Building Corporate Partnerships During and Post COVID-19

February 10th 2021 | 3:00 PM WAT
Your DAI Workshop Facilitators

Zaki Raheem – Senior Manager, Entrepreneurship & Enterprise Development

- 18 years experience designing, advising, mentoring and managing entrepreneurship programs in Africa & Asia
- Serving as Technical Director for the global advisory team with Shell LiveWIRE
- Adjunct Professor for Columbia University’s - Micro, Small and Medium Enterprise (MSME) Development class.
- Serves as a business advisor the Kosmos Innovation Center in Ghana and TechStars Washington DC

Dipika Chawla – Manager, Corporate Social Investment

- Project Director for social investment projects for multinational corporations, with a particular focus on entrepreneurship; micro, small and medium-sized enterprise (MSME) development; youth; and innovation
- Technical lead for Kosmos Innovation Center in West Africa – incubator & accelerator program
- Advisor to the Shell LiveWIRE global enterprise development program

Alyssa Menz – Associate Manager, Sustainability & Supply Chain Development

- Works at the intersection of business, sustainable development, and innovation
- Technical Lead of Shell LiveWIRE – supporting accelerators and pre-accelerators in 19 countries
- Former Technical Lead for the Prosperity Fund Mexico Energy Programme - , supporting low-carbon economy small business development and entrepreneurship
DAI Today

150+ ACTIVE PROJECTS

100+ COUNTRIES

5,000+ EMPLOYEES

Projects since 1970
Current Projects
Our Clients

Private sector

Public sector
SOLUTION AREAS

ECONOMIC GROWTH & POLICY DEVELOPMENT
SUSTAINABLE BUSINESS
GLOBAL HEALTH
ENVIRONMENT & ENERGY
DIGITAL ACCELERATION
GOVERNANCE
FRAGILE STATES
Entrepreneurship Support Service Offerings

**Corporates**
- Link corporates in emerging and frontier markets to local and regional entrepreneurship & innovation ecosystems

**Entrepreneur Support Organizations (ESOs)**
- Offer consulting services to incubators, accelerators, universities and other ESOs in emerging and frontier markets to professionalize operations

**Development Partners**
- Support Foundations, Development Financial Institutions (DFIs), Donors, and governments to design and manage new innovation & entrepreneurship programs
### Global Entrepreneur Training

### and
### Incubator & Accelerator Manager Training

#### Theme | Entrepreneur Trainings
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**Foundational Entrepreneurship Trainings** | • Introduction to Entrepreneurship  
• Introduction to Design thinking  
• Business model canvas  
• Business model environment  
• Business model prototyping & pivoting  
• Lean Canvas  
• Improv for Ideation

**Customer Discovery** | • Value proposition canvas  
• Empathy Map

**Go-To-Market Strategy** | • Market Research  
• Buyer Personas  
• Value Strategy & Buyer’s Journey  
• Sales, Marketing & Retention

**Access to Finance** | • Cash & Cost Management  
• Raising Early Stage Capital

**Digital Web Presence** | • E-Commerce  
• Social Media Marketing  
• Digital Design Principles

**Human Resources** | • Team Management

**Impact & Sustainability** | • Impact Measurement  
• Sustainability & Circular Economy 101

**Pitching** | • Pitch Training for Entrepreneurs

#### Theme | Support for Incubator & Accelerator Program Managers
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**Accelerator & Incubator Management** | • Design and Operations  
• Pipeline development & support  
• Impact Measurement

**Mentorship** | • Guide to Mentorship  
• Guide to Virtual Mentorship

**Alumni Support** | • Guide to Building Entrepreneur Alumni Networks

**Supply Chain Linkages** | • Guide to Optimising Links to Supply Chain

**Virtual Programme Management** | • Going Virtual Toolkit  
• Guide to E-Learning

**Innovation Challenges** | • Guide to Innovation Challenges

**Pitch Event Prep** | • Guide To Pitch Events  
• Guide to Virtual Pitch Events
Why do ESOs and corporates partner?
Prompt: In your experience, what are the biggest challenges for ESOs to form meaningful partnerships with corporates in West Africa?

Directions:
• Quickly jot down a few ideas
• Brainstorm using the Google Doc
• Link: https://docs.google.com/presentation/d/1oztaJ9_qMt_ssU6PYDjVXNJxGg8CyqJ425YXrAbssPE/edit?usp=sharing
Share your reflections…

What is **one challenge** that stuck out for ESOs to form meaningful partnerships with corporates in West Africa?
Why do corporates fund entrepreneurship programs?: Development Objectives

- Generate jobs
- Promote innovation
- Invent new goods and services
- Ripple effect: increase local development
- Stimulate local markets
- Strengthen local supply chains
- Spur social change
- Promote new (related) business
Why do corporates fund entrepreneurship programs?: Strategic and Commercial Objectives

- Social license to operate
- Global branding
- Stakeholder engagement
- Employee engagement
- Supplier development
- Industry competitiveness
- Access to R&D, market intelligence
- Financial return
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<th>Organization</th>
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<td>Kosmos Energy</td>
<td>Funding and implementation</td>
<td>Crosscutting</td>
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<td>Cargill</td>
<td>Funding and Technical assistance</td>
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<td>Mentorship &amp; Market Linkages</td>
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<td>Technical Assistance &amp; Capacity Building</td>
<td>Incubator</td>
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Company is aware that they want to invest in entrepreneurship. Is doing educational research to more clearly understand, frame, and give a name to their needs.

Company is committed to researching and understanding all of the available approaches and/or methods to solving the defined problem or opportunity.

Company has now decided on their strategy, method, or approach. Is compiling a long list of all available partners and their products in their given solution strategy. Is researching to whittle the long list down to a short list and ultimately make a final decision.
What ESOs can bring to the table:

1. Access to pipeline of entrepreneurs
2. A trusted local brand and platform
3. Networks, including finance institutions, investors and government
4. Co-investment from other funders
5. Existing entrepreneurship models and approaches
6. Event and co-working space

What else?
How can ESOs & corporates can partner?

1. Non-Financial Support
2. Core Program Funding
3. Consulting & Fee-for-Service
1. Non-Financial Support
ESOs can benefit from expanding and professionalizing their mentorship network with corporates.

During Covid-19, more corporates may be open to e-mentoring.

The best mentor relationships eventually become two-way.
• Can be minimal time commitment

• Offers startups & SGBs a better understanding of the industry and procurement requirements

• Offers corporate staff a chance to learn about your ESO

Guest speakers including from Procurement teams
Serve as a judge during a Pitch Event

- Virtual and face-to-face Pitch Events offers a way for ESOs to build new types of engagement with corporates
Buyer Days lets your entrepreneurs interact with corporates in their industry

Consider collaboration with other ESOs

Explore many of the new free and low cost online platforms to run events that can engage corporates:

- Invite corporates to Buyer Days & Demo Days
- and get invited to Trade Shows and Suppliers Forums

Engagez
• Non-cash prizes that ESOs can offer their startups and SGBs

• Local, regional or global companies may offer discounted services as a way to connect with the local entrepreneur ecosystem and build a new client base

• Examples may include:
2. Core Program Funding
Prioritize Your Resources: Selecting ESO Financial Support Options

- Sponsorships
- Co-Working Space Fees
- Fee for Service
- Training Services
- Commercial Activities
- Success Sharing

Difficulty and Risk to Implement

Relatively Low

Relatively High
Sponsorship funding often exchanges co-branding opportunities with low or no strings-attached program funding for ESOs.

**Major ESO Sponsor**
- Corporates support ESO operational budget of an entrepreneurship program from social investment interest

**Cohort-Specific Sponsorship**
- Corporates support an ESO portfolio of companies that can potentially sell to, raise funds from, or be acquired by the large corporations

**Short-term Sponsorship**
- Corporates support events such as workshops, conferences, hackathons, investor days, pitch competitions etc.
- Co-branding marketing is emphasized
- Removes the need to charge attendees
Space Rental

Offer office space for corporates to be embedded within the entrepreneurship community

Rent out your space for corporate events
3. Consulting & Fee-for-Service
Conduct research for corporate clients

- Market studies
- Industry briefs
- Technology trends
- Pre-feasibility studies
- Ecosystem mapping
Support with supplier development
Run Reverse Pitches / innovation challenges

Problem:
- Corporates get pitched by startups not addressing a **specific** business need
- Corporates need to find effective ways to innovate

Structure:
- Corporates + ESOs host Reverse Pitch Days with problem statements
- Corporates offer mentorship ➔ Entrepreneurs offer new ideas
- Clear guidance on IP, acquisition, supplier engagement is defined
Run Reverse pitches / innovation challenges

- Reverse pitch with consortium of agribusiness companies focused on plastic waste
Offer corporate innovation & entrepreneurship training facilitation

- Facilitating Design Thinking & Market Research workshops for corporate teams
- Offer entrepreneurship training to corporates as part of an employee transition program (for layoffs)
Tips to build *more and better* corporate partnerships
Challenges

- They speak different languages
- They function on different time frames
- ESOs don’t understand what the corporate’s needs and drivers really are
➢ Treat corporate partnership as a business development process
➢ Invest in building relationships and trust – it takes time!
➢ Building strong channels of communication
➢ Think of your appreciation strategy (e.g., mentor appreciation dinners)
Articulating a value proposition

Challenge

• ESOs focus on what they need instead of sharing their value proposition clearly to corporates
➢ Tailor your pitch to the corporate’s specific needs

➢ Emphasize your social impacts – what themes are top of mind for your target corporate(s)?

➢ Conduct background research to understand the corporate’s greatest competitors

➢ Alternative revenue streams

➢ Bring in other partners

Tips for articulating a value proposition
Challenges

• ESOs need sustained funding for operations; corporates may want to only offer short-term sponsorship or one-time seed capital directly to entrepreneurs

• Corporates can see entrepreneurship programs as a PR exercise
➢ Start small (like engaging mentors), then build to something bigger like sponsorship once they gotten to know your ESO

➢ As you build relationships, help them see the value of entrepreneurship for long-term impact
ACTIVITY:

ESO - Corporate Partnership Building
Your ESO:

• Has been running an entrepreneurship training program in West Africa for the past 5 years
• 3-month support of 15-25 SGBs per cohort
• You run Pitch Events 4 times a year
• The program has been sector agnostic working with entrepreneurs from various sectors, but you have considered doing sector-specific trainings
• You have mostly been funded by donor and local government grants

Team Assignment:

• Your ESO is seeking to build corporate partnerships
• Select ONE of the corporates here and brainstorm a strategy and pitch of how to build a new partnership
• Frame your value proposition(s) clearly
• Be creative
• Assign 1 scribe to take notes
• Be ready to give a 1-minute pitch
Get ready to pitch!

1 minute
Contact Us

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Learn More - https://www.dai.com/sbg
Annex
How is Covid-19 affecting corporate-ESO partnerships?
Post-Covid Engagement

**Challenges**

- CSR/CSI budget cuts
- Increased CSR/CSI budget scrutiny (need for direct spend-impact story)
- Supply chain disruptions
- Changing consumer preferences and/or slowing consumption
- Weakened ties within communities and amongst ecosystem actors (pandemic-induced isolation)
- Internal corporate layoffs (less internal capacity)
- Cross-sector entrepreneurship & innovation funding void (global, macroeconomic conditions)

**Opportunities**

- Help create a convincing impact story
- Need for new innovations (ESO alumni & current students)
- Increased supply chain efficiencies & reduced corporate costs
- ESO mentorship to increase community engagement
- Corporate need to outsource projects/activities to ESOs
- Local content (job creation + supplier diversification)
- Corporates fill the entrepreneurship & innovation funding gap
- ESOs assist with virtual solutions