond simple transactions and frequently combine their resources to create innovative solutions and new organizations.

Linked interests

- > In these partnerships, social impact is key to partners' strategic success.
- > All partners have the intention to co-create solutions that can tackle social issues that they define as relevant to themselves.
- > Parties involved are aware that their collaboration will not only impact the external social/ environmental context and that it will also transform their organizations and their people significantly.

Scenario I

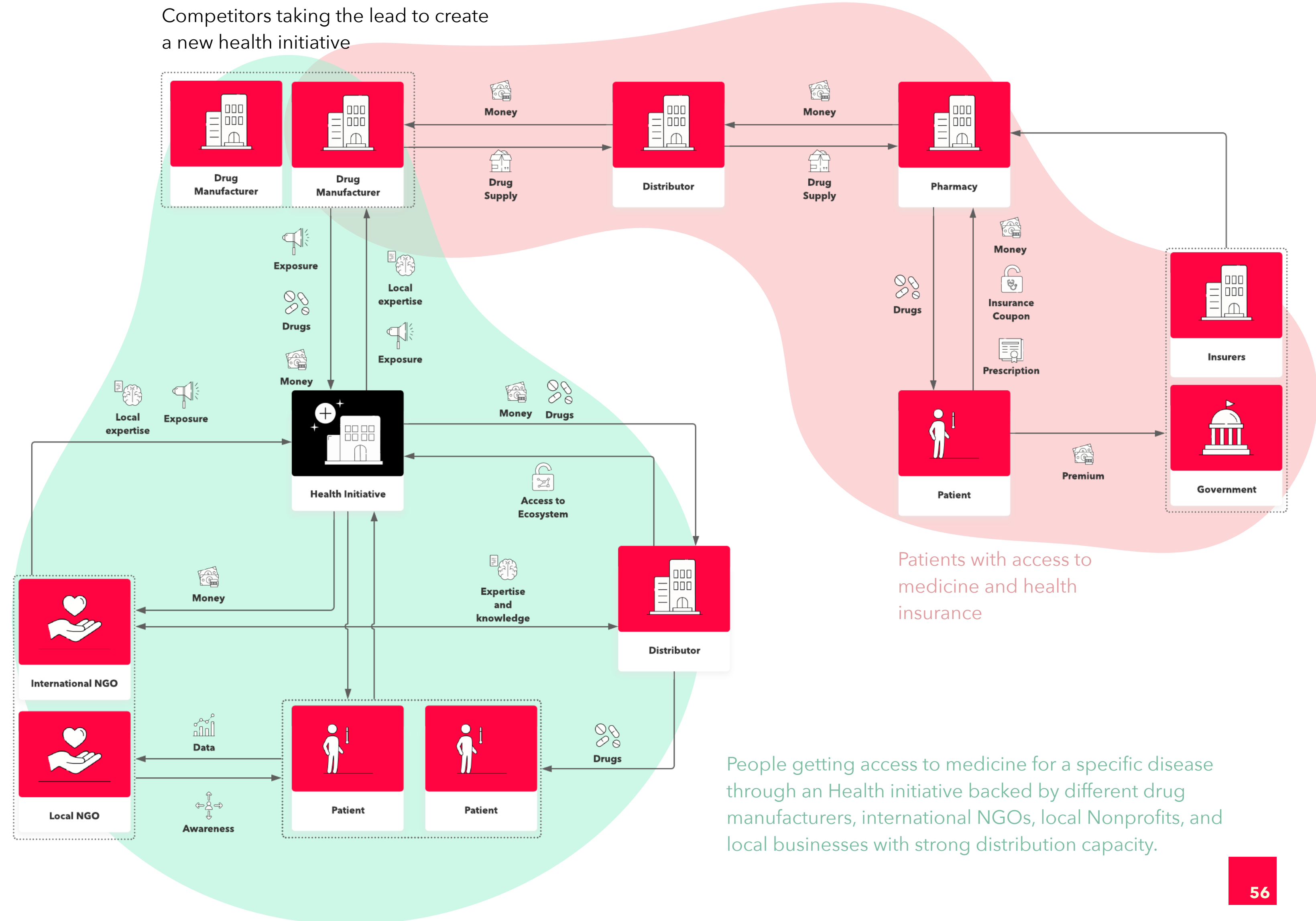
In this scenario, the distribution of prescription drugs is set up for patients able to afford healthcare. Through payments, they receive their medications from pharmacies through the supply chain.



In Transformational collaborations, partners agree on social issues relevant to them, and intend to create impact through transformative social innovation.

Scenario II

- > Now imagine a responsible healthcare business that wants to ensure that patients in less developing regions can access healthcare.
- > However, providing access to healthcare for underserved patients in a sustainable way demands a systemic, enduring change - exceeding short-term partnerships with limited scope.
- > Given the complexity of the issue, single actors need to collaborate with other stakeholders in this ecosystem.
- > By setting up a joint initiative, businesses and nonprofits exceed their capabilities. The initiative fosters mutually beneficial value exchanges such as sharing expertise and best practices.
- > Through direct interaction with marginalized patients, all stakeholders can improve their offerings and reach while solving pressing health issues.



SOME EXAMPLES

Transformational Collaborations



Drone and Data Aid

Partners: Wingcopter, UNICEF, GIZ and DHL

Challenge: Building last-mile delivery solutions to improve medical care in remote rural areas in Tanzania.

Partnership: The created impact permanently transforms medical care in Africa due to the complementary contribution from each partner. Wingcopter provides hardware, DHL expertise, and infrastructure, and UNICEF/GIZ educate local experts.



Maisha Meds

Partners: SHOPS Plus, CIFF, Bill & Melinda Gates foundation, Pfizer, PSI

Challenge: Ensuring access to affordable medications and improving the supply chain for private clinics and pharmacies in Kenya.

Partnership: Maisha Meds gives access to logistical data for smart order packages and provides trade credit for unbanked pharmacies. The platform also helps pharma companies subsidize products for less privileged patients. The combination of skills creates an impact exceeding each individuals' capabilities.



Televerde

Partners: Televerde and correction facilities

Challenge: Minimizing recidivism through training, education, and job placements.

Partnership: Televerde's business model is based on giving convicted women a second chance in B2B marketing. This partnership aims to help correction facilities and their incarcerated women through creating professional skills, increasing employability and self-worth, and building a loyal and skilled workforce of (former) inmates.

Movement Health 2030

Transforming healthcare



MOVEMENT HEALTH 2030

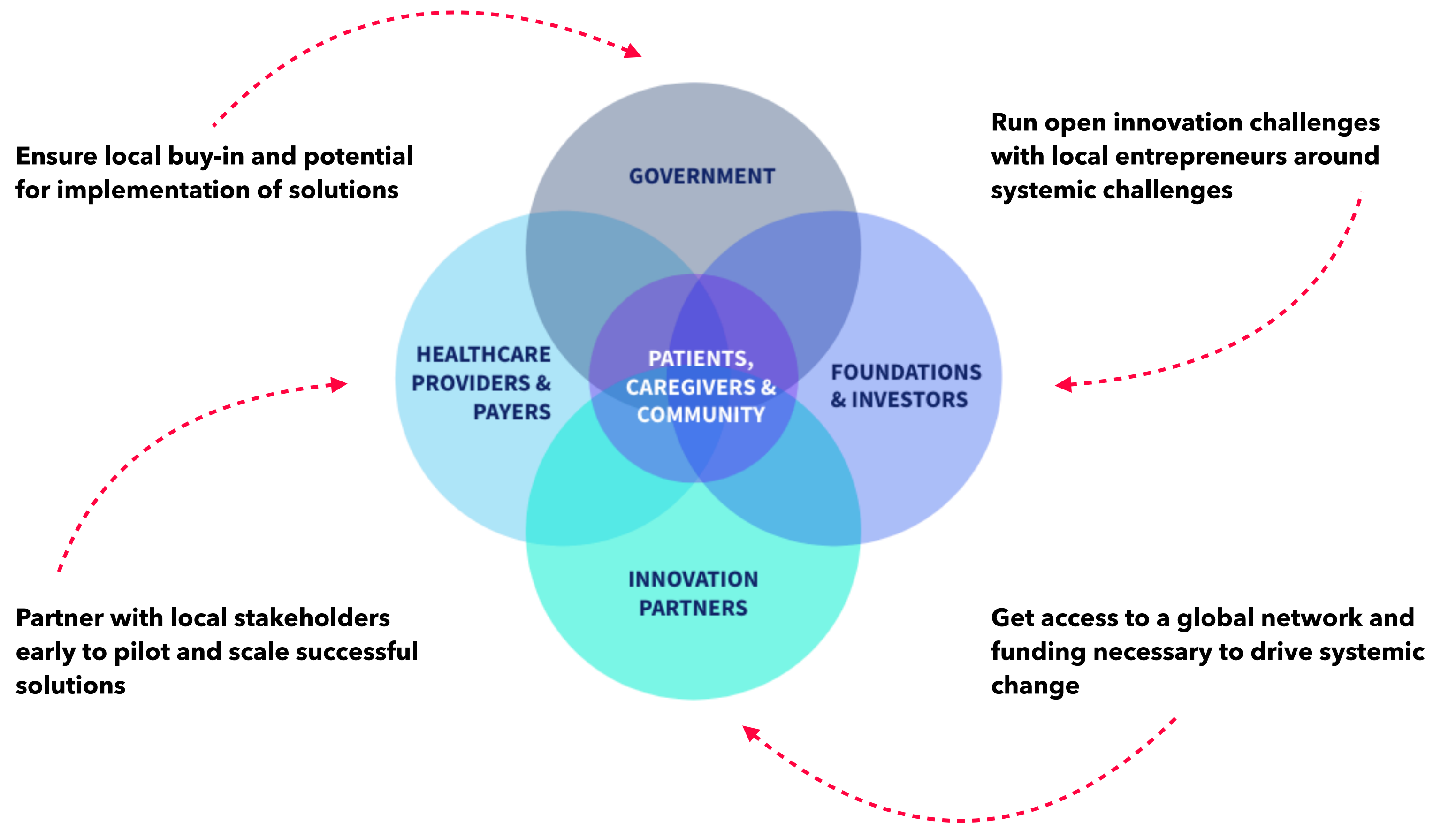
Transforming Healthcare

Movement Health 2030 is a network organization founded by Roche to accelerate equitable and effective access to impactful and inclusive solutions that drive systemic change in local healthcare ecosystems.

In 2020, Movement Health 2030 was piloted in 4 countries in Latin America, and in 2021, this program will be scaled to 20+ countries around the world.

A transformational partnership

- > Movement Health 2030 is being set up as a separate legal entity, which heavily relies on complementarity, interdependence, and collective action between the different partners.
- > Movement Health 2030 partnerships exist at a global, regional and local level. Partners go beyond generic resources and increasingly use more of their key assets (e.g., Local accelerator sharing network of entrepreneurs while global partner provides core funding and a global network to scale selected solutions).



[Learn more about this partnership](#)

 **Join the movement as a partner!**

MOVEMENT HEALTH 2030

Transforming Healthcare

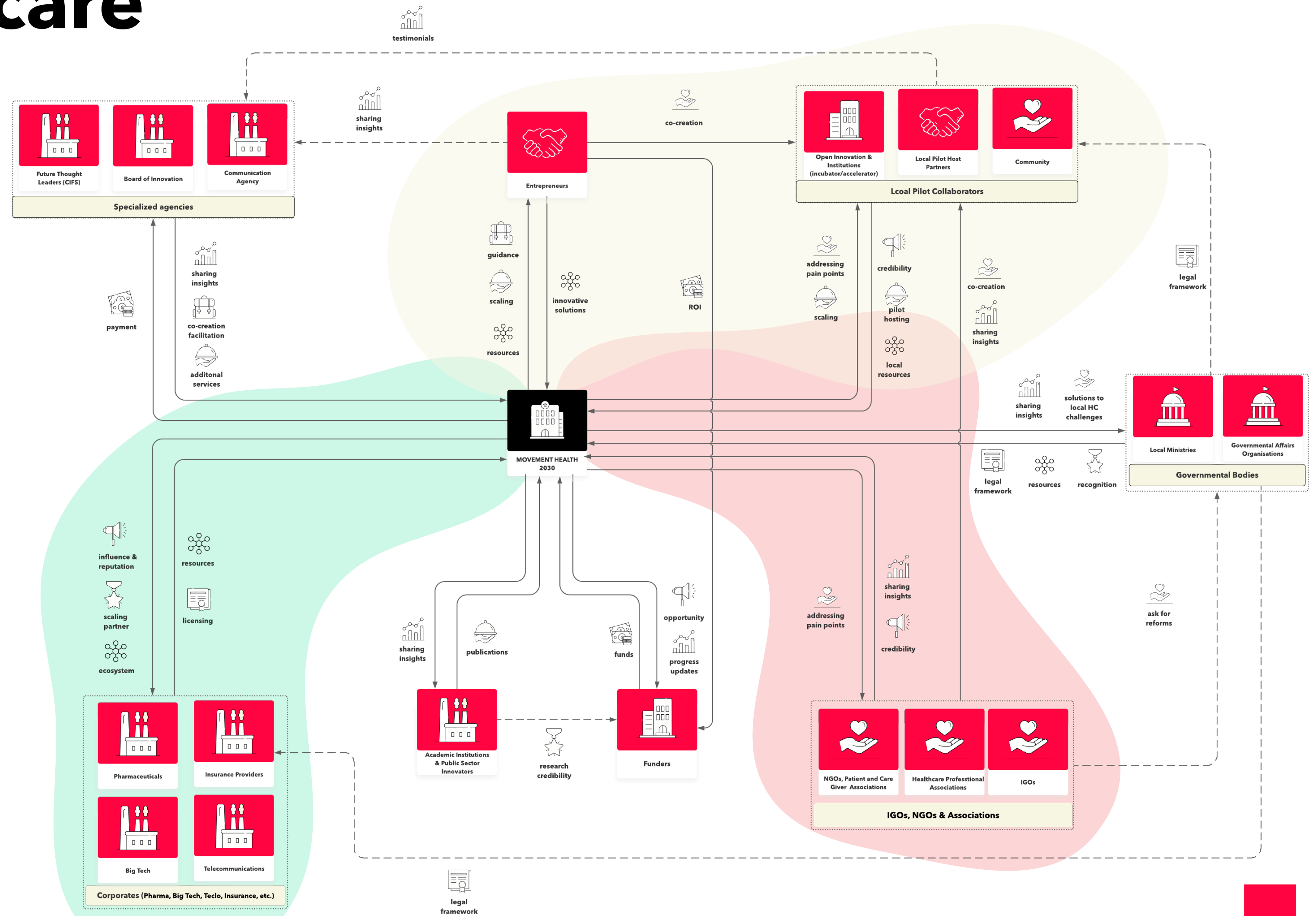
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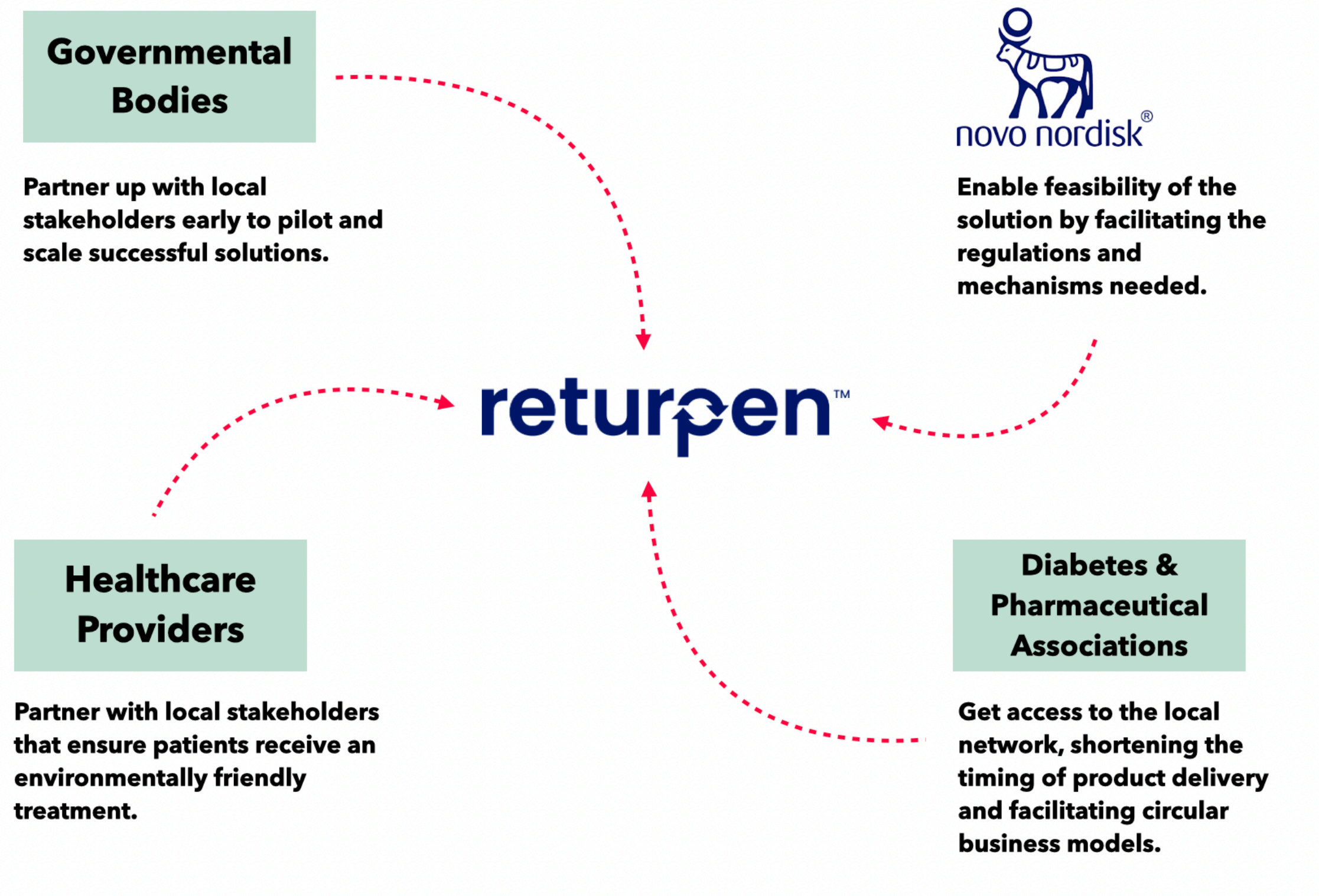
Highlights

Movement Health 2030 provides participating corporate with a channel through which they can engage with key stakeholders within the ecosystem (governments, entrepreneurs, etc.) and shape their future markets.

Movement Health 2030 provides NFPs with a platform to partner with corporates on transformational impact and the opportunity to invest their resources in pilots that contribute to their mission.

Movement Health 2030 provides a unique platform to local entrepreneurs and different players in local healthcare ecosystems (e.g., hospitals) to pilot innovative solutions and scale proven solutions.

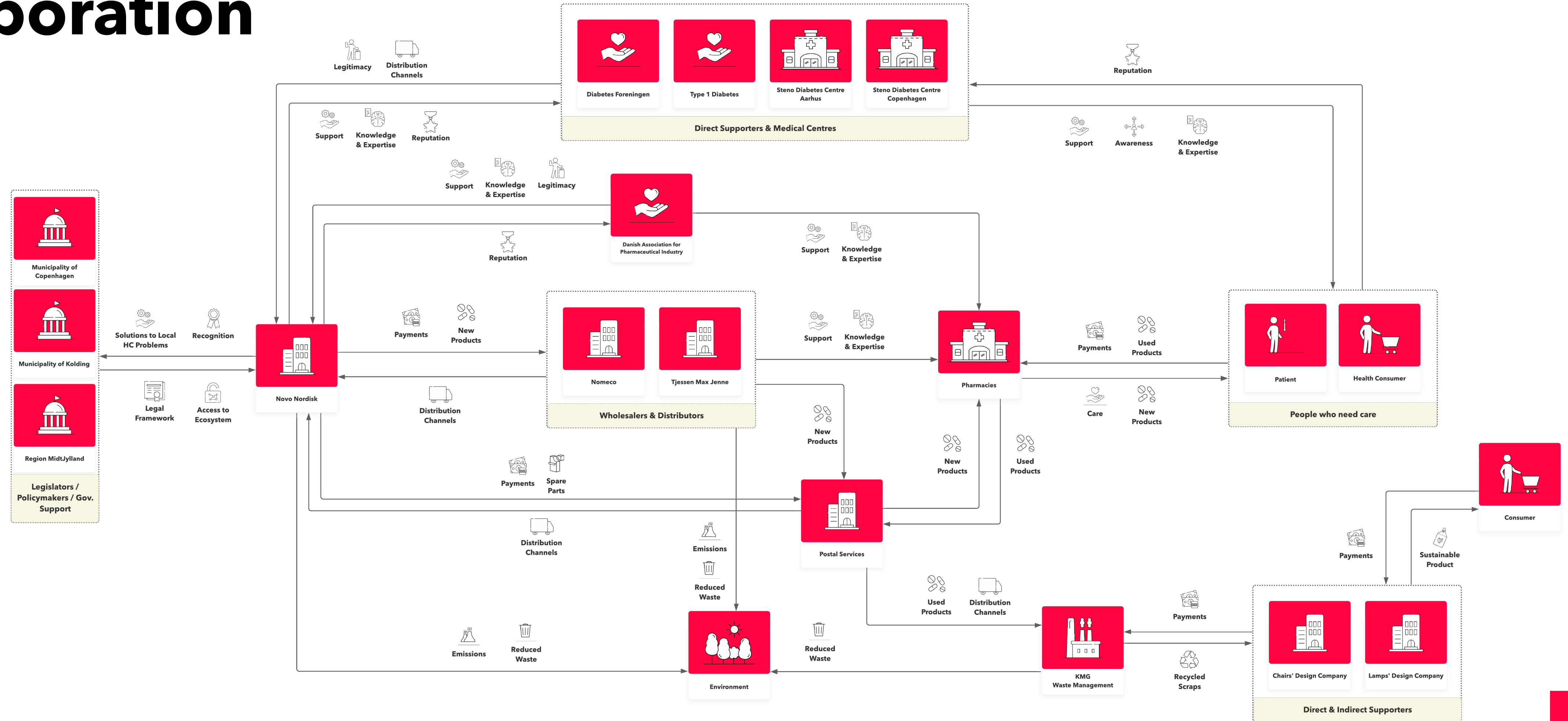




Earlier in this report, we discussed **Returpen**, an integrative collaboration focused on collecting and recycling used insulin pens.

How can this initiative scale and lead to systemic change? We have imagined a possible scenario for that.

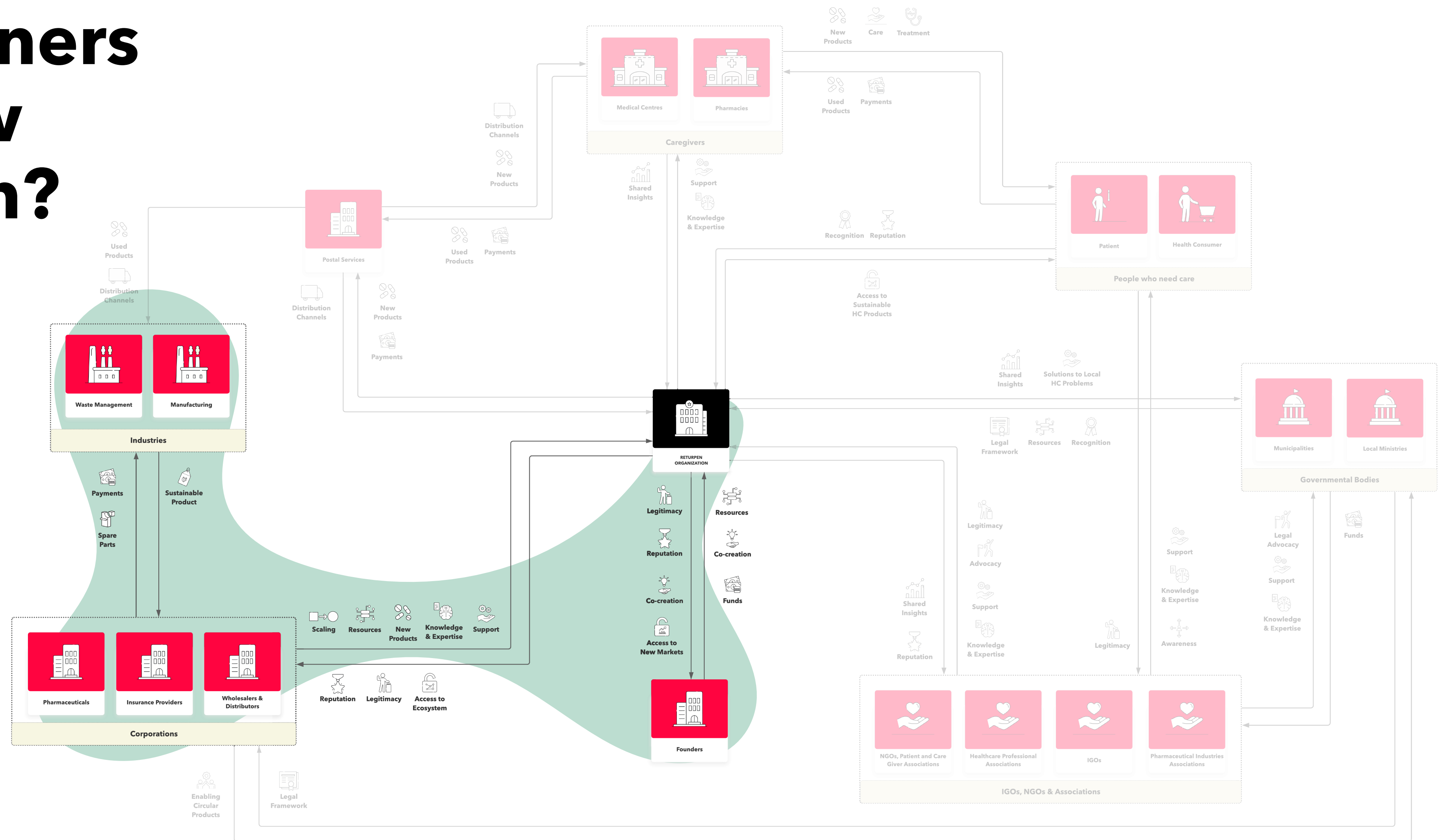
The integrative collaboration



What if partners create a new organization?

HIGHLIGHTS

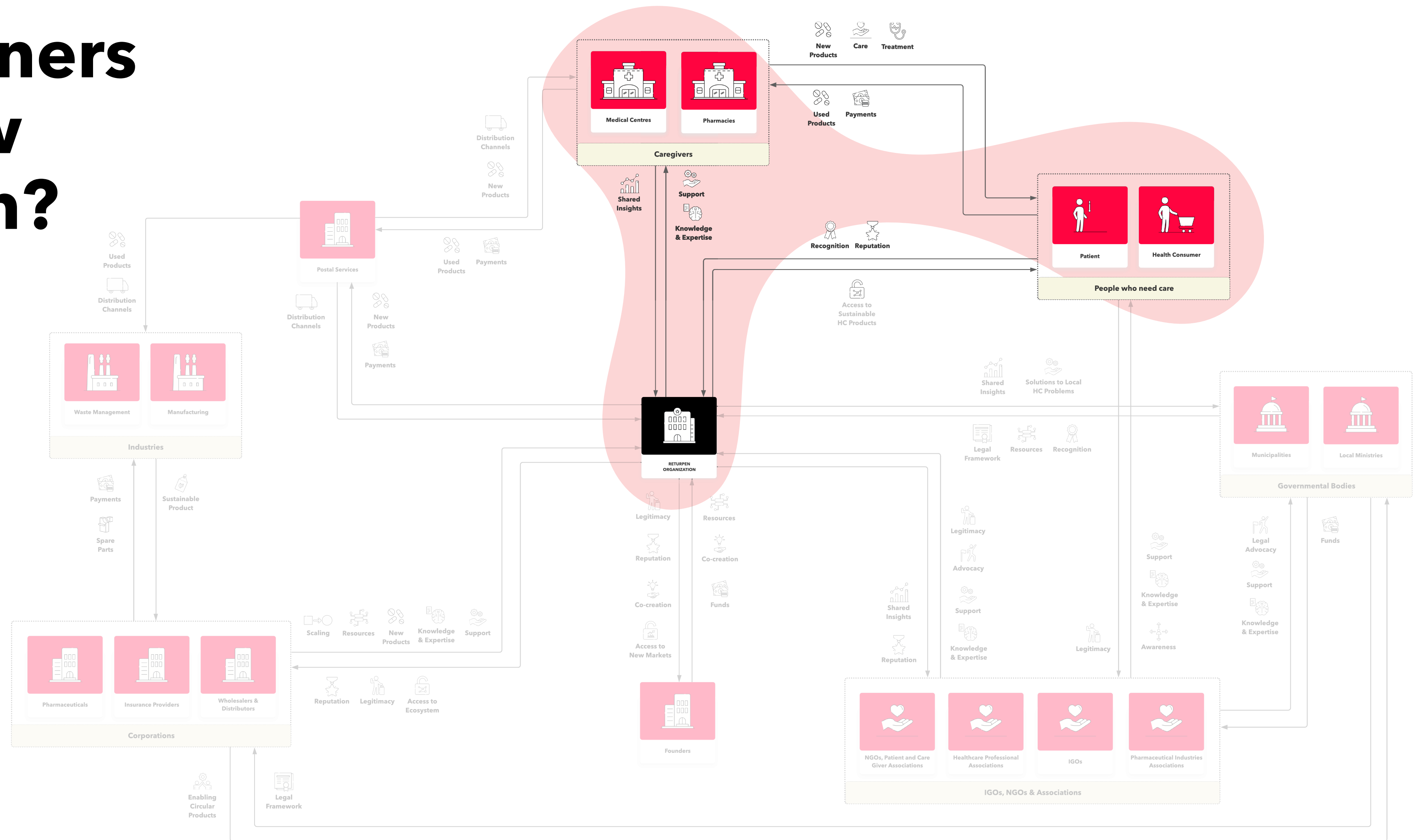
Returpen has the potential to scale up by involving other corporates to rethink, redesign and collect their health products back so that their materials can be recycled and used again to manufacture new products, ensuring that the loop remains closed.



What if partners create a new organization?

HIGHLIGHTS

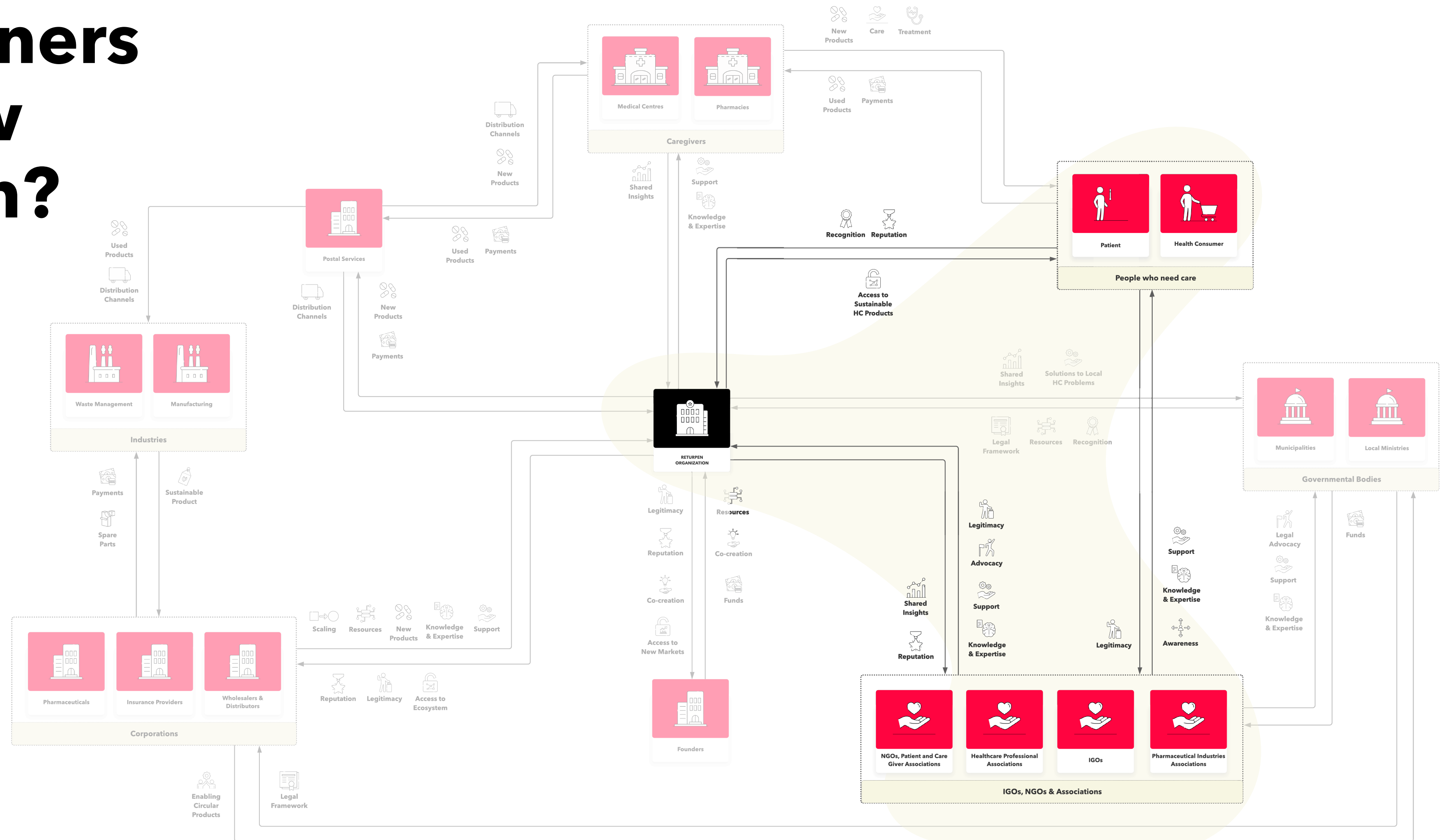
Returpen can become a leader in the healthcare ecosystem by involving medical centers, pharmacies, and other players, to inform the patients and providing them with environmentally-friendly care and treatment solutions.



What if partners create a new organization?

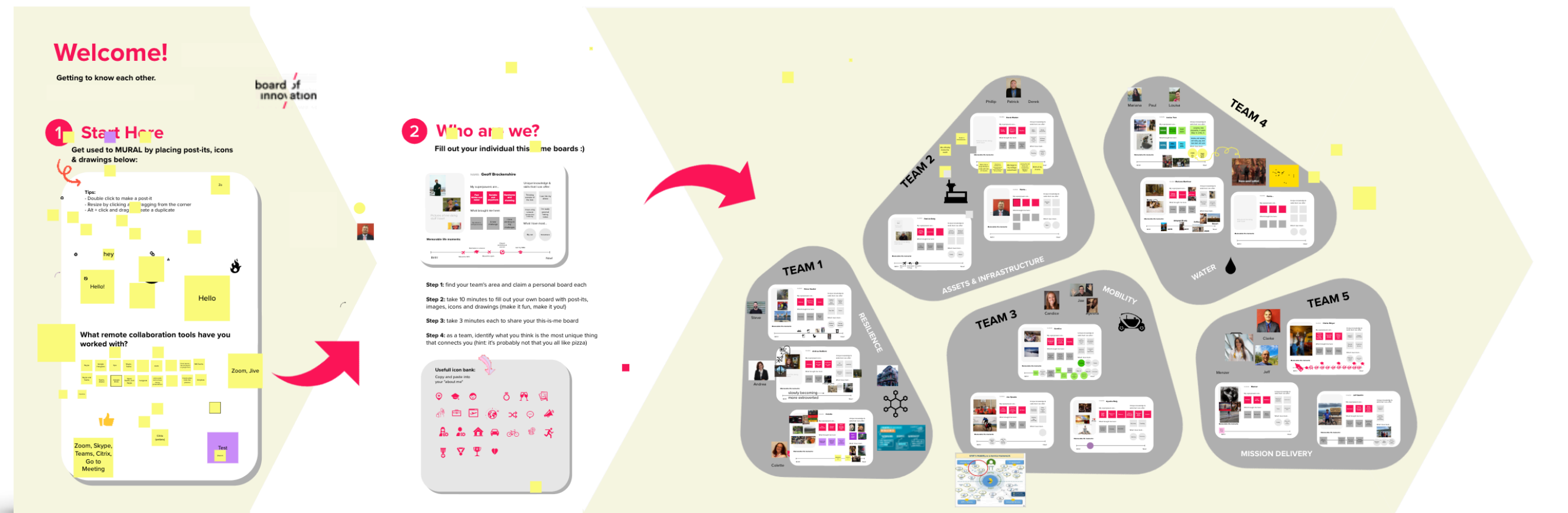
HIGHLIGHTS

Returpen can provide NFPs with a platform to partner with corporates on transformational impact and the opportunity to invest their resources in pilots that contribute to their missions.



IMPACT PARTNERSHIP DESIGN

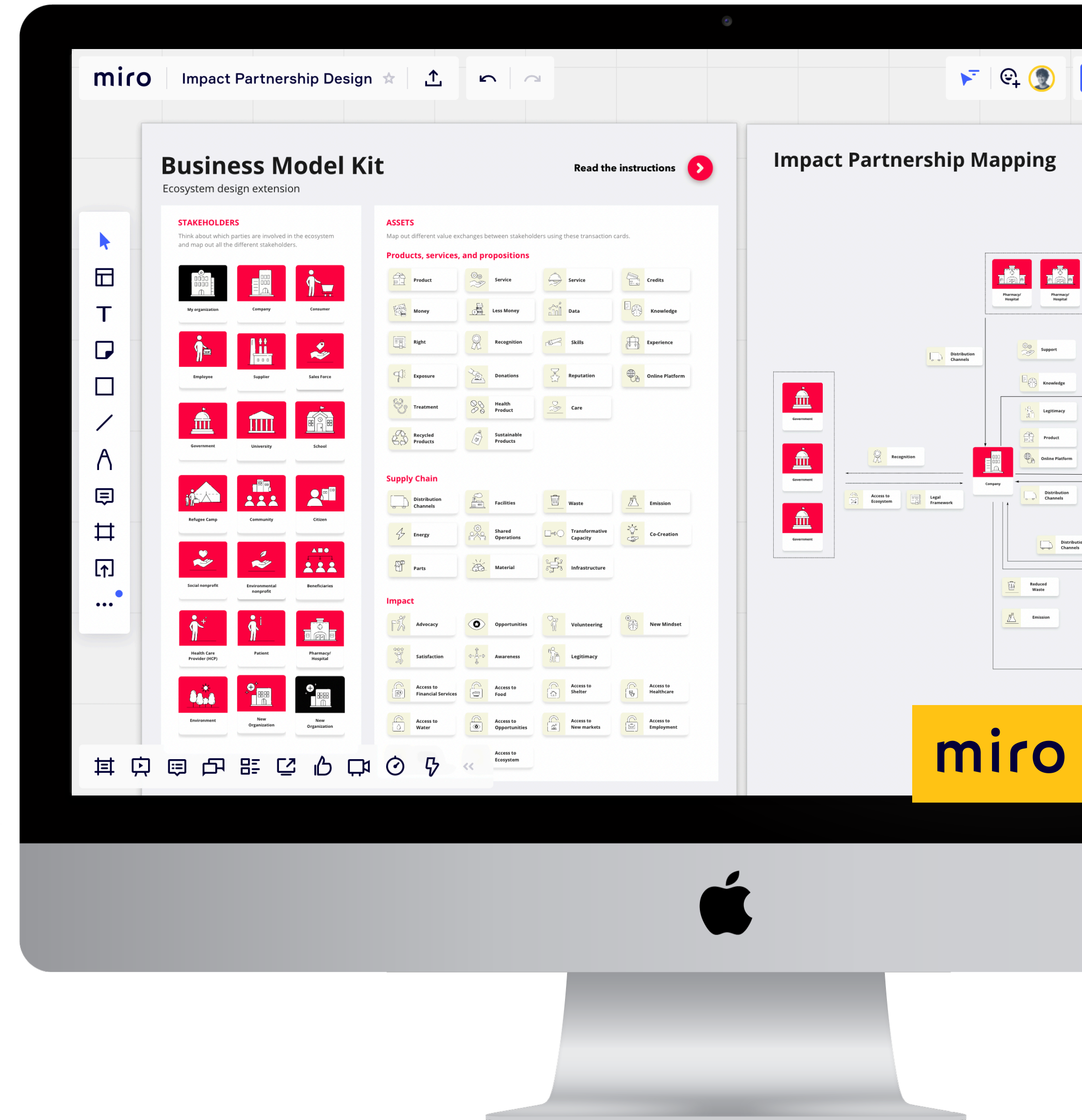
Virtual sprints and incubation programs using digital collaboration tools



Any questions?
Connect with our Global
Impact Lead!



Shervin Fekri
shervin.fekri@boardofinnovation.com
[Connect on LinkedIn](#)



What have we covered so far?

WHAT KINDS OF VALUE ARE CREATED IN A COLLABORATION?

Associational value

Transferred resource value

Interaction value

Synergistic value

WHICH FACTORS INFLUENCE THE CO-CREATION OF VALUE?

Resource complementarity

Resource nature

Resource directionality and use

Linked interest

WHAT TYPES OF COLLABORATION EXIST?

Philanthropic

Transactional

Integrative

Transformational

A bold, loft, long-term vision statement is not enough to make a difference.

How can you get started and translate your intentions into **real social impact?**

IN THIS DOCUMENT

Introduction

Context: why now?

How can we tackle global challenges?

Building partnerships for social impact

Framework: Collaborative Value Creation

Types of business-nonprofit collaborations + Examples

Getting started

- ▶ What's holding back business-nonprofit partnerships?

Design your next impact partnership

By avoiding some common mistakes, you can significantly increase the potential for value co-creation.

WHAT ARE SOME MISTAKES TO AVOID?

Pitfalls in business nonprofit partnerships

Confusing philanthropy with business

You can contribute to social causes by making donations to nonprofits. However, regardless of your donation's significance, it's crucial to remember that you are **equal partners**.

Nonprofits are not vendors. These organizations don't sell impact in exchange for money and instead receive contributions to design and execute their impact programs.

As a donor, don't expect nonprofits to change their programs according to your needs.

Mistaking impact partners for suppliers

As a nonprofit, you can work together with businesses and other nonprofits to access different products, services, or resources. However, it's crucial not to look at your impact partner from a supplier-client perspective.

In impact partnerships, businesses can provide their products and services; however, their key priority in the relationship should not be revenue generation.

Both partners should know their haves and wants. Lasting impact partnerships mutually create value.

WHAT ARE SOME MISTAKES TO AVOID?

Pitfalls in business nonprofit partnerships

Not allocating enough time & capacity

It takes time to build and maintain a business-nonprofit partnership. In bilateral relationships, you might need **dedicated people** on both sides that manage the partnership. That's why it's not realistic to expect an NGO to be involved in too many integrated collaborations.

Have clear objectives and be conscious of **limited capacity and resources**, in particular on the NGO side.

Tension between quick wins & impact

In impact partnerships, partners must align and agree on both **short-term and long-term goals**.

The need to report short-term results to their stakeholders easily pushes businesses to focus on quick wins. However, **there are no quick fixes to systemic issues**, such as hunger, poverty, and healthcare. Impact partners need to balance their scope.

Before getting into a partnership, agree on **relevant metrics** with your partners, and be aware that you are committing to a bigger cause.

WHAT ARE SOME MISTAKES TO AVOID?

Pitfalls in business nonprofit partnerships

Lack of consistency

Businesses should make sure that they are not taking advantage of business-nonprofit partnerships to offset their negative impact.

If your products, services, and business models negatively impact society and the environment, donating 1% of your annual revenue to charities is nothing more than a drop in the bucket. It won't convince your clients!

Ensure that you have a good understanding of your **net impact on the broader ecosystem**, and don't let **vanity metrics** mislead you.

Not leveraging core assets and capabilities

Business-nonprofit partnerships are most effective when parties leverage their **unique** and **complementary** resources and capabilities.

Sustaining collaborations build on the partners aligning their mission, strategy, and activities to leverage their capabilities for making a change.

Focus on meaningful impact close to your **core competencies**. A bank, for example, can make a much more significant impact in partnering for new financial services than conserving the submarine biosphere.

IN THIS DOCUMENT

Introduction

Context: why now?

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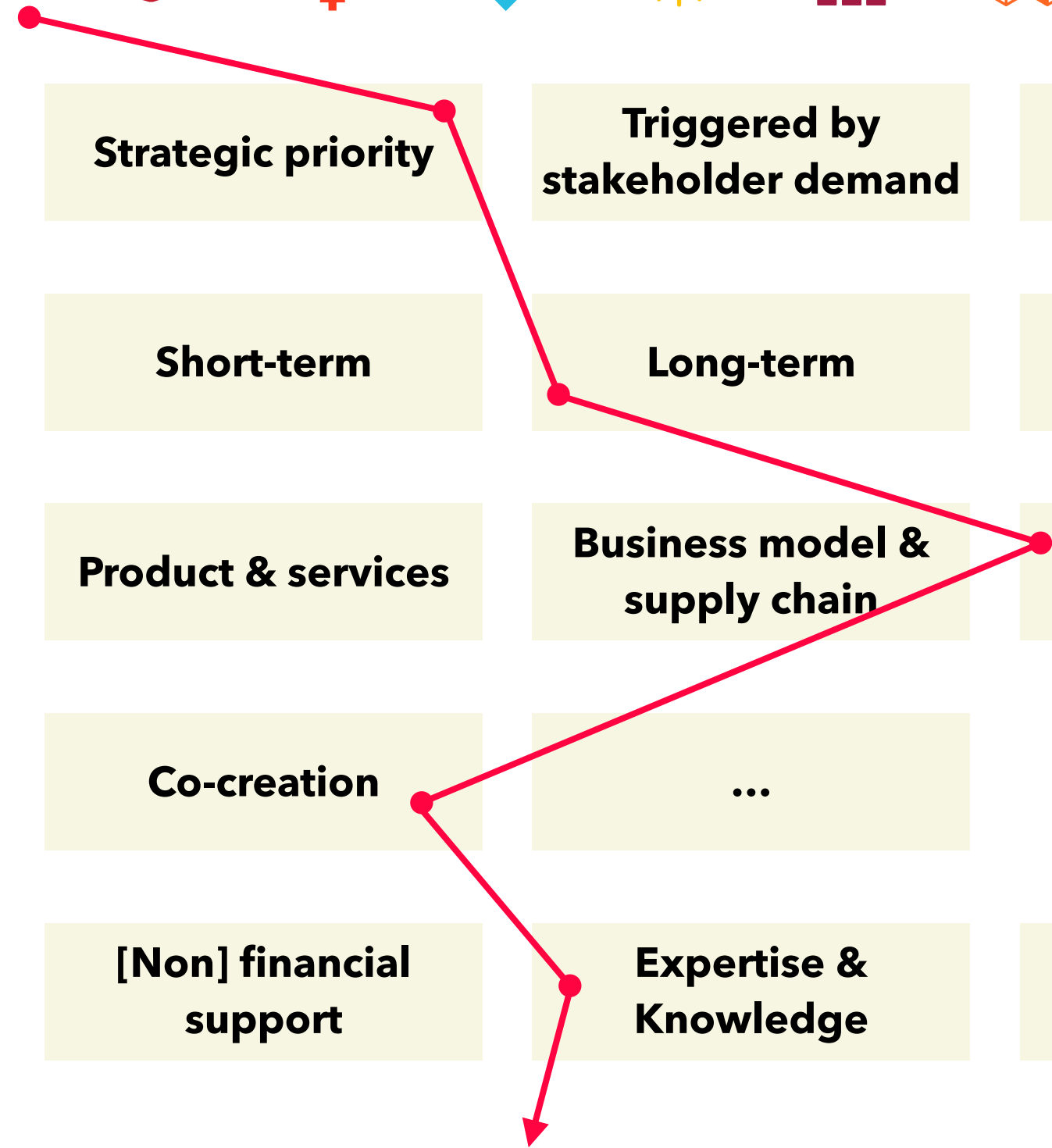
What's holding back business-nonprofit partnerships?

- ▶ Design your next impact partnership

MAKE YOUR INTENTIONS CLEAR

What is the impact you are trying to make, and what is your approach?

SDGs	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Priority	Core value	Strategic priority	Triggered by stakeholder demand	Low priority	...												
Time horizon	One-off	Short-term	Long-term	...													
Impact level	Individual	Product & services	Business model & supply chain	Organisation	Society												
Value creation	Solo	Co-creation	...														
Your role	Endorsement	[Non] financial support	Expertise & Knowledge	Coordination	Execution	...											



Your impact focus!

 [Download the Intention Mapper](#)

UNDERSTAND THE ECOSYSTEM

Do you understand the bigger context?

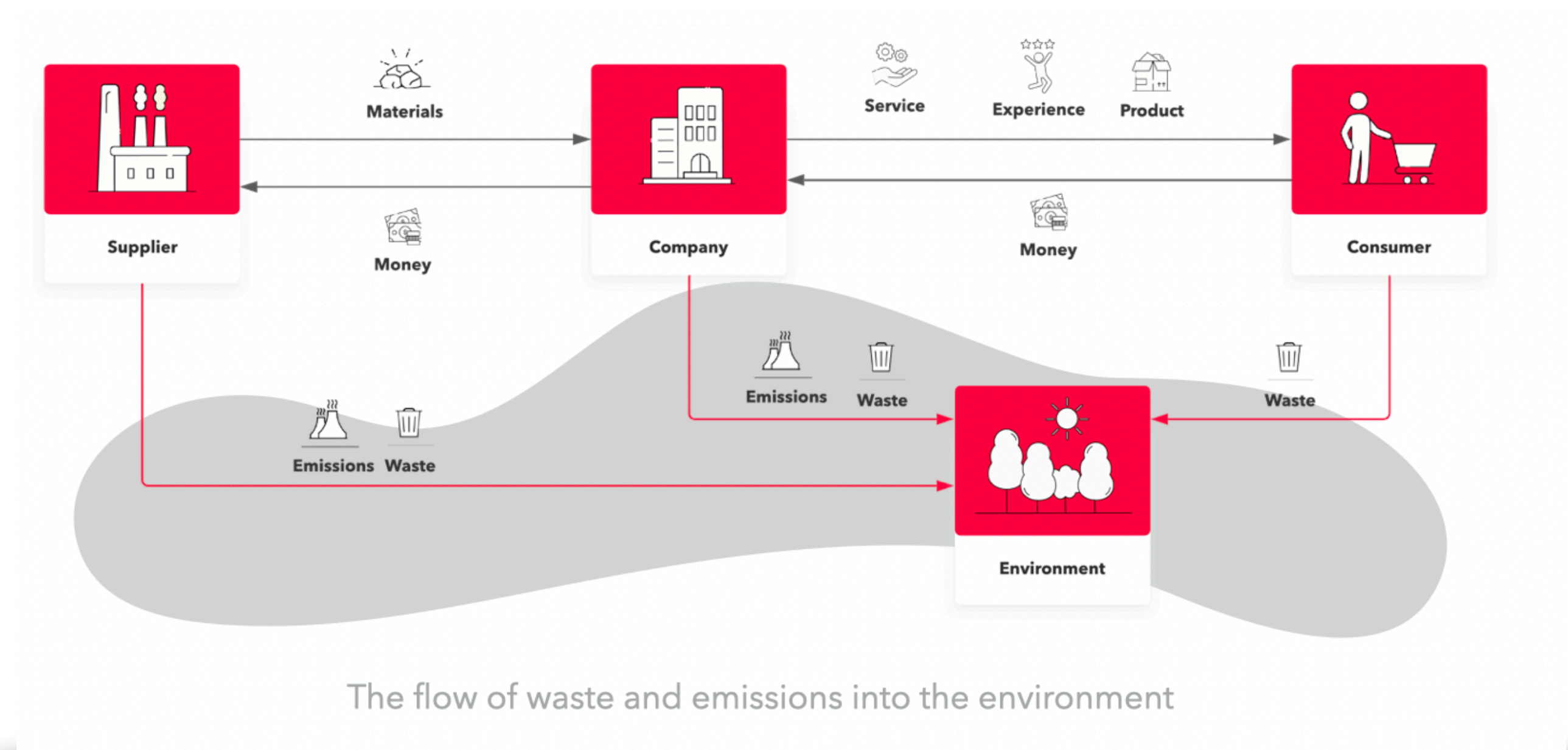
Understand the ecosystem

Scope your impact

Define your approach

Design your partnership

- › Before you consider a partnership, you need to have a good understanding of the bigger ecosystem.
- › Use the Business Model Kit to map the current situation, and understand how different stakeholders (customers, citizens, beneficiaries, businesses, governments, nonprofits, etc.) interact and relate to various social/environmental issues.
- › Identify improvement areas in the ecosystem, and discuss how your organization can play a role in making a positive change.



Ecosystem mapping

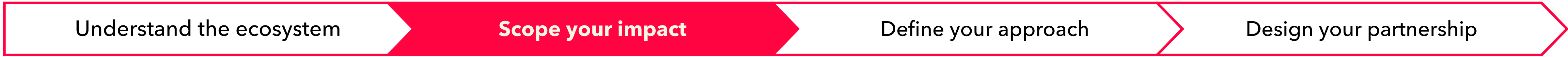
A high-level ecosystem map showing how a business interacts with some of its immediate stakeholders.



Download the Business Model Kit

SCOPE YOUR IMPACT

What is the impact you are trying to make?



- Use the SDG Explainer cards to get familiar with different SDGs.
- Define a social issue that you want to tackle and use the Social Impact Mission tool to define your impact goals, and map your capabilities and needs.
- Get inspired and start your organization's SDG journey.
- Review your current SDG-related activities and engagements, and assess how you can take your impact to the next level.

Social Impact Mission

Your priority social issue, desired state, capabilities, and gaps all in the same place.

Social Impact Wheel

Asses how your organization or specific products are impacting various SDGs.

 [Download our impact tools!](#)

DEFINE YOUR APPROACH

How are you going to tackle the social issue at hand?

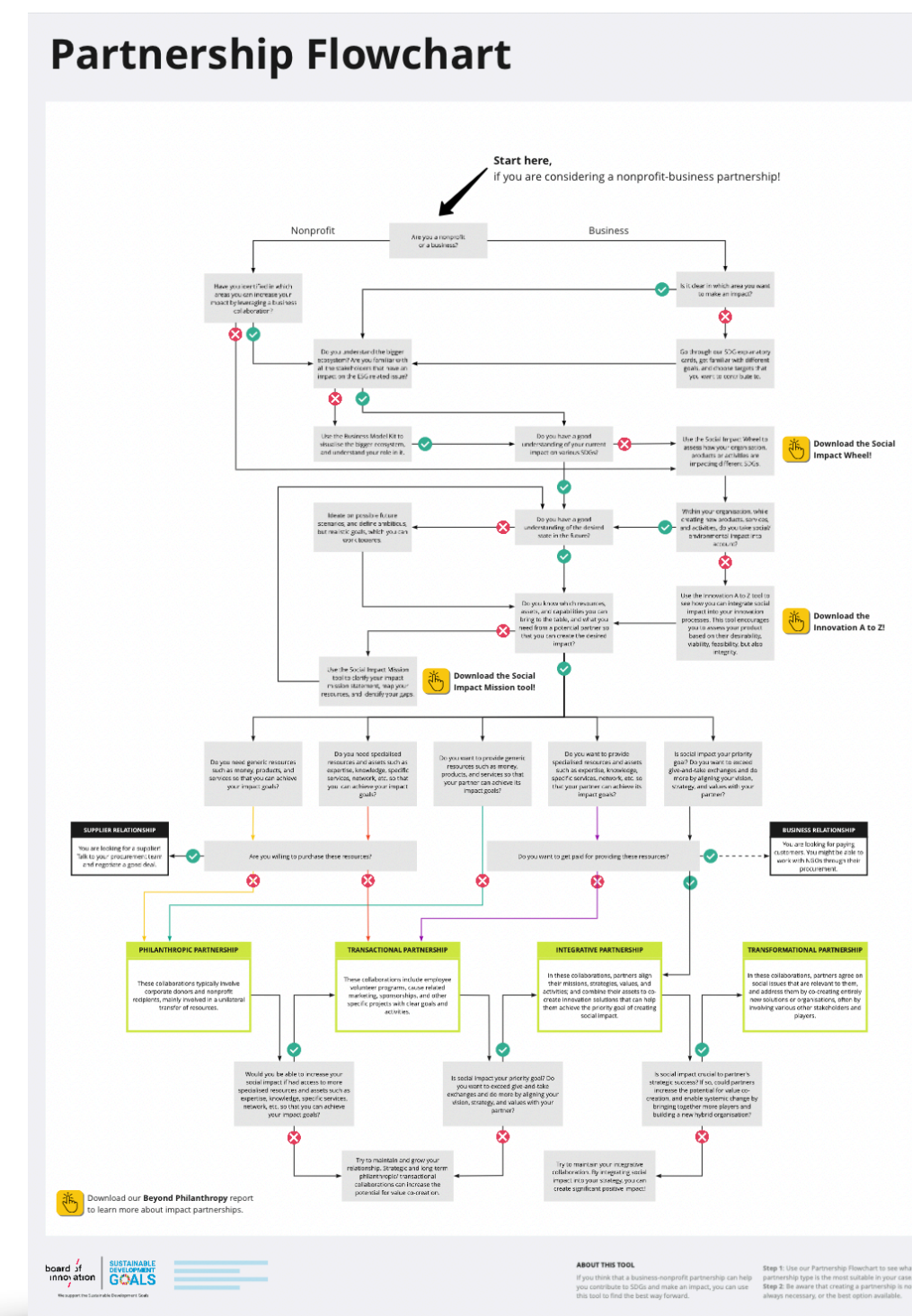
Understand the ecosystem

Scope your impact

Define your approach

Design your partnership

- Now that you have a better understanding of your social goal, capabilities, and what you need to make a change, you should figure out what's the best way forward.
- Use our Partnership Flowchart to see what partnership type is the most suitable in your case.
- Be aware that creating a partnership is not always necessary or the best option available.



Partnership Flowchart

Figure out what partnership type is the most suitable for you to tackle a particular social/environmental issue.



Download the Partnership Flowchart

DESIGN YOUR PARTNERSHIP

How are you going to collaborate with your partner?

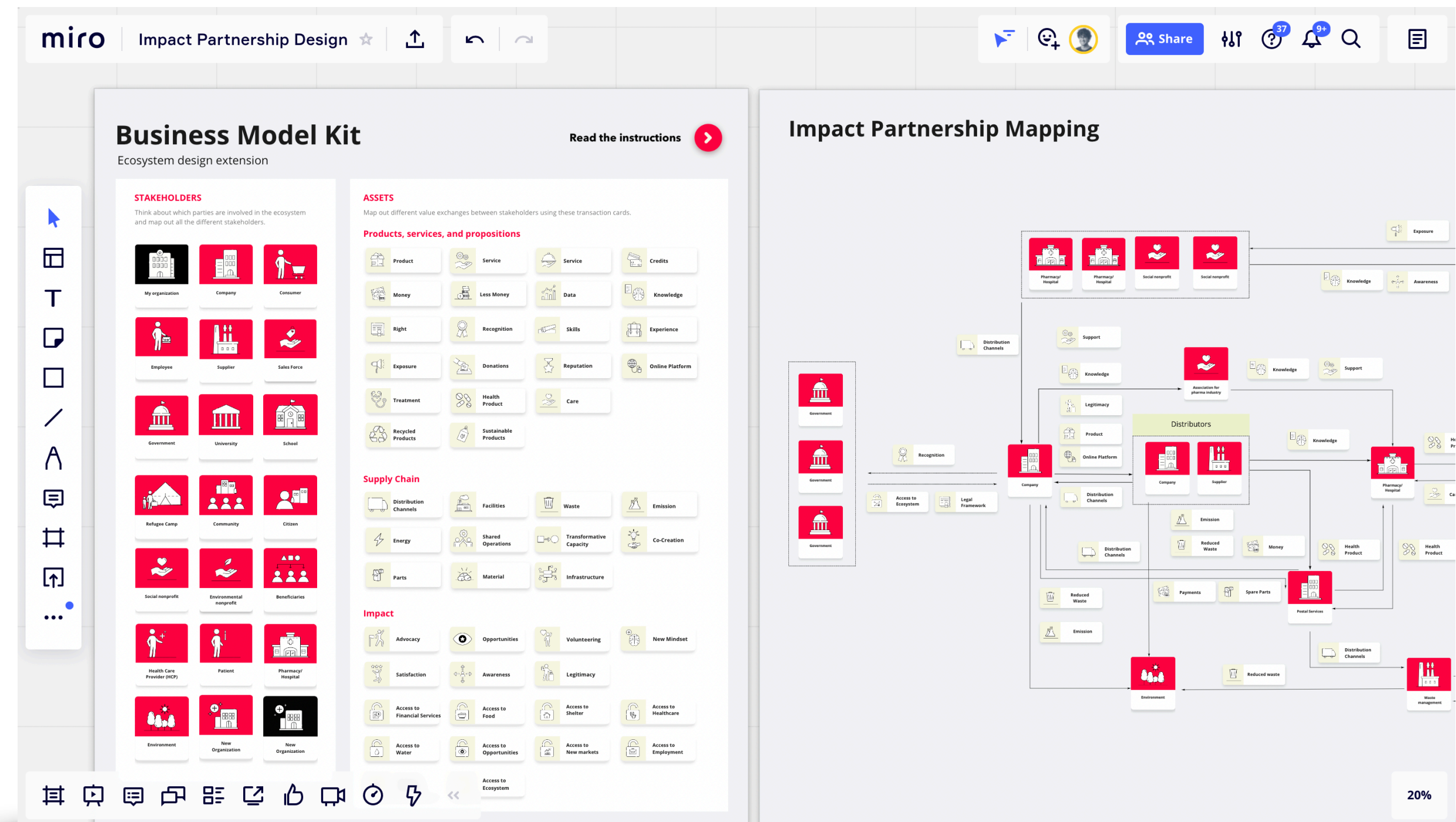
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Define your approach

Design your partnership

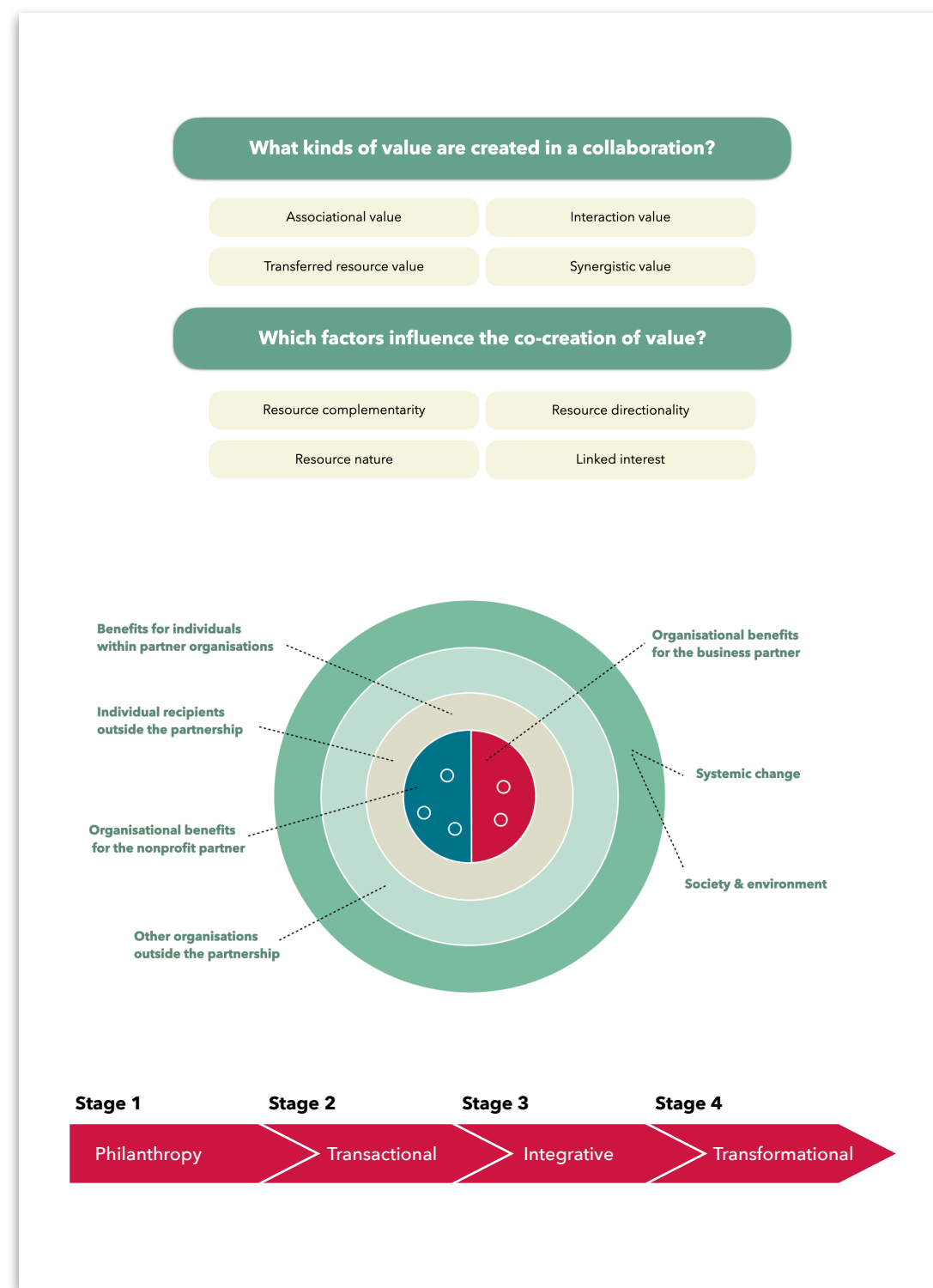
- In business-nonprofit partnerships, partners must find a common understanding of the partnership.
- Ideally, partners have complementary roles and contribute different values to the partnership.
- You can use the Business Model Kit to map complex ecosystems and develop ideas for multi-stakeholder impact partnerships that can drive change.
- Do you want to get started? We have prepared an Impact Partnership Design kit with all the tools you need to design your next partnership!



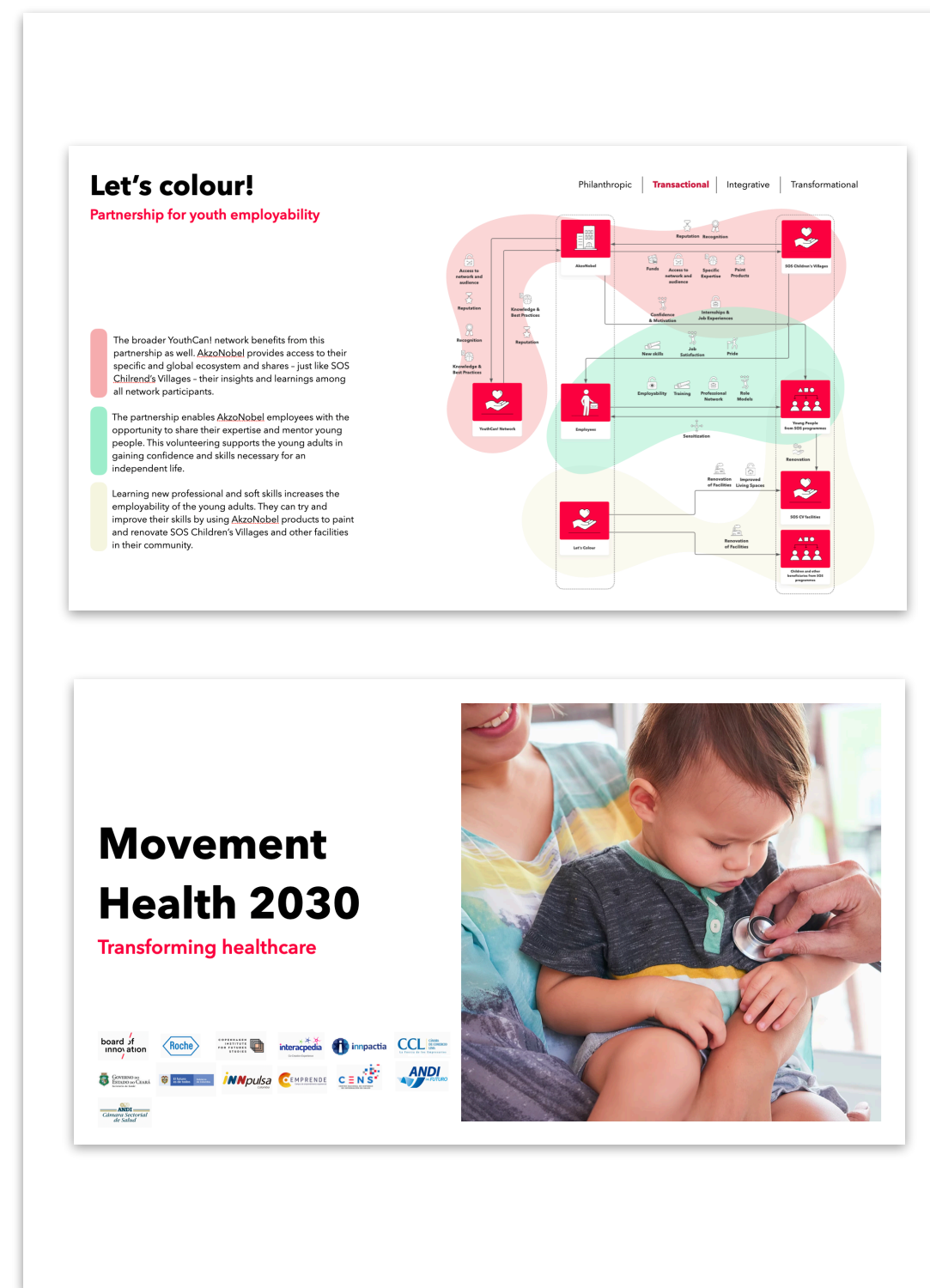
Get the Impact Partnership Design Kit

Key takeaways from this report

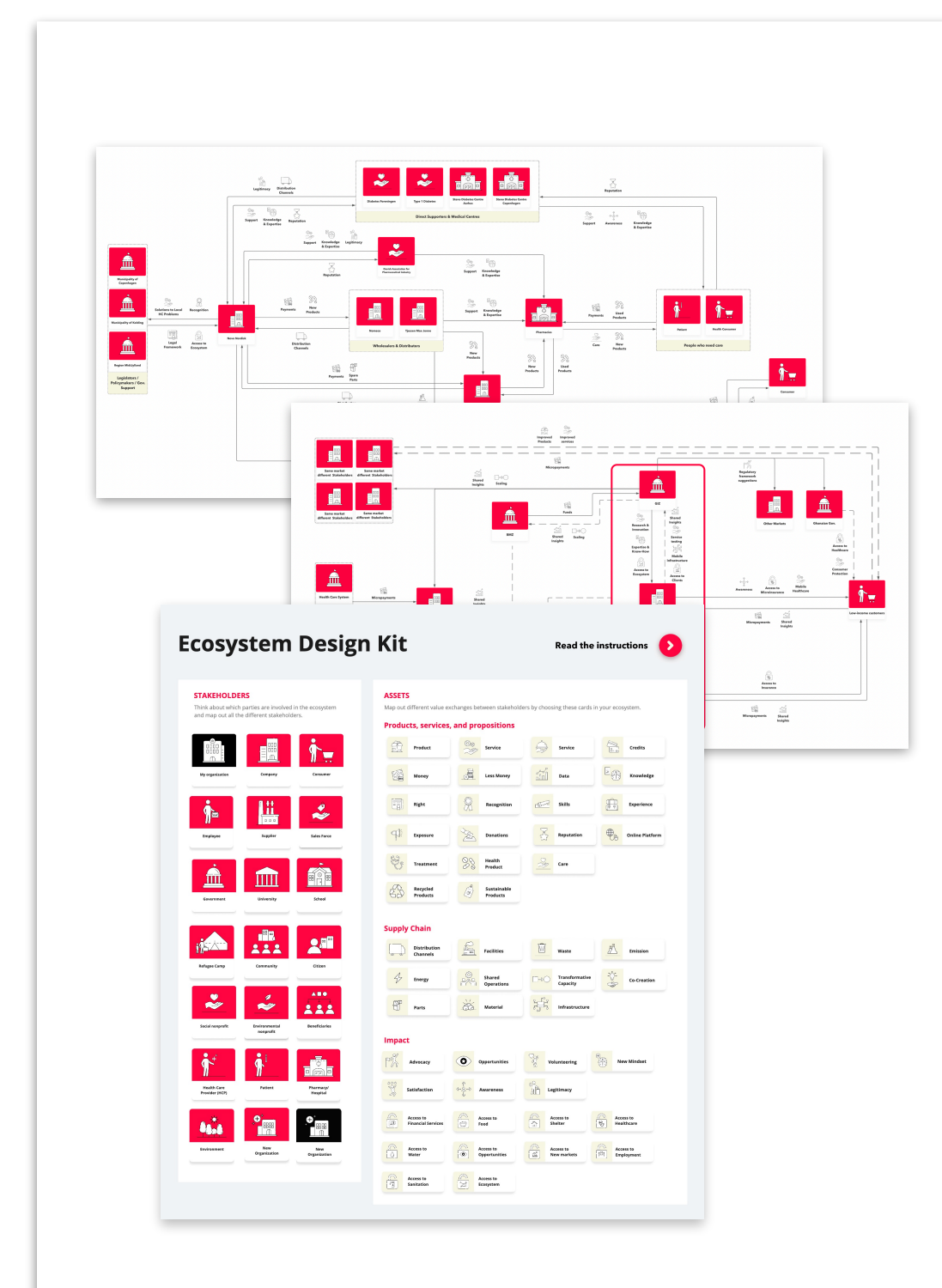
Collaborative value creation framework



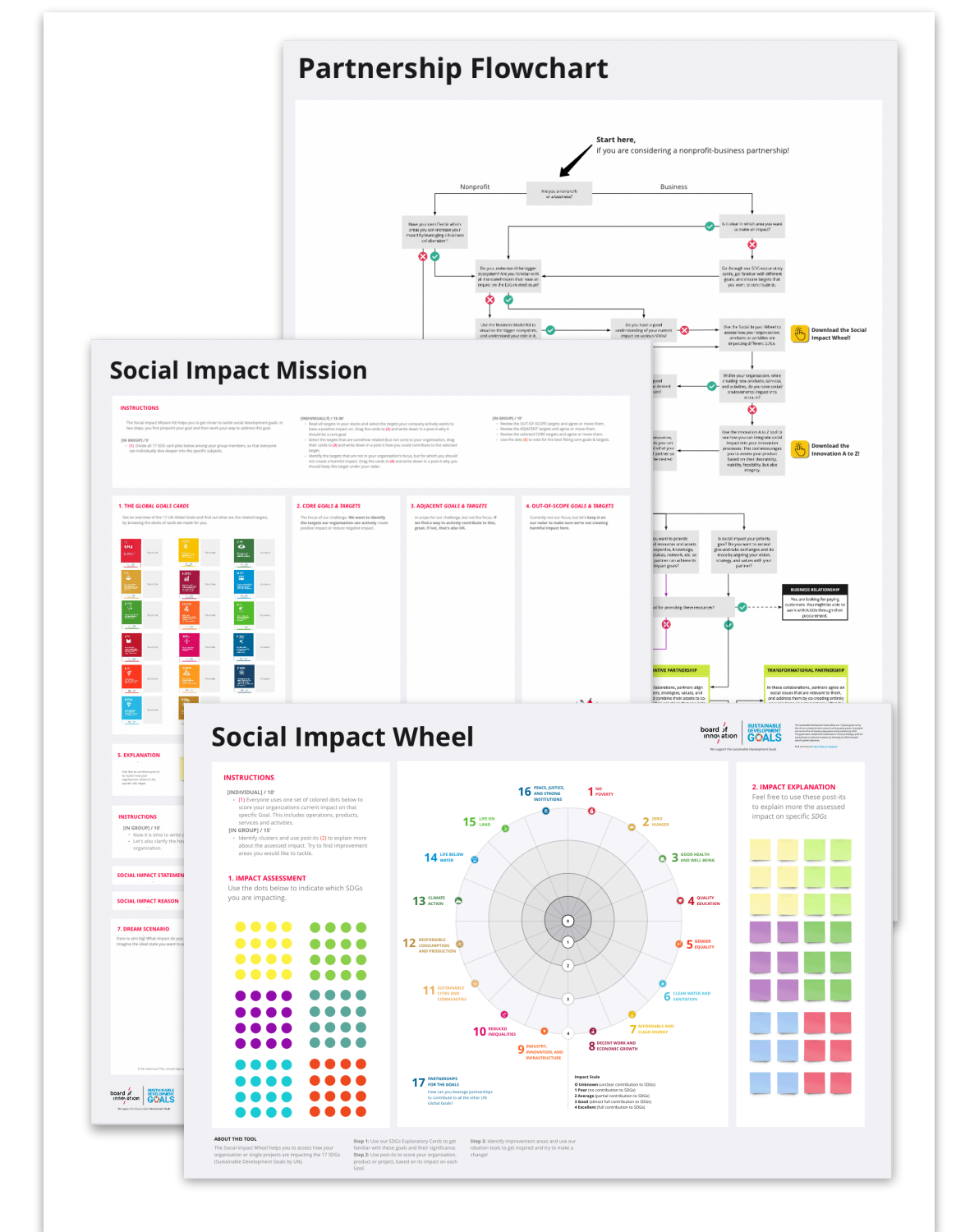
Partnership types & examples



Ecosystem & business models



Tools for designing impact partnerships



LEVERAGE PARTNERSHIPS TO ENABLE CHANGE

Business-nonprofit collaborations create value for all parties involved

Impact partnerships can help business to:

- › Integrate SDGs into their innovation strategy, frameworks, and processes
- › Design circular supply chains, and develop sustainable solutions for areas such as packaging, distribution, etc.
- › Create inclusive and accessible products, services, and business models that reduce inequalities
- › Design ecosystems that drive positive change
- › Make their business model future-proof, tap into new markets, and gain long-term competitive advantage

Impact partnerships can help nonprofits to:

- › Improve and scale their impact programs by tapping into unique resources provided by the private sector
- › Exploring innovative financing alternatives & sustainable revenue streams
- › Find ways to leverage emerging products, services, and business models in various industries to enhance their fundraising efforts
- › Explore and adopt new technologies and capabilities

We enable and facilitate business-nonprofit partnerships

 [Click here to learn more!](#)



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Get in touch if you want to contribute to SDGs through impact partnerships.

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