



R3 (Research Request Response) Report On Partnerships

For
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Corporation

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TABLE OF CONTENTS

DESCRIPTION.....	3
CLIENT.....	3
REPORT TYPE.....	3
REQUEST DESCRIPTION.....	3
HIGHLIGHTS	4
DESCRIPTION OF REQUEST.....	4
OVERVIEW.....	5
PUBLIC AND PRIVATE SECTORS.....	5
PUBLIC SECTOR.....	5
PRIVATE SECTOR.....	5
PUBLIC SECTOR.....	6
GOVERNMENT AGENCIES AND PARTNERSHIPS.....	6
OSHA.....	6
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID).....	7
<i>Partnerships With For-Profit Organizations.....</i>	<i>7</i>
<i>Partnerships With Faith and Community-Based Organizations.....</i>	<i>8</i>
<i>Partnerships of Strategic Importance.....</i>	<i>8</i>
OTHER RESOURCES.....	9
RECOMMENDED NEXT STEPS – PUBLIC PARTNERSHIPS.....	9
PRIVATE SECTOR.....	10
PRIVATE ORGANIZATIONS AND PARTNERSHIPS.....	10
CORPORATIONS.....	10
<i>Microsoft.....</i>	<i>10</i>
<i>IBM.....</i>	<i>11</i>
CORPORATIONS AND NON-PROFIT GROUPS.....	12
<i>American Dietetic Association (ADA).....</i>	<i>12</i>
OTHER RESOURCES.....	13
RECOMMENDED NEXT STEPS – PRIVATE PARTNERSHIPS.....	13
RECOMMENDED NEXT STEPS - PARTNERSHIPS.....	14
RECOMMENDATIONS.....	14
SOURCE OVERVIEW	14

DESCRIPTION

Client

ABC Corporation

Report Type

Standard R3

Request Description

Please provide an overview of the environment for potential public and private partnerships that may be of interest to ABC Corporation.

SAMPLE

HIGHLIGHTS

Description of Request

Please provide an overview of the environment for potential public and private partnerships that may be of interest to ABC. Specifically, you would like to know the following:

- ▶ What criteria do organizations use to decide with whom to partner/collaborate?
 - ▶ How do they describe/define their various relationships with partners?
 - ▶ How do they manage these relationships – organizational structure; staff responsibilities; coordination when multiple divisions within the organization work with the same partner?
 - ▶ What frameworks do they use for organizing or segmenting the diverse partners they work with?
 - ▶ How do they evaluate the progress and success of the partnerships?
-

SAMPLE

OVERVIEW

Within this report, we have highlighted some of the important resources on partnerships and provided a short summary of the information available from those resources. In order to cover this topic in a more in-depth manner, we recommend that more time be taken to fully study and understand each of these resources. While this report provides you with a starting point for research, it is by no means a conclusive or in-depth reflection of the resources or information available on partnerships. Each major section lists a set of recommended next steps that provide you with a starting point for more exhaustive research.

Public and Private Sectors

When looking at partnerships, one can look at both the public and the private sector for information. While the organizations may be different, the way in which they form partnerships can be very similar. In order to fully understand partnerships, it is important to see the various ways in which partnerships may be categorized, formed and maintained.

Public Sector

For information on partnerships within the public sector, government agencies and their websites contain useful information. The following websites are good examples of government agencies with detailed information on partnerships:

- ▶ OSHA
- ▶ USAID

Private Sector

Private organizations form partnerships or alliances with other private organizations, government agencies or non-profit organizations. Examining these partnerships will provide insight into other forms of alliances and how private organizations make decisions regarding partnerships. Some examples of private organization and non-profit partnerships are as follows:

- ▶ Microsoft
- ▶ IBM
- ▶ American Dietetic Association (ADA)



PUBLIC SECTOR

Government Agencies and Partnerships

Both OSHA and USAID form partnerships with various types of organizations in order to carry out their missions and to serve their clients.

OSHA

OSHA has four formal categories of cooperative programs with other entities:

- ▶ Alliances (newest category of collaboration for OSHA)
- ▶ Safety and Health Achievement Recognition Program (SHARP)
- ▶ Strategic Partnerships
- ▶ Voluntary Protection Programs

Alliances. The Alliance Program enables trade or professional organizations, business, labor organizations, educational institutions, and governmental agencies that share an interest in workplace safety and health to collaborate with OSHA to prevent injuries and illnesses in the workplace. OSHA and the organization sign a formal agreement with goals that address training and education, outreach and communication, and promoting the national dialogue on workplace safety and health.

Relating to its Alliances program, OSHA provides on-site consultation. Small businesses, particularly those in high-hazard industries or involved in hazardous operations, can use this free service to help improve their safety performance. Safety and health consultants work with employers to identify workplace hazards, provide advice on compliance with OSHA standards, and assist in establishing safety and health programs.

Safety and Health Achievement Recognition Program (SHARP). Employers that participate in the On-Site Consultation Program may seek recognition under SHARP for their exemplary safety and health programs. SHARP provides incentives and support for small businesses to develop, implement, and continuously improve safety and health programs.

Strategic Partnerships. Organizations can enter into Strategic Partnerships with OSHA to address specific safety and health issues. In a partnership, OSHA enters into an extended, voluntary, cooperative relationship with groups of employers, employees, and employee representatives (sometimes including other stakeholders, and sometimes involving only one employer) in order to encourage, assist, and recognize their efforts to eliminate serious hazards and achieve a high level of worker safety and health.

Voluntary Protection Programs (VPP). The VPP is designed to recognize and promote effective safety and health management. A hallmark of VPP is the principle that management, labor, and OSHA work together in pursuit of a safe and healthy workplace. VPP participants are work sites that have successfully designed and implemented outstanding health and safety management systems. States with OSHA-approved programs have their

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own cooperative and voluntary compliance programs such as those discussed above, as well as additional programs.

Details regarding OSHA's key collaborative programs are available on their website (<http://www.osha.gov>). A full description of each program is provided along with sample goals.

U.S. Agency for International Development (USAID)

The U.S. Agency for International Development works in partnership with the people and governments of assisted countries, businesses, non-governmental organizations, academic institutions, other U.S. government agencies and international donor agencies. Of special note, USAID's Office of HIV/AIDS funds a number of large-scale HIV/AIDS activities.

USAID categorizes their partnerships as follows:

- ▶ Partnerships with For-Profit Organizations
- ▶ Partnerships Funded by USAID
- ▶ Partnerships with Faith and Community-Based Organizations
- ▶ Partnerships of Strategic Importance

Partnerships With For-Profit Organizations

The U. S. Agency for International Development's Office of HIV/AIDS has an open-door policy and invites all businesses to partner in the fight against HIV/AIDS.

Responsible corporate citizens investing or doing business overseas devote considerable resources to health, education and other similar programs that are not a part of their core business expertise. At the same time, USAID and its partners are implementing these types of programs. USAID's extensive field presence and technical expertise provide its comparative advantage to catalyze, integrate, coordinate, and facilitate public-private alliances among stakeholders to avail HIV/AIDS prevention, care and treatment. Therefore, it makes sense to facilitate linkages between corporations and the social services programs being carried out by USAID and its partners.

The goal of the alliances between the USAID's Office of HIV/AIDS and for-profit organizations is to avail HIV/AIDS prevention, care and treatment by addressing the following three key objectives:

The dissemination of relevant information by USAID to businesses affected by HIV/AIDS in the developing world.

The creation of an environment of collaboration with businesses and key stakeholders to leverage available in-country assistance and identify opportunities for expansion of services.

USAID's Office of HIV/AIDS is committed to developing and strengthening seamless mechanisms to provide quality and timely assistance to partners to ensure effective and coordinated implementation of HIV/AIDS programs.

By coordinating private sector corporation initiatives with in-country Ministries of Health officials, U.S. embassy officials and USAID missions, sustainable resources are increased.

Partnerships With Faith and Community-Based Organizations

Community and faith-based organizations have a critical role to play in HIV/AIDS prevention, care, and support efforts. These organizations provide a significant portion of health care and social services in developing countries and are well positioned to provide such services as prevention outreach and education, home-based care, voluntary counseling and testing, income-generation activities, and support for orphans. They have extensive geographic reach, unmatched staying power and a well-developed infrastructure. Community and faith leaders are key to shaping values and behaviors.

Partnerships of Strategic Importance

HIV/AIDS Funding: Small Grants

In addition to its global HIV/AIDS program, the U.S. Agency for International Development has two small grants programs that provide funding to organizations working on HIV/AIDS.

CORE Initiative

Through the CORE (Communities Responding to the HIV/AIDS Epidemic) Initiative, USAID provides strategic assistance - organizational development, direct grants, and other support - to community and faith-based groups in developing countries. Priority is given to groups who commit their own resources and demonstrate the ability to meet needs for care and support (especially care for orphans and vulnerable children), and to help confront and reduce the stigma and discrimination. Applications are available at <http://www.coreinitiative.org/index.php>.

Community REACH

USAID established this fund to facilitate the efficient flow of grant funds to organizations playing valuable roles in the fight against HIV/AIDS, including regional and local non-governmental organizations, universities, and faith-based organizations. Grants made under this mechanism will typically range from \$100,000 to \$500,000, with award terms of one to three years. Competition for grant awards will be announced at periodic intervals. Awards will be made in three broad categories: primary prevention and education, voluntary counseling and testing, and care for those living with HIV or AIDS.

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Each type of partnership is described in detail on USAID's website (<http://www.usaid.gov>) with a description of goals and a list of current partnerships.

Other Resources

- ▶ World Health Organization (WHO)
- ▶ U.S. Community Health Partnerships
- ▶ Researchers and Research Users, University of St. Andrews, U.K.
- ▶ American College of Sports Medicine (ACSM), the American Dietetic Association (ADA) and the International Food Information Council (IFIC)
- ▶ Medical-Religious Partnerships
- ▶ Global Partnerships

Recommended Next Steps – Public Partnerships

In order to gain more information regarding government agencies' partnerships, we recommend a further, more in-depth study of both OSHA and USAID. Their websites (<http://www.osha.gov>, <http://www.usaid.gov>) can provide more information on how they manage and maintain partnerships. An examination of other government agencies and their practices in forming and sustaining would be an invaluable source of further understanding of partnerships.

SAMPLE

PRIVATE SECTOR

Private Organizations and Partnerships

While private organizations often form partnerships with public, government, or non-profit agencies, they also form alliances or partnerships with other private organizations. These for-profit relationships provide another example of how organizations categorize and organize their partnerships. Microsoft and IBM are two companies that use partnerships extensively in their everyday businesses.

The American Dietetic Association (ADA) forms relationships with corporations regularly. They use their approach to food intake (balance, variety and moderation) to describe their philosophy when forming corporate alliances.

Corporations

Microsoft

Microsoft (<http://members.microsoft.com/partner/default.aspx>) uses its partners to help sell its software and services. Other businesses can choose to partner with Microsoft at various levels as defined by Microsoft. The three levels include:

- ▶ Gold Certified Partners – these partners are the top level of Microsoft solutions partners and have access to a set of resources and the support they need to stand out in the marketplace.
- ▶ Certified Partners – represent a high degree of competence and expertise with Microsoft technologies and have access to a rich set of benefits to help give them an advantage in the marketplace.
- ▶ Registered Members – have easy access to the resources they need to succeed with Microsoft and have access to a range of resources to help them stay current with the latest Microsoft technology.

The Microsoft partner program is a new worldwide program from Microsoft for all solutions partners segments. These segments include:

- ▶ Consulting services providers
- ▶ Independent software vendors (ISVs)
- ▶ Independent hardware vendors
- ▶ Large account resellers
- ▶ Original equipment manufacturers
- ▶ Support providers
- ▶ System integrators
- ▶ System builders
- ▶ Training providers
- ▶ Value-added resellers
- ▶ Value-added providers

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Microsoft clearly documents the level of partners, the requirements for becoming a partner and how to maintain that level of partnership. A program guide is available on the Microsoft website and provides detailed information on the program (<http://members.microsoft.com/partner/program/programguide.aspx>).

IBM

IBM's PartnerWorld (<http://www-1.ibm.com/partnerworld/pwhome.nsf/weblook/index.html>) provides its business partners with resources to help sell its services and products. The levels of partnership as well as the steps needed to become a partner and maintain a level of partnership are clearly defined. IBM's partner levels include:

- ▶ Member – requires minimal entry-level commitment from Business partners, and in return IBM provides primarily electronic support covering a broad portfolio of IBM products and technologies.
- ▶ Advanced (by invitation only) – recognizes and rewards Business Partners who make strong commitments to IBM products and technologies with demonstrated skills, solutions or revenue achievement.
- ▶ Premier (by invitation only) – is for IBM Business Partners who make very significant investments in IBM products and technologies through a combination of skills, solutions, revenue achievement and high customer satisfaction.

The PartnerWorld program benefits are aligned to three industry-recognized business models.

Consultants and Integrators generate the majority of their revenue from providing consulting and integration services, including business consulting, systems integration, application development and management, and outsourcing. Learn how you can capitalize on IBM's growing market share in critical hardware and software technologies.

Independent Software Vendors (ISVs) are commercial software developers whose primary business is developing and delivering solutions to the marketplace. Learn how IBM puts a wealth of technical and marketing enablement tools at your fingertips to help you deliver solutions that address your customers' business needs.

Resellers resell IBM products and solutions, and may also provide value-added services as part of a solution. Learn how IBM helps you leverage the IBM brand and our leadership position in e-business on demand, products and technologies.

While these business to business partnerships differ from partnerships with the community or partnerships with non-profit or public sector groups, they do reflect another way of defining, managing and evaluating partnerships.

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Corporations and Non-Profit Groups

American Dietetic Association (ADA)

The American Dietetic Association (ADA) expresses its approach to food and nutrient intakes with the words balance, variety and moderation. These words also describe the ADA's philosophy when forming corporate alliances and accepting industry support. For the ADA, industry sponsorships allow them to expand projects, services and communications. It also provides funding for professional education and development.

- ▶ Balance – “ADA evaluates opportunities for corporate sponsorship based on our mission, vision, values, and strategic goals. We assess corporate philosophy and compare it to our own. We review the fit of our program, service, or educational materials to be developed with our defined concepts on relevant issues. We identify corporate compatibility of philosophy and style before an agreement to collaborate is negotiated.”
- ▶ Variety – “Our willingness to work in concert with a number of industry partners and for variable periods of time gives us the flexibility and independence to reconfigure relationships to address diverse needs in a seamless, proactive fashion.”
- ▶ Moderation – “ADA could sponsor all programs itself; however, it recognizes that partnerships offer the opportunity to expand consumer awareness of our profession and advance members' technical knowledge and skills.

In conclusion, a mission-related approach to corporate partnerships helps prepare dietetics professionals to meet these needs and establishes them as the authoritative resource for nutrition expertise.

SAMPLE

Other Resources

Case studies and articles on corporations and the community

- > Example: Kanter, R. M. “From Spare Change to Real Change: The Social Sector as Beta Site for Business Innovation.” Harvard Business Review, May-June 1999.

Conferences and workshops

- > Example: Public-Private Partnerships in Public Health, a workshop co-hosted by the Harvard School of Public Health and The Global Health Council

Articles and websites on public-private partnerships in drug and vaccine development

- > World Health Organization website (<http://www.who.int>).
- > Ridley, R. “Putting the Partnership into public-private partnerships.” Bulletin of the World Health Organization. 2001, 79 (8) 694.
- > Widdus, R. “Public-private partnerships for health: their main targets, their diversity, and their future directions.” Bulletin of the World Health Organization. 2001, 79 (8) 713-20.
- > Wheeler, C., Berkley, S. “Initial lessons from public-private partnerships in drug and vaccine development.” Bulletin of the World Health Organizations. 2001 79 (8) 728-34.

Recommended Next Steps – Private Partnerships

In order to gain a more complete overview of private sector partnerships, we recommend taking the following steps:

- ▶ Examining in further detail the partner levels of Microsoft and IBM, specifically looking at their websites and partner guides
- ▶ Studying public-private partnerships in drug and vaccine development in order to gain a better understanding of how these partnerships are formed and sustained
- ▶ Reviewing articles and case studies that discuss corporations and non-profit/public sector groups partnerships

RECOMMENDED NEXT STEPS - Partnerships

Recommendations

This R³ Report is the product of cg-research.com's review of available online sources. During the research process we uncovered other sources that we recommend for a more in-depth look at your query.

In order to find more specific information on partnerships, cg-research.com recommends further research using online fee-based services such as Factiva, LexisNexis and Dialog. Other resources would include reports from Profound and articles from Harvard Business Online.

Further research would help pinpoint more specific information and answer the key questions in the original request. It would also provide more in-depth detail on partnerships in the various areas previously covered. Please contact cg-research.com for more details.

SOURCE OVERVIEW

- ▶ OSHA – <http://www.osha.gov>
 - ▶ USAID – <http://www.usaid.gov>
 - ▶ Microsoft for Partners - <http://members.microsoft.com/partner/default.aspx>
 - ▶ IBM Business Partner – <http://www-1.ibm.com/partnerworld/pwhome.nsf/weblook/index.html>
 - ▶ Feeney, M.J., White, J.V. “Corporate alliances: A strategy for success.” Journal of the American Dietetic Association. October 2000.
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