

street **kids**
international



ECCO WALKATHON



Building a Partnership

ECCO and Street Kids International

Youth Microenterprise Conference

Washington, D.C.

September 11, 2007

Introduction

- Presentation uses 'Seven-Step Process', a planning framework recommended for businesses in Everybody's Business: Managing risks and opportunities in today's global society.
- Description of events based on Street Kids experience with the partnership building process.

"Seven Step Process"

- 1) Recognizing the Trigger
- 2) Making a Business Case
- 3) Scoping the Issues
- 4) Committing to Action
- 5) Integrating Strategies
- 6) Engaging Stakeholders
- 7) Measuring and Reporting

Starting Points

- 1) ECCO had already completed Steps 1 and 2 and tested an initial CSR strategy (Corporate Social Responsibility strategy) www.ecco.com
- 2) ECCO wanted to enhance the effectiveness and impact of their CSR efforts. The marketing firm Arensbak (A) subcontracted to manage the primary CSR initiative was asked to explore the issues and opportunities for making the desired change. (Step 3)
- 3) Street Kids was in the midst of an organization building process and viewed partnerships with the corporate sector as one of its strategic building blocks.

Initial Contact

(6 weeks)

- 1) 'A' searched web for organizations involved in poverty reduction.
- 2) Street Kids brand and web site caught their attention.
- 3) 'A' contacted Street Kids by telephone.
- 4) 48 hours later a Street Kids representative made a presentation to 'A' staff in Copenhagen.
- 5) 'A' and Street Kids agreed to work together and 'A' recommended Street Kids as a good partners for the revised CSR program.
- 6) Agreement in principle reached with ECCO.

Committing to Action

(26 weeks)

This process was more complex and took longer than both parties expected.

- 1) **ECCO looking for an organization that would:**
 - a) Enable the company to achieve philanthropic and business goals.
 - b) Enable the company to be engaged in CSR work.
 - c) Enable customers to be engaged in CSR work.
 - d) Deliver a strategy that would be flexible and adaptive to changing conditions.

Committing to Action

- 2) **Street Kids looking for:**
 - a) An opportunity to be an active partner in a CSR strategy.
 - b) Financial and technical resources that would support programs in priority regions and raise profile of issues affecting street youth.
 - c) A partnership that could serve as a platform for future corporate partnerships.

Committing to Action

'Challenges'

- 1) 'A' promoting new CSR strategy to ECCO. Change required **more internal discussions and time** than anticipated.
- 2) The **process of selecting projects to receive funds was lengthy**. Goals and operating needs of ECCO, Street Kids and local NGO had to be represented.
 - a) ECCO required projects that enhance corporation's image and strategic goals for development.
 - b) Street Kids required projects that would support its mission, vision and partnership development process.
 - c) NGOs required projects that would support their mission and vision as well as enhance existing program interests.

Committing to Action 'Challenges'

- 3) The **contract development process** was more complex and lengthy than anticipated.
 - a) Street Kids programs managed by Canadian office.
 - b) Transferring funds to a Canadian organization presented legal and tax challenges for ECCO.

Committing to Action 'Challenges'

- 4) Agreeing on a **communications strategy**:
 - a) Street Kids emphasis is on the 'positive', solutions to problems experienced by street youth.
 - b) ECCO's communication advisors wanted a more traditional 'problem-centered' strategy.

Committing to Action

'Challenges'

- 5) The time available to **build partnerships with local NGOs** not adequate.
 - a) Street Kids prefers local partnerships result from a process where local NGOs 'select' Street Kids as a partner.
 - b) The time frame for the launch of the CSR strategy reduced the time available for building local partnerships increasing the possibility of problems.

Committing to Action

'Outcomes'

- 1) The **planning and negotiations successfully completed.**
 - a) Both parties respected the position and needs of the other.
 - b) 'Give and take' approach was necessary to complete the process.
- 2) Both organizations are satisfied with the plan.
- 3) Ongoing discussions and negotiations will be required as participating organizations learn how work together and effectively implement the CSR strategy.

Integrating Strategies, Engaging Stakeholders

- 1) The **implementation of training work** with local partners started in June.
- 2) Communications and public engagement **campaign launched** in August.

Observations

'What we have learned'

- 1) Both organizations and their representatives have to share common goals.
- 2) Both organizations and their representatives have to respect the operational needs of all of the groups involved in the CSR program.
- 3) The representatives of the participating organizations have to be in a position to clearly communicate their organization's interests and to make decisions once the plan has been approved.
- 4) Integrating the cultural norms and expectations into a cohesive communications and program strategy requires a flexible approach, respect and constant attention
- 5) As a result of 2 and 3, the planning process will be lengthy and complex.
- 6) Changes in the membership of the project management group and other leadership positions needs to be kept to a minimum.