

**If organizations are from Venus
and businesses are from Mars,
can branding be the bridge?**



A 10 step guide to stellar partnerships

Given these punishing financial times, there can hardly be more urgency for organizations and businesses to work better together. Short of sounding alarmist, the fate of much of the world and the progress of future generations hang in the balance. Initiatives, notably the UN Global Compact, have established clear principles for how organizations and businesses should work together and what universal goals they should strive for. Truth is, even in the best of times, these partnerships have never been ideal, with failures arguably continuing to outnumber genuine successes. Why is this?

If the view from our telescope is at all correct, it's because organizations are from Venus, and businesses are from Mars. This is true historically. It is true today. It is the problem we must solve if the situation is ever to evolve.



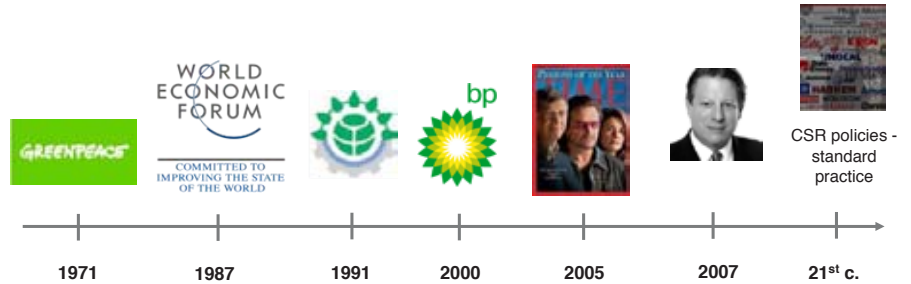
What we spy from our telescope's eye

Organizations think that all Business wants, is new business, a higher profile for Corporate Social Responsibility, more shareholder value and good press. Businesses think that all Organizations want is money, money, money. Organizations think that Businesses aim to improve their reputations on the back of – or even at the expense of – Organizations' good reputations. Businesses are sure Organizations are wishy-washy, can never post results, are slow to move and are happy to confuse talk for action.

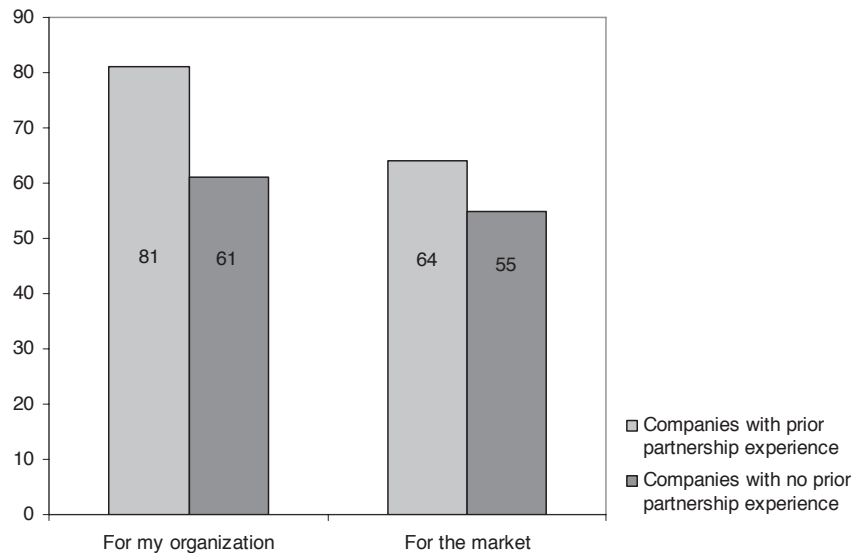
- “Business is in the business of creating more business for their business.” (Senior UN representative, 2008)
- “Who says GATT is disbanded. It still exists with the Organizations and stands for General Agreement to Talk and Talk” (Executive banking representative, 2008)

Times they are a changin'

No doubt, over the last few decades, the times they are a changin' and progress is being made. A simple timeline suggests that radical is mainstreaming and corporations, politicians, governments, entertainment and the public at large are all embracing larger, social and environmental issues.



We know as well from Businesses, especially those with experience of partnerships, that partnerships are becoming more important. When asked, How important do you think partnerships will be in the next three years? – among companies with prior partnership experience – 81% responded “extremely important” or “very important” for their own organization, 64% for the market in general. This corresponds with strong, but lesser responses – 61% for my organization, 55% for the market – among companies with no prior partnership experience.



*Business Guide to Partnering with NGOs and the UN, 07-08

A long way to go to perfect

Still, when it comes to partnerships among Organizations and Business, fears and risks abound. We are far from a perfect world. An Ethical Corporation Report¹ documents the divide:

Organizations' serious concerns about partnering with Business:

- Compromise of their principles
- Loss of credibility from "selling out"
- Losing support from their proponents and activists
- Falling into the role of appeasers and doing community work for Business
- Internal culture change involving much lobbying
- Potential for more bureaucracy, extra work and more costs

Businesses' serious concerns about partnering with Organizations:

- Identifying the wrong partner
- Wasting time with no tangible results
- Exposure of commercial sensitivities through information leaks
- The potential for fall-out with the press
- Negative impact on profits and revenues
- Over-delivery when Organizations do not carry their own weight
- Potential legal threats
- As there are many failures to point at, why create another?

Most worrying, the Report cites Trust and Accountability as the number one challenges from both sides to partnering in the future. Having campaigned against them for so long, Organizations find it difficult to trust Businesses' motives. From their side, Businesses specify they want to see organizations improve their accountability. "Organizational accountability is crucial. They have to be as transparent as Businesses." (US oil industry representative)

¹Schiller, Ben December, 2005. Ethical Corporation Report: Business-NGO Partnerships.

Can anything be done?

However improbable a solution it may seem, we believe Branding can be the bridge to bring Venus and Mars together in true, expedient and mutually beneficial partnership. For one fundamental reason: Brands are inherently about creating Trust and Accountability through long-term relationships.

A view from the heavens

We can provide no stronger endorsement than Sir Martin Sorrell himself. We posed two questions to him in September, 2008:

Based on your experience, how do you see the partnership between Venus and Mars? “My feeling is, while an adversarial role between Venus and Mars might have been true three to four years ago, more recently I think the two have come together much more effectively and we’re starting to see some initiatives of significant proportions. We’re seeing more partnerships between the

UN and private corporations, the first one probably being the Ted Turner initiative, but there are many more. So I think the whole relationship has changed and is changing and is moving to bring Venus and Mars together, hopefully not to collide, but certainly to bring the poles apart closer together. That’s a positive message of hope for the future.”

Do you see a role for Branding in these partnerships?

“The essence of the matter lies in Branding. Both non-profit Organizations and Businesses benefit from strong brands. Brands are about vision and values and effectiveness and trust; and clearly you can build trust between Organizations and Businesses if you have strong branding for both. What we do in advertising and marketing, and particularly in the branding and identity area, can have an enormously positive impact in building trust, transparency and confidence between Businesses and non-profit Organizations.”



Sir Martin Sorrell,
Chief Executive Officer, WPP Group

What follows: a 10 step guide to stellar partnerships*

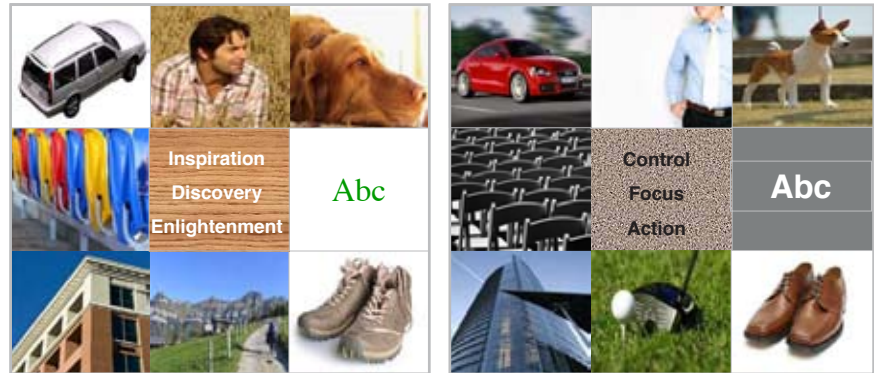
- 1** Walk a mile in their shoes
- 2** Know thyself, love thyself
- 3** Know what you're ready to give, what you need and what you will ask for
- 4** Be choosy
- 5** Be real
- 6** Acknowledge you need one another, equally
- 7** Create one common roadmap
- 8** Nurture the relationship
- 9** Know your impact
- 10** Communicate – all the best partners do!

*Whether you are Venus or Mars, engaging in partnerships requires having secured funding; this paper assumes you have done so and are ready to move on. Many partnerships involve multiple partners; this guide focuses on the essence of any one relationship and assumes you will apply the same principles to the multiple partners you entertain engaging with.



1. Walk a mile in their shoes

Let's face it, Venus and Mars, you're fundamentally very different kinds of people. Take this classic brand profile test to see what we mean.



Spot yourself? Your colleagues? Your workplace?

Landor's BrandDriver™ Platform

Different dreams, ambitions and values drive us all. These differences will not, nor should they, go away. You will need one another for the different expertise, competencies and moral sensibilities you each so famously bring. Unchanged. Unaltered. Vive la différence! At the same time, a lack of understanding about these fundamental differences in human nature is, in our view, the single, biggest stumbling block preventing trust and transparency. Being wide-eyed about these differences right from the start will be critical to success.

So walk that mile!

Learn to appreciate how they think: is CSR a “chance to change an industry” or “selling out?” Try speaking his language: Does he talk about “money” or “funding”? About being “wasteful” or being “stingy?” About “speed of approvals” or “speed, what speed?”

Live each others' concerns: Will we face exposures or legal threats? Are they really the right partners for us? Will our culture change forever?

This is no empty exercise. Recent research proves that role playing yields highly accurate forecasts about how others will think and act in conflict situations.²

² Armstrong, J. Scott 2001. Principles of Forecasting, International Series in Operations Research and Management Science

2. Know thyself, love thyself

Seems this quote from Socrates taught us our first lesson in Branding, Venus and Mars: it begins at home!

You must polish your Brand and make it shine. You must love your Brand first. If you don't, no one else will.



By Brand, we mean something very specific: the Brand Octagon™, a methodology created by the author. The best way to introduce you to it, is to ask you to answer the following nine questions. Take some time to do so, please, it's very important: no skipping!

By way of introduction, can you answer Q. 1-9?

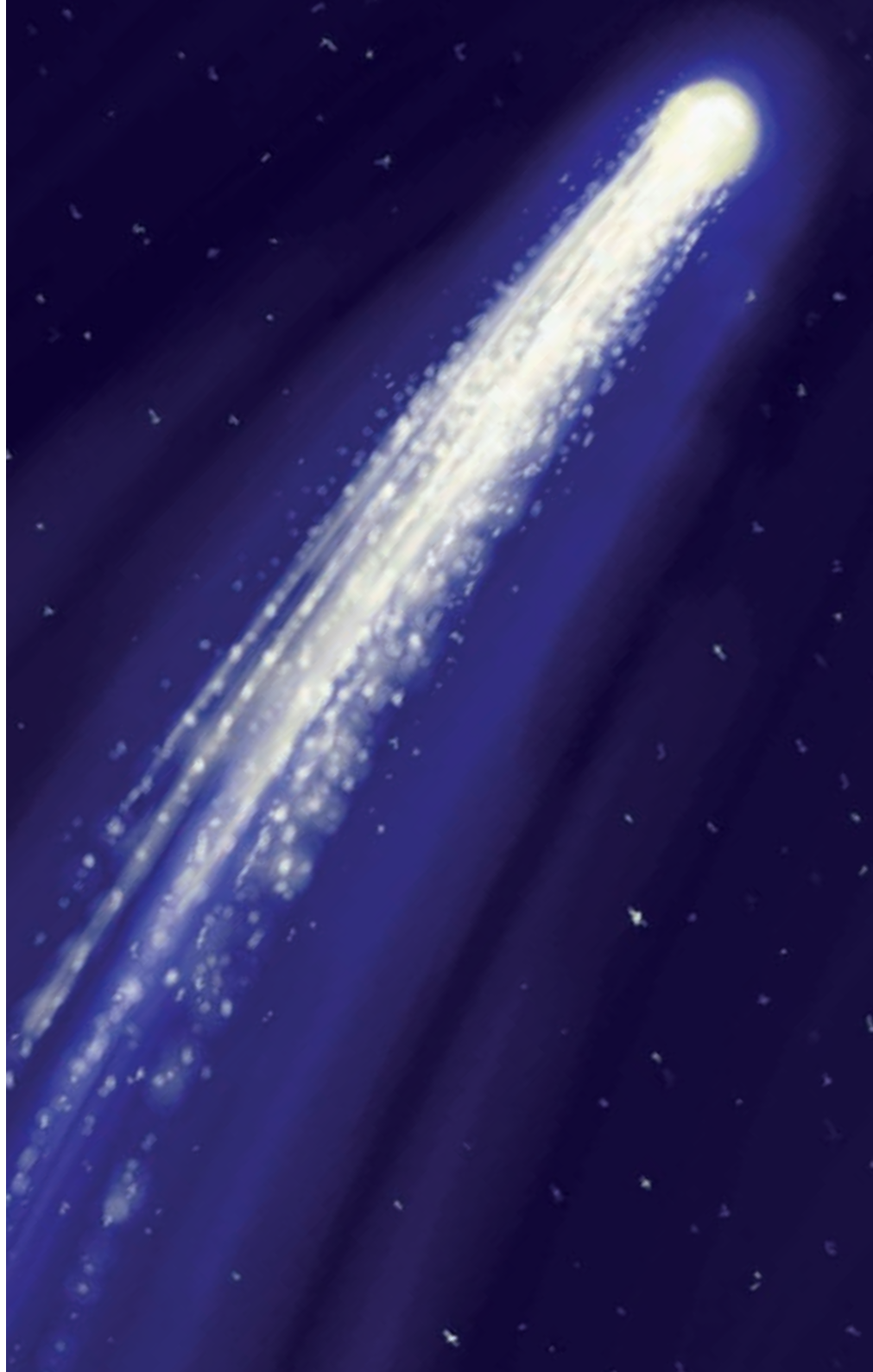


How'd you do?

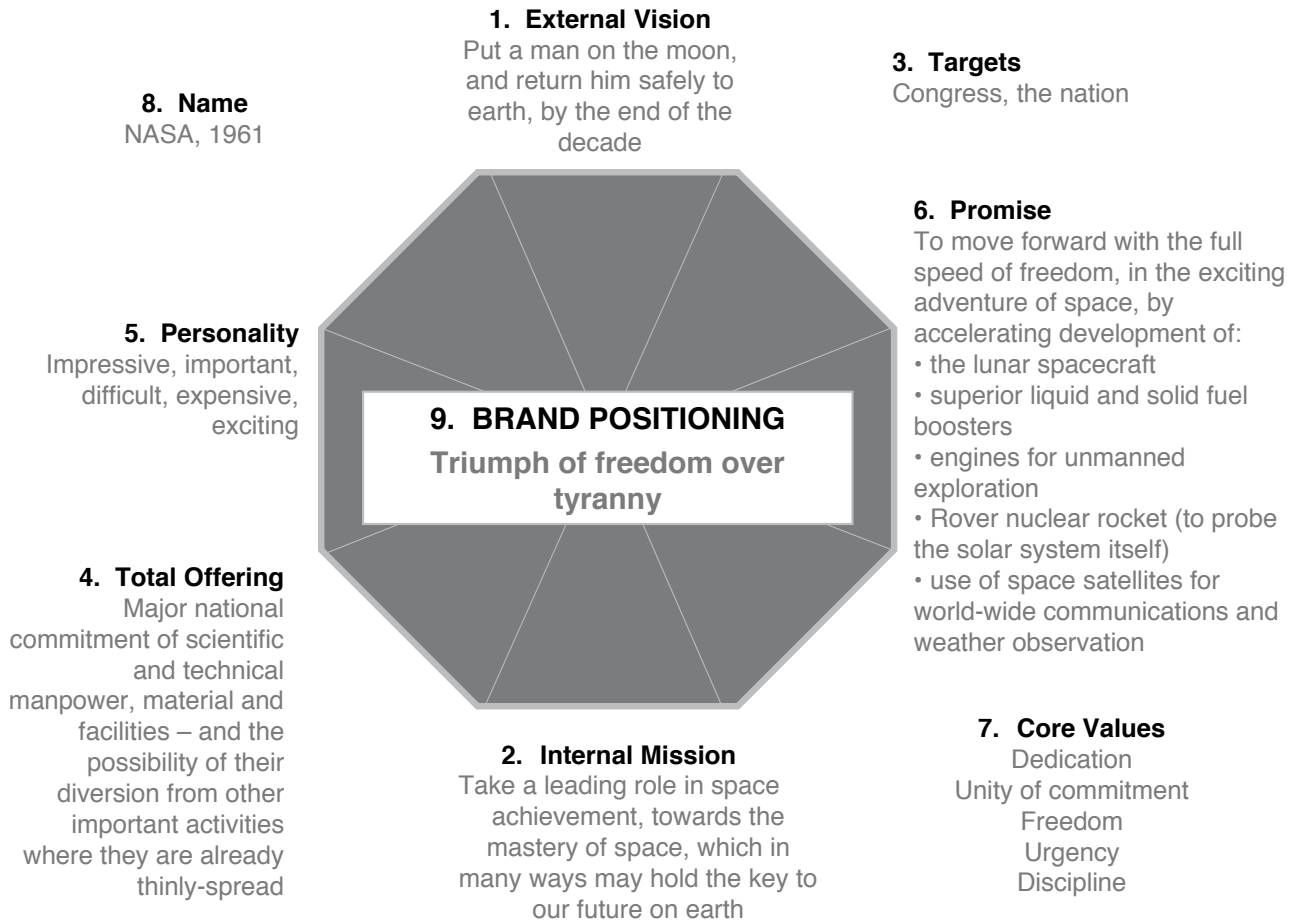
Our telescope reveals many of you have been trying to do so many things, for so long, for so many audiences, no one is clear who you are anymore, including your own people. How far from the mark are we, Venus and Mars?

Our point

Branding yourself is the single-most important step you can take before establishing partnerships. Everyone needs to know why you're such a "great catch," so you have to make it crystal clear who you are, what you stand for, where you're heading. Don't confuse Branding with your logo or your graphic guidelines, please! By your Brand we mean your Brand Octagon™. Going forward, you will see, it's the "comet's head" that will pull absolutely everything behind it. And absolutely everything you do in partnerships going forward will rely on it.



A view to the heavens



An example of a Brand Octagon™, you ask? We offer NASA's Brand Octagon™ from 1961. It is as inspiring as President Kennedy's eloquent address to Congress on May 25 of that year, on which it is based.

Its focus and clarity are surely a key reason for the ultimate success of the moon landing. Its Vision is still the most audacious, and wonderful, of any we have ever come across. Shows what you can accomplish if you aspire.

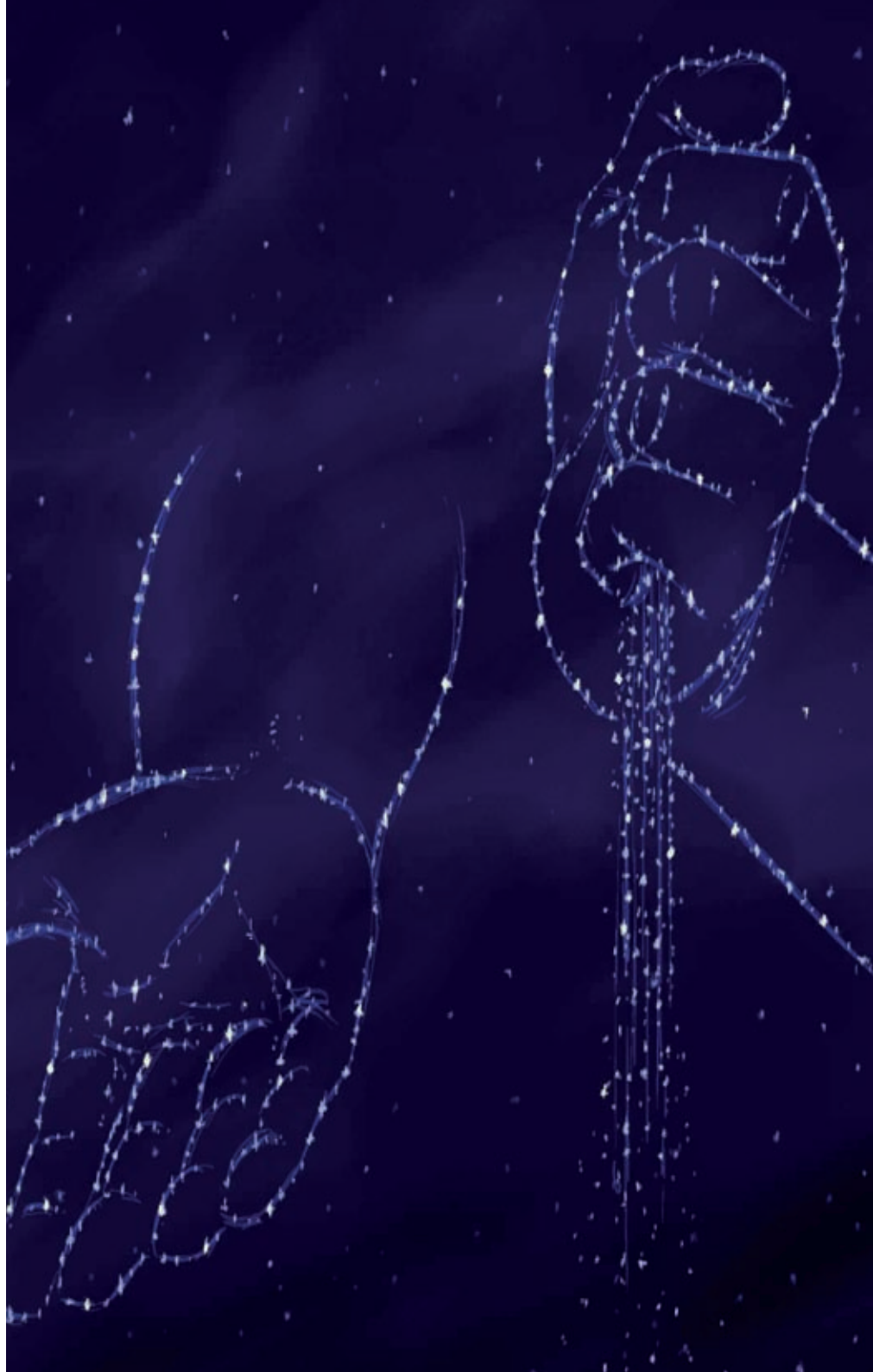
And remember, President Kennedy's address was fundamentally a request for funding for the space program, USD 7-9 bn dollars over five years which, of course, he succeeded in securing.

3. Know what you're ready to give, what you need, will ask for

Be honest, Venus and Mars: how disciplined are you when it comes to determining what you need, or can give, or will ask for, in partnerships?

In our intergalactic travels, we've experienced some surprising revelations: "We honestly grab at whatever donor swims by" (Senior Organizational representative, 2008) "Traditionally, companies have viewed the social sector as a dumping ground for their spare cash, obsolete equipment, and tired executives."³

³ Kanter, Rosabeth Moss. From Spare Change to Real Change, in Harvard Business Review on Corporate Responsibility, Harvard Business School Press, USA, 2003



Our point

Prior to deciding who you need as a partner, is what you need to ask from them. Chief “asks” include:

- Corporate philanthropy, e.g., donating time, money, products
- Advocacy partnerships, e.g., awareness raising campaigns, projects to set rules, norms, standards
- Core business, e.g., creating employment, providing affordable goods
- Technical expertise
- Market coverage
- Local knowledge
- Competitive context and advantage
- New product development

How do you decide what you need?

- Go straight to your Brand Octagon™.
- Match your aspirations (Vision and Mission) to your capabilities (Positioning, Promises and Offering) and the needs of your Target Audiences.
- In short, prepare to make your partnership business plan!

For instance

Say your aspirations are health and nutrition. Say your capabilities lie with creating educational campaigns, particularly to young mothers. You have good local understanding of health standards and nutritional habits. But you would honestly

need help with healthy products to support your campaigns. Seems you're looking for a very specific type of partner who could produce and distribute products at affordable prices, e.g., fortified yogurts in smaller pots.

Say your aspirations are wealth creation. Say your capabilities lie in micro-financing to start-up businesses. But you honestly need help with some market research and understanding of accounting standards. Seems you're looking at finding a very specific type of partner with on-the-ground experience in finance and local business practices.

Three real examples⁴

Note how each project relies on multiple partnership “asks”, as no one member, however global or powerful, could ever achieve results alone:

Procter & Gamble, UNICEF and Cornell University developed a new product called NutriDelight to combat “hidden hunger” (vitamin deficiencies) in children in the Philippines and other developing nations. A public awareness campaign and local knowledge of spending power were also pillars of the project.

ABB and the Alliance for Global Sustainability created the China Energy Technology Program, an extensive partnership program involving scientists, academics and engineers on three continents, to identify true costs of electrical power generation.

Aventis Pasteur joined the Global Alliance for Vaccines and Immunization (or GAVI, itself comprised of WHO, UNICEF, World Bank, governments) to provide immunizations for economic development and global security.

Three certainties

Expect to stretch. “Gee, we hadn’t thought about that... initiative, product, market” is a common reaction in this phase, the result of the control, rigor, discipline and focus it imposes.

It’s so NOT just about corporate philanthropy anymore. This dropped 50% between 1987-2002⁵, and will likely continue, while core business, advocacy partnerships and enhancing competitive context are perceived to have far higher impact than those involved purely in philanthropy. The more robust the relationship, the greater the value.⁶

Businesses will make money in this phase of planning, it’s their job.

⁴ World Business Council for Sustainable Development. Sustainability through the Market: Seven Keys to Success, Switzerland, 2005

⁵ Porter, Michael E. and Kramer, Mark R. The Competitive Advantage of Corporate Philanthropy in Harvard Business Review on Corporate Responsibility, Harvard Business School Press, USA, 2003

⁶ Business Guide to Partnering with NGOs and the United Nations, Dalberg Global Development Advisors, 2007

4. Be choosy

From the previous step, Venus and Mars, you are clear what you need to ask for and offer in partnership. Now it's a matter of finding that right partner. What to do? Go straight to your Brand Octagon™ again.

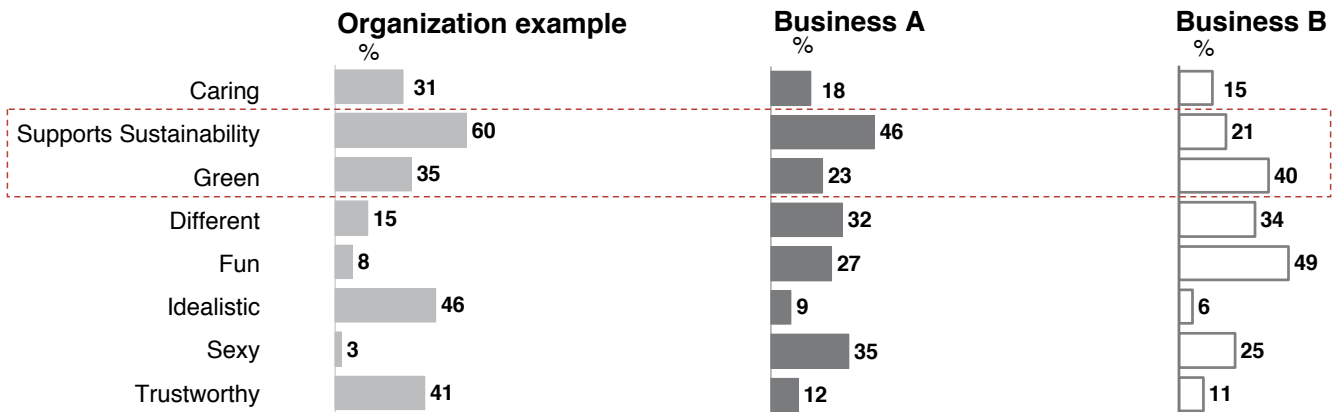
Your focus in this step is your Core Values, your Brand Personality and your Targets. Finding the right partner is

equal parts art and science. You have two methods to proceed from.

Matching Brand to Brand

Global Brand databases, like Young & Rubicam Brands' Brand Asset Valuator (BAV™) and Millward-Brown's BrandZ™, have long been used to map brand fits based on personality and values attributes. Say, for example, you're an

environmental Organization: Would you choose Business A over Business B as your partner? Seems you're very compatible with A for "supporting sustainability," while you can fill each other's gaps in "trustworthy" and "sexy." Yet Business B is also attractive for its strong scores for "green," "different" and "fun."

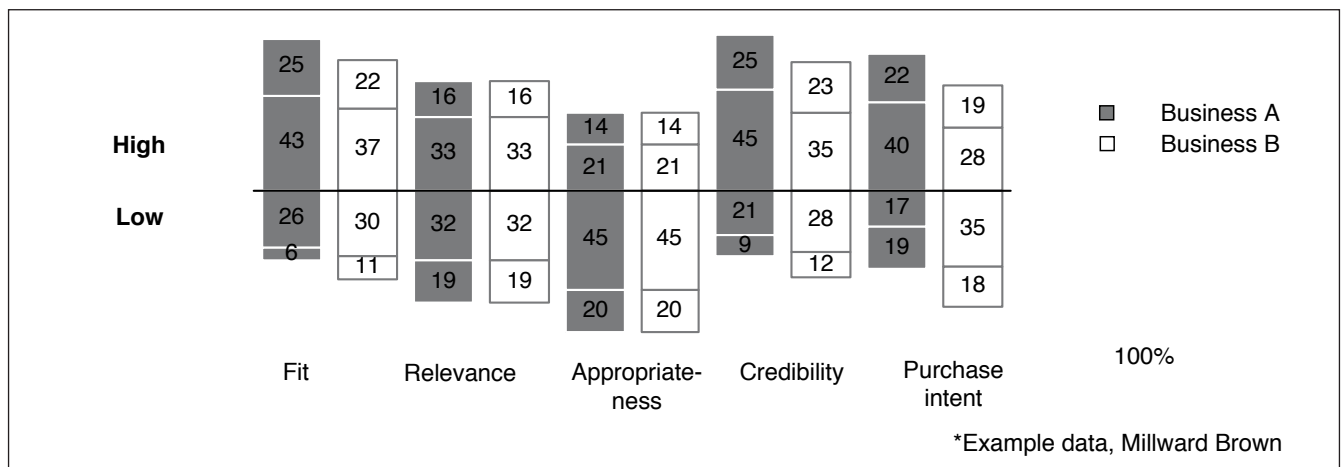


*Example data, Millward Brown



Can't decide? A bespoke concept test, such as Brand Dynamics™ from Millward Brown, allows your targets to help guide your decision. Providing insight into which partner will reduce your overall risk, the test can also gauge increased purchase intent for the Business from partnership with you. This in turn can help you sell the value of your strategic partnership to them. In this case, it seems Business A is narrowly the better fit.

More precise matching



Matching common targets

The second method is to match common targets to both Brands, such as is possible in data provided by TGI in their TGI Life Values database. In this method, targets with the same values are what drive your choice of a partner, from among four distinct types: Adventure & Exploration, Self-interest & Image, Conscience and Spirituality and Safety & Conservatism.

Say, for example, your Business is wind-power; say your targets are famously known for their sense of conscience and spirituality. You would be looking to partner with an Organization whose own targets have the closest affinity profiles to your own. Which Organizations, environmental or other, would these be? Whose targets are equally driven by conscience and spirituality?

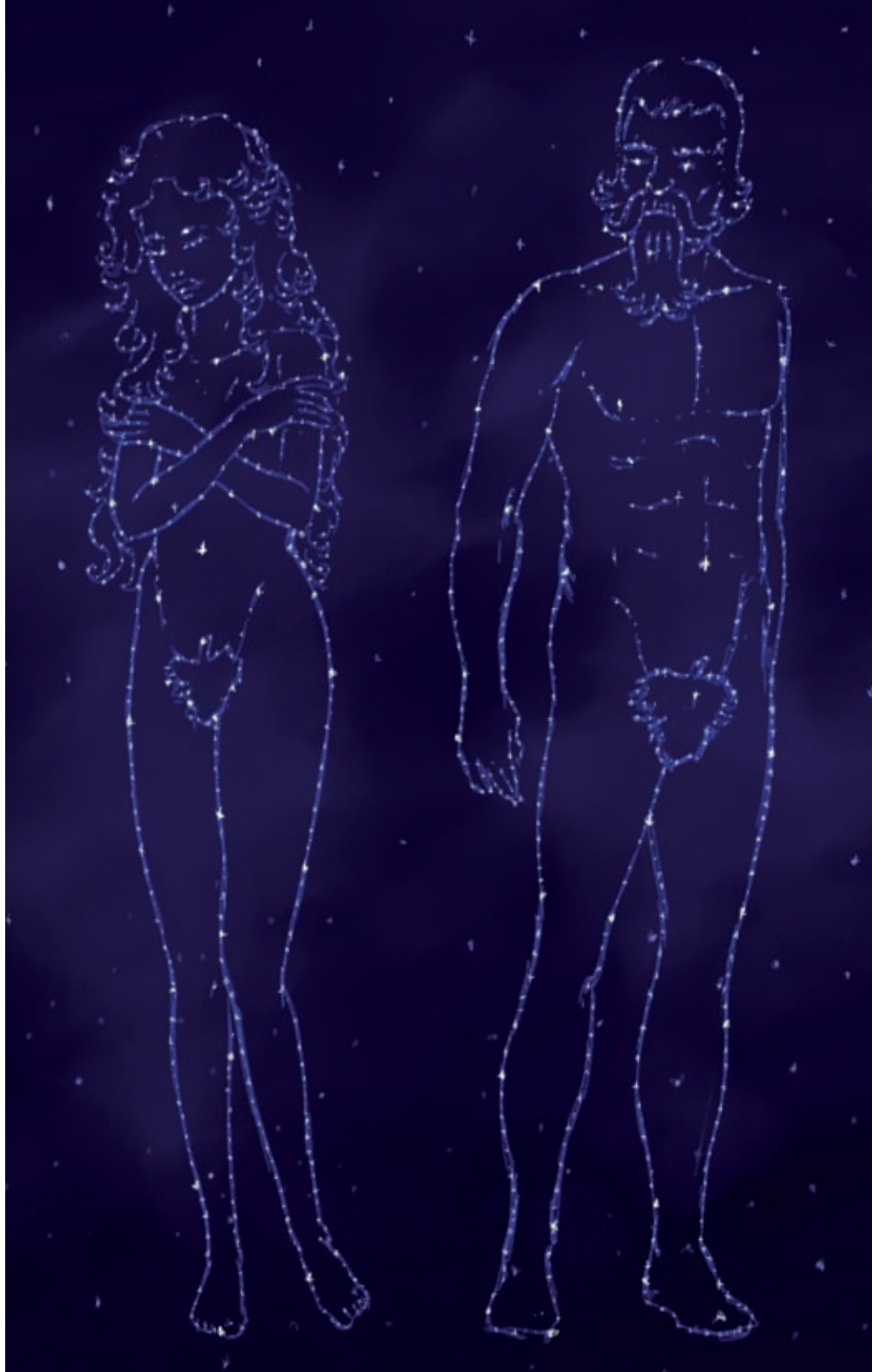
Is one method preferable to the other? Not at all. In fact, they are designed to complement one another to ensure both brand fit AND target audience relevance. Without both, the partnership could lack credibility (e.g., brand differences might be too great), or could risk targeting different audiences.

5. Be real

You well know, Venus and Mars, that when exposed, few operations are completely unblemished.

This can be due to the kind of business they operate, controversial decisions and actions they may have taken over the years, or even changing public opinion and expectations. This applies to Organizations as well as Businesses and, of course, excludes those kinds of Businesses that UN guidelines clearly restrict Organizations from associating with.⁷

⁷ UN and Business Guidelines between the United Nations and the Business Community: Issued by the Secretary-General of the United Nations, 17 July, 2000



Titans are few and far between

Not everyone can work with the Red Cross or Apple.

There are large corporations, for example, whose stars fall year-to-year for a variety of reasons, and rise again thereafter. Falling stars need rising stars to pull them up and rising stars will lift falling stars in their turn. Whether waxing or waning, choices on both of the following lists seem very attractive.

Stars rise and fall top 10 corporate reputation changes since 2004 (UK)

Waxing

1. Dell	+69
2. Tesco	+61
3. L'Oreal	+55
4. Nike	+40
5. Procter & Gamble	+39
6. Gillette	+35
=7 Vodafone	+25
=7 BBC	+25
9. Sainsbury's	+22
10. Walt Disney	+21

Waning

1. IBM	-61
2. Hewlett Packard	-51
3. ING	-50
4. Mars Inc.	-46
=5 Visa	-42
=5 Daimler Chrysler	-42
7. Camelot	-40
=8 News Corp	-37
=8 General Motors	-37
10. Diageo	-34

*Source: ReputationZ 2007, UK

Plus, there are wonderful examples in specific markets of local Businesses and Organizations who are looking for cooperation and partnership. Sometimes they are smaller Organizations or Businesses, overlooked for lack of funding.

Our point

Venus and Mars, don't dwell on history. Look to the future, and your joint goodwill. And get on with it!

6. Acknowledge you need one another – equally

More precisely, acknowledge you need one another's Brands equally, Venus and Mars. Missing this trick is missing impact and results. The secret weapon: consumers.

Evidence

Of all benefits Businesses find in partnerships, chief among them concern their Brands: their values, principles, policies, reputation.

The top two reasons Businesses report for engaging in partnerships are:

- Commitment to their company's own values, principles, policies and traditions (84%)
- Protecting their corporate reputation and Brand (48%)⁸

⁸ GCCI Participants survey, 2004, as cited in Partnering for Success, World Economic Forum, Global Corporate Citizenship Initiative in cooperation with the International Business Leaders Forum and the John F. Kennedy School of Government, Harvard University; January 2005



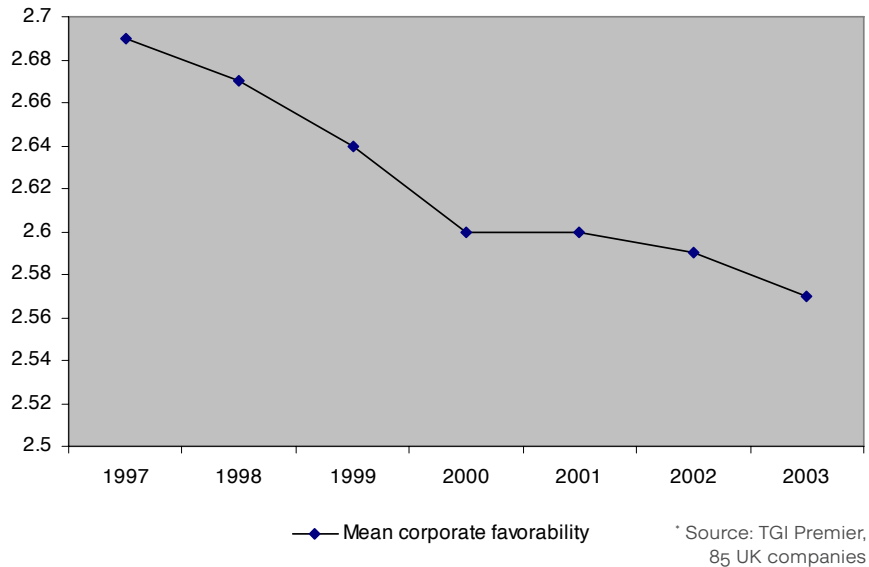
At the same time

Consumers in the US and UK – good representatives of the developed world – report they are more and more skeptical of Business and their Brands.

Consumer respect for corporations is sliding:

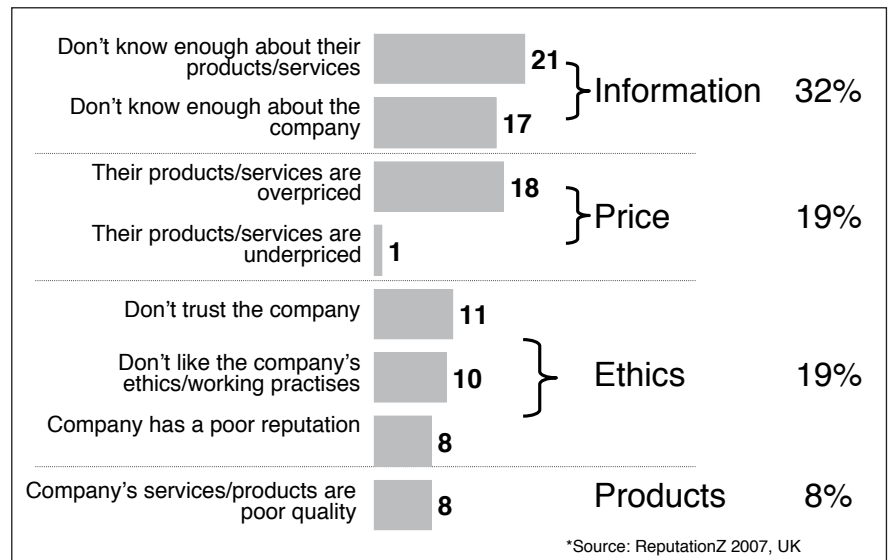
- According to a recent TGI Premier survey among UK companies, mean corporate favorability scores (0-4 highest) have been steadily decreasing, from 2.7 in 1997 to 2.58 in 2003. We can only imagine what the current economic crisis will do to these scores in the near to longer-term across the globe.

Mean corporate favorability (rating 0-4)



Consumers reject brands for ethical reasons:

- Among the many reasons consumers reject brand choices, after lack of information (32%), ethics ties with price for reasons why (19%).



Conversely, consumers chose Brands from companies for whom they hold positive perceptions

	UK	US
<u>More likely</u> to buy products/services from a company that is active in the community	48%	58%
<u>More likely</u> to buy products/services from a company that is carbon neutral	27%	6%
<u>More likely</u> to buy products from a company if labelled Fair trade	26%	2%
<u>More favourable</u> towards companies involved in RED™	11%	11%

Source: ReputationZ 2007

Most important and surprising of all, consumers place their highest levels of trust with Non-profits, Charities and NGOs:

- Among the general, buying public (UK, US), when it comes to information, consumers trust Non-profits, Charities and NGOs just after friends & family and doctors.
- Note: businesses do not make any of the top listings.

UK

1. Friends & family	95%
2. Doctors	87%
=3. Non-profit Orgs	71%
=3. Charities	71%
5. Academics	65%
6. Sportsmen & women	48%
7. N.G.O.s	46%
8. Govt. Orgs	26%
9. Journalists	18%
10. Celebrities	17%
11. Bloggers	15%
12. Politicians	9%

US

1. Friends & family	94%
2. Doctors	84%
3. Academics	69%
=4. Non-profit Orgs	66%
=4. Charities	66%
6. N.G.O.s	47%
7. Sportsmen & women	42%
8. Journalists	41%
9. Govt. Orgs	33%
10. Celebrities	20%
11. Bloggers	20%
12. Politicians	11%

*Source: ReputationZ 2007

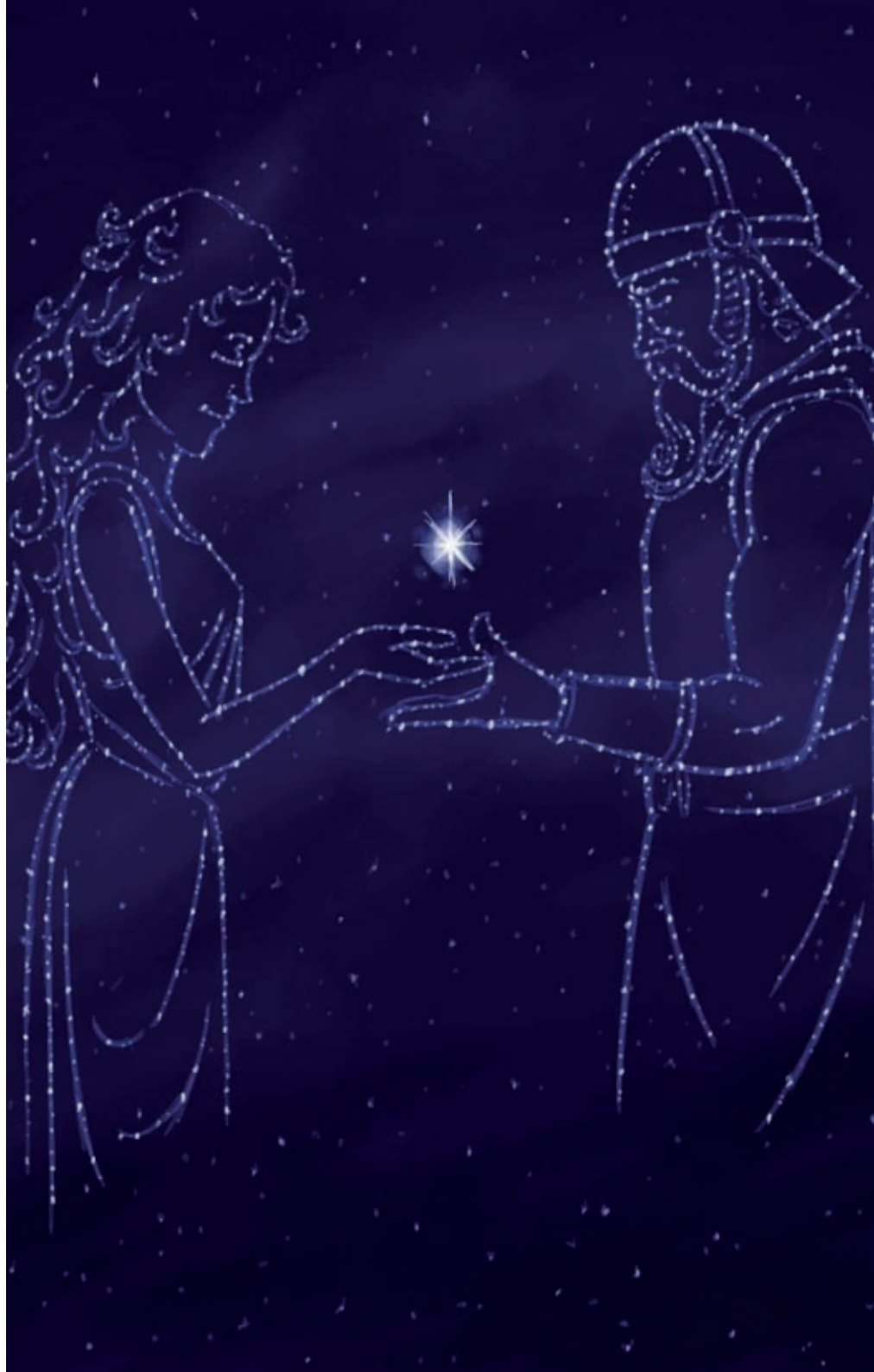
Our point

Going forward, Venus and Mars, be very clear: you are both Brands, created and sustained by everyone's ultimate audience, consumers, who vote with their perceptions and wallets. On the basis of your Brands, be prepared to enter and maintain relationships at 50-50: no apologies, no exceptions!

Your Brands will nurture and build one another. Especially now, in this current economic climate, we can only expect that the falling stars of Businesses will need the shining stars of Organizations more than ever.

7. Create one common roadmap

You've found one another, Venus and Mars. And your relationship is proving rewarding and successful. Congratulations!



Now create one common roadmap, one common Brand Octagon™ – your Brand Partnership Octagon™. Answer the nine questions together. Is there any better proof that Branding is the bridge to trust, accountability and transparency in partnerships?

Brand partnership Octagon™



Don't forget to set common metrics

Set Key Performance Indicators, Venus and Mars, your KPIs, to track and measure

your joint progress. Where should these come from? From your Promises, of course – from what you jointly guarantee to those who need to

believe you. And believe in you: your teams, your colleagues and management, and especially those whose lives you will touch and change.

8. Nurture the relationship

No surprise, Venus and Mars, we beg to differ with the august UN and their Business Guidelines. We respectfully submit, it's not just about "nominated focal points," whose job it is to "ensure transparency, learning and better understanding" on both sides.

We believe in real teams, committed to your Brand Partnership Octagon™ and dedicated to communication, mutual understanding and respect for your common Vision, Values, Mission, Promises and Positioning. Trust, transparency and accountability naturally flow from human relationships, not "nominations."

Let's be honest, Venus and Mars, this is no small task.



From our radar

Power still tips in favor of Businesses while Organizations struggle, marching some steps behind. Our telescope's view of why the divide continues:

You, Businesses, are highly sought after in partnerships for your solution-finding strengths and expert capacities.

Global initiatives, like the World Economic Forum, the World Business Council for Sustainable Development and the Clinton Global Initiative, tell you what to do and provide.

Abundant literature, annual congresses and frequent surveys support and explore your positions.

Not least, your CSR departments have been predictably busy identifying values in partnership, e.g., revenue generation, new customers, customer loyalty, new market share, new products and services and better workplaces to attract the best staff.

You, Organizations, are highly valued and sought after in partnerships for your moral authority, convening power, networks and local connections.

Yet, few specific initiatives or documents target you and what you should do or expect in partnerships.

The Bill and Melinda Gates Foundation rightfully defines what they expect of you as “grant seekers.”

Yet no documentation in all our searches says what you should expect in return for your contribution to any partnerships.

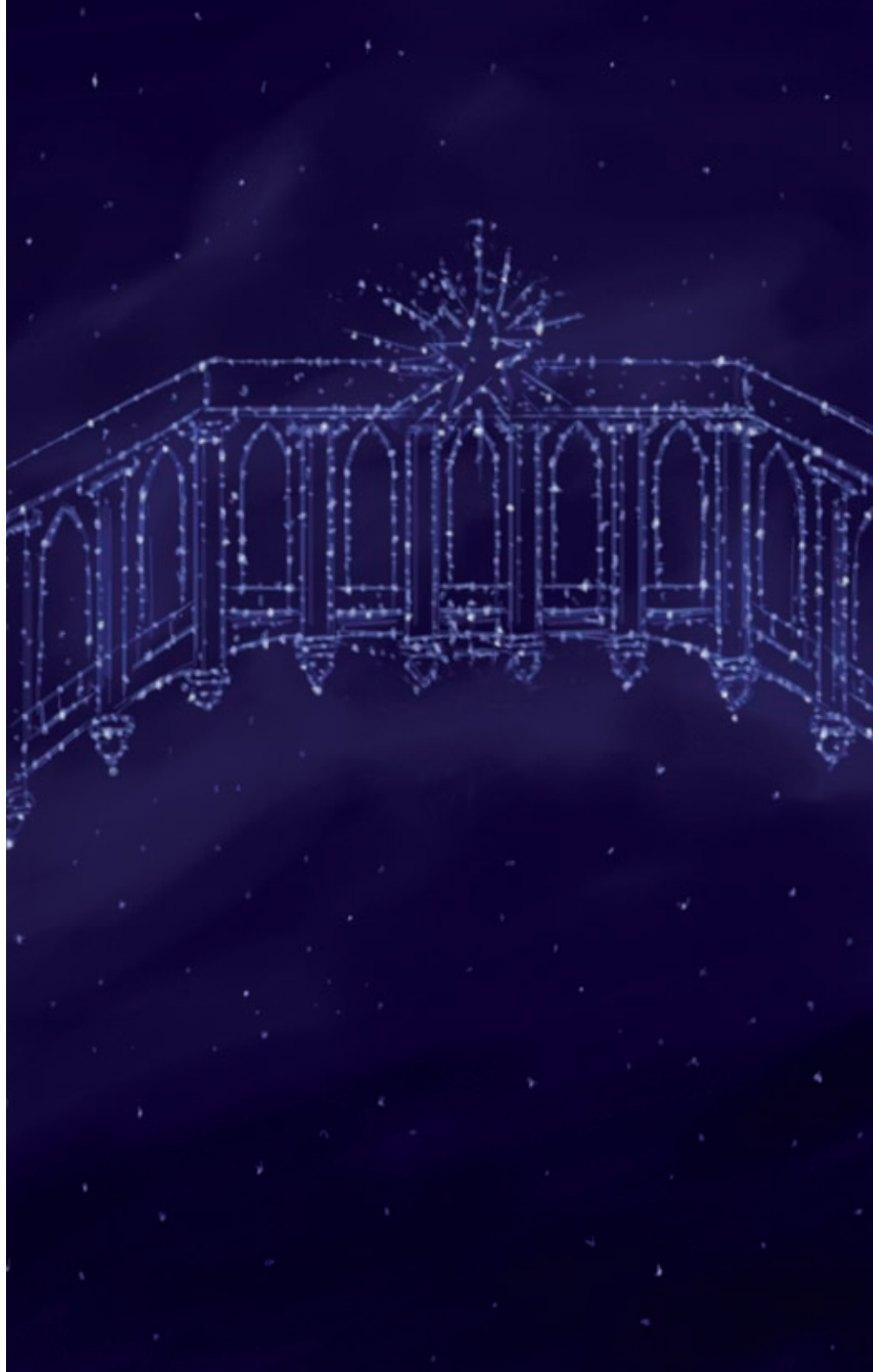
Compromise of principles and the potential alienation of staff still rankle.

Lack of comfort with commercial approaches, lack of confidence about what you should ask for and limited experience with Branding vs. Businesses, continue to limit your potential.

With funding still the key connection, you often appear resigned, “cap in hand.”

Our point

To truly nurture your relationships, Organizations, you must see yourselves not just as equal Brands, but as equal Businesses. You will make better partners if you embrace the commerciality of your value and take ownership of your worth. Businesses, for your part, ensure that your choice of Organization is as meaningful for your Brand values as it is for your bottom line. Measure what impact the partnership has on both. Tough counsel, but true.



9. Know your impact

This step is critical to every nerve and sinew in this endeavor, Venus and Mars.

- What is the ROI (Return on Investment) of your partnership?
- How are you delivering on the KPIs (Key Performance Indicators) you set, based on your joint Promises?

This step has two key dimensions.

Be in touch

It's so NOT just about sacks of this or bottles of that. Go and talk to the people whose lives you've impacted. Find out what differences you have made. Don't forget the real reason you've partnered in the first place. This step is so little taken and so easily achieved. How rewarding a task it should be!



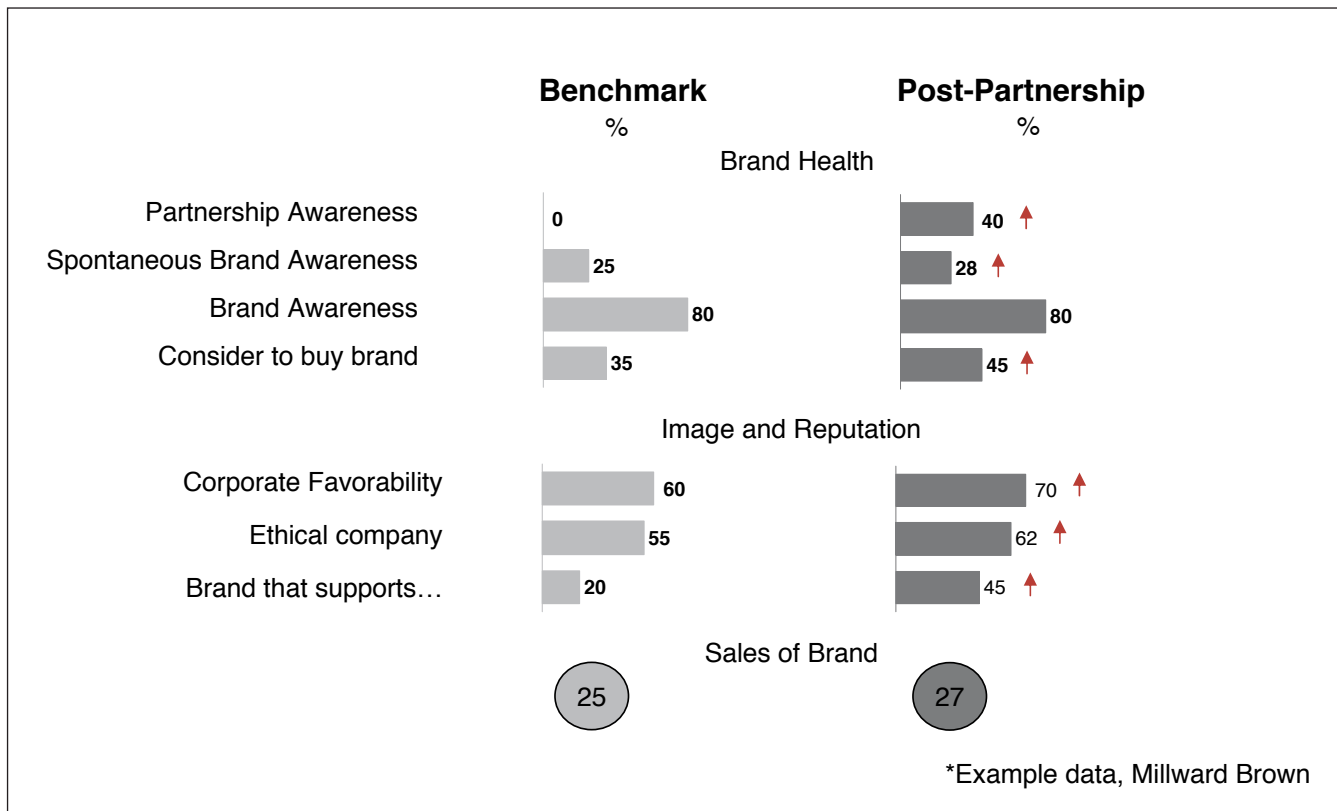
Be savvy

To maintain funding, you both have to show ROI and prove the worth of your partnership. What quantitative differences have you delivered

in e.g., brand awareness, consideration, reputation, image benefits, sales? Against your specific KPIs, what have you achieved? How many more bottles of water or candy

bars did you sell as a result of combining your logos on the packs? Capturing these results is not just good business, it's self-preservation.

Develop the business metrics to prove the worth of the partnership



10. Communicate – all the best partners do

All the best Brands do.

Don't be shy, Venus and Mars.

Communication is trust and transparency made real. The proof of your common commitments to working together.

On the first level, make sure you communicate clearly and effectively with one another: this is a given.

Communicate, as well, internally to your colleagues and externally to other

Businesses and Organizations. We recommend two key topics: your successes among those whose lives you've touched and changed and your "best practices" in partnering. Successes go far to engendering internal pride and driving up "great place to work" scores. Partnering is clearly an evolving art and science: all learning is welcome. Aim to make your communications instructional, motivating and inspiring.

Not least, communicate to your management about your ROI, both qualitative

and quantitative results. They need to know and understand the value you have worked so hard to deliver. It's about being savvy.

Our request

Communication takes time, Venus and Mars. We fully appreciate you are already very busy and that your budgets are stretched. But do make the time and commitment for this final step, please. Now more than ever.



Our Conclusions

New and emerging roles for agencies

It is possible to see not just Organizations and Businesses as individual clients, but their Partnership as a client as well: one that requires strategic guidance and relationship management. This could be for all ten steps or just select ones, depending on the partnership needs. How can we be so bold as to offer this as a conclusion? Because each and every one of the ten steps sources from our core competencies in Branding and each step offers new opportunities to contribute and grow.

This spans developing role plays in step 1, to developing integrated communications in step 10. In between, strategic Brand guidance is required in terms of Brand and co-Brand creation, Brand matching and mapping, business planning according to Brand elements, benchmarking and tracking. There is even the potential to match-make by creating contacts and bringing

partners together from our own networks.

We should begin now to establish our own KPIs:

- How many of these relationships will we broker and manage in the coming years?
- How will our joint clients value our contributions?

Paradigm shifts for how partnerships will work

What doesn't kill you will make you strong. With the likelihood of painful financial times ahead, and funding remaining a scarce commodity, traditional corporate philanthropy will surely decline. This may not be all bad.

Going forward, partnerships may well need to place more emphasis on program content and shared roles and responsibilities. The more robust relationships that result will need to ensure trust and transparency right from the start. And this in turn will place greater emphasis on each of the ten steps to ensure Branding, as we have defined it, is the bridge to stellar successes. May Venus and Mars live happily thereafter!

We acknowledge substantial contributions from:

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Young & Rubicam Brands
Geneva

Cédric Gachet (illustrations)

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