When a crisis hits and companies look to engage, they struggle to identify where their capabilities will be most useful. Companies can contribute in ways that draw on their strengths.

A PROJECT
That addresses a humanitarian need via a discrete, time-bound collaboration.

A KNOWLEDGE NETWORK
Where learnings and crisis information are shared to inform a company’s efforts.

A SUSTAINED PARTNERSHIP
Where a company’s capabilities are routinely engaged during crises based on preexisting agreements.

**THE NEED**
In 2014, 100 million people in the world were affected by humanitarian crises, and this number continues to rise.

**THE CHALLENGE**
When a crisis hits and companies look to engage, they struggle to identify where their capabilities will be most useful.

**THE OPPORTUNITY FOR IMPACT**
Companies can contribute in ways that draw on their strengths.

**A SOLUTION**
Partnering with humanitarian organizations that bring the latest on-the-ground insights helps companies address urgent needs.

**When determining which form(s) of collaboration to pursue, a company may weigh...**

<table>
<thead>
<tr>
<th>Scale of Impact</th>
<th>Knowledge Network</th>
<th>Project</th>
<th>Sustained Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ease of Initiating Partnership</th>
<th>Knowledge Network</th>
<th>Project</th>
<th>Sustained Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>★ ★ ★ ★</td>
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<td>★ ★ ★ ★</td>
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<table>
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<tr>
<th>Level of Control</th>
<th>Knowledge Network</th>
<th>Project</th>
<th>Sustained Partnership</th>
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<tr>
<td>Low</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Advantages for each partnership type:</th>
<th>Knowledge Network</th>
<th>Project</th>
<th>Sustained Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoids duplication through coordination</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
<tr>
<td>Informs company efforts through shared expertise</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
<tr>
<td>Allows for customization of response</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
<tr>
<td>Establishes trust between partners</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
<tr>
<td>Allows for predictable roles and contributions between partners</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
<tr>
<td>Presents opportunities to connect company capabilities to humanitarian needs</td>
<td>★ ★ ★ ★</td>
<td>★ ★ ★</td>
<td>★ ★ ★ ★</td>
</tr>
</tbody>
</table>

**CURRENT POPULARITY OF PARTNERSHIPS**
The >20 companies interviewed that are currently active in crisis response engage in one or more of these partnerships:

- Knowledge Networks: 21%
- Projects: 79%
- Sustained Partnerships: 50%

Knowledge networks are viewed as valuable but only exist in select sectors (e.g., logistics, telecom, healthcare), currently limiting the number of companies participating in them. Many companies are engaged in sustained partnerships, but also conduct discrete projects in addition to sustained partnerships.

**A COMPANY CAN AMPLIFY ITS CONTRIBUTIONS BY ENGAGING...**

- In-House Talent
  Encourage passionate employees who bring relevant expertise to support relief efforts.

- Business Partners
  Tap the capabilities of the company’s contractual partners (e.g., suppliers, distributors, contractors).

- Local Stakeholders
  Engage local partners, affiliates, and subsidiaries in crisis-affected regions in on-the-ground responses.
Where Can I…

Learn More About How the Humanitarian System Works?

- Understand how complex crises are defined by UN OCHA
- See recent funding trends through the annual overview of Global Humanitarian Assistance
- Learn about the humanitarian response cluster system
- Find updates on current appeals for crisis support from UN OCHA’s Financial Transaction Service

Explore Partnerships That Address Crises?

- Explore the Connecting Business Portal, which is a global coordination hub for companies looking to support crises at the global and local level
- Dive deeper into research around roles companies play in supporting humanitarian crises
- Examine case studies of how public private partnerships have helped address needs in past crises, such as WEF’s analysis of the 2015 Nepal earthquake

Deciding Your Company's Response to Crisis

Private Sector in Action: Infectious Disease Crisis Spotlight

While the Ebola outbreak in West Africa caused significant social and economic upheaval, it triggered numerous innovative partnership responses from businesses…

Knowledge Network Engaging In-House Talent & Local Stakeholders

The Ebola Private Sector Mobilization Group (EPSMG) coordinated and mobilized in-country employees to support humanitarian and healthcare first responders.

Project Engaging Local Stakeholders

Coca-Cola partnered with Africa United on an Ebola prevention campaign that leveraged the company’s billboards and truck displays.

Sustained Partnership Engaging Business Partners

Henry Schein coordinated with manufacturers and UPS to supply and transport medical products that the U.S. Centers for Disease Control needed during the Ebola crisis.

About this initiative

This collaborative effort between the World Economic Forum, the Logistics Emergency Team, Deloitte, and the UN Office of Coordination of Humanitarian Affairs strengthens how companies contribute to complex humanitarian crises.

Contact forumusa@weforum.org to start the discussion