

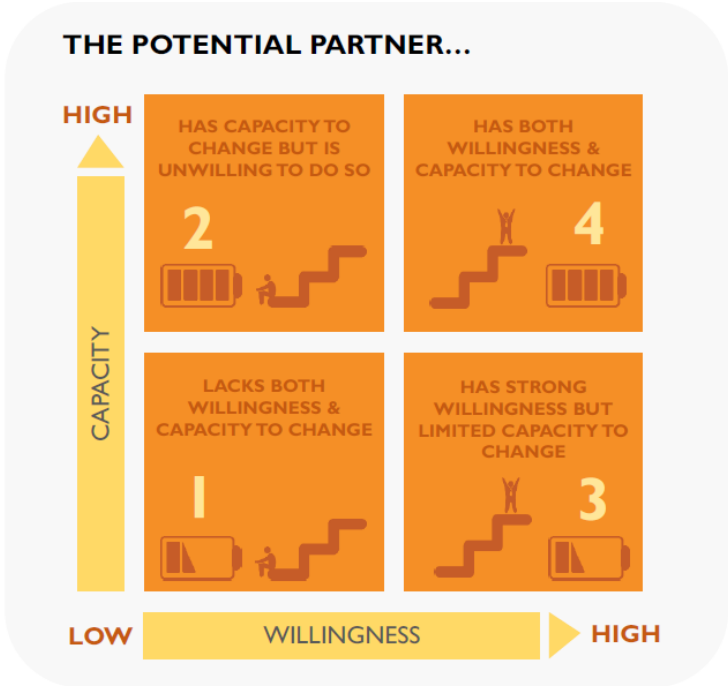
# SWISSCONTACT'S Willingness & Capacity Matrix

The will/skill matrix looks at the potential partner's willingness and capacity to change.

It can be used to identify which players to target or prioritise and the type of support required to change their behaviour.

It is often easier to work with partners who exhibit willingness to change even if they may or may not have the capacity to do so.

At the same time, we may still choose to target a partner who lacks willingness if we find that the lack of willingness is actually a result of limited information or understanding of a business opportunity or model.



### SCENARIO 1

**Low will, low skill**

Unless this partner is the only option, then why engage them at all? You may need to reconsider the feasibility of change or use a 'hard sell' strategy (where you have to work hard to encourage them to try out the innovation) to develop the competence and motivation of the partner (but this type of intensive support may have high risks of distorting the market system).

In this scenario, a potential partner lacks both the incentive and capacity to change. In some cases, this partner may be the only option (e.g., government body) or this partner may be of strategic importance to the target group and could be instrumental in delivering the desired change. For example, a mango collector could be vital to creating the market for a new chemical that will induce early flowering of mango trees, thus opening up the possibility of off-season production. In this case, this business model is new for the collector and at the same time they have no experience with delivering the required chemical.

Engagement options include (1) reconsidering the feasibility of change or (2) using a hard sell strategy to develop the competence and motivation of the partner. Note that intensive support to develop the willingness and capacity to achieve change may have high risks of distorting the market system.

### SCENARIO 3

#### High will, low skill

This may be because they do not see an economic return from their investment within a reasonable period of time. Potential to make the business case for change or reduce the incremental risk associated with change

In this scenario, a potential partner displays strong incentives and is highly responsive, but their capacity to pursue a change is underdeveloped. For example, a cocoa trader could easily make the connection between better use of fertiliser by cocoa farmers as a way to increase farmer productivity and therefore his turnover. But he may lack the knowledge of how to deliver this in a cost-effective way.

Engagement should focus on building the partner's skills and knowledge to operate outside their current comfort zone and deliver the change sustainably (e.g., through advice, training, mentoring, or linkages with market actors that have the know-how).

### SCENARIO 2

#### Low will, high skill

Potential to build the partner's skills and knowledge to operate outside their current comfort zone and deliver the change sustainably (e.g., through advice, training, mentoring, or linkages with market actors that have the know-how).

In this scenario, a potential partner appears to have the capacity to change, but their interest and motivation is low. This may be because they do not see an economic return from their investment within a reasonable period of time. For example, a chemical company may have a product that has worked in one agricultural sector but not in one of ours. If we can show that the potential demand is high and of a commercial volume in our sector, then they may be more willing to engage with us as a partner. This was the case in our partnership with Syngenta in the mango sector.

Engagement should focus on making the business case for change to the partner or reducing incremental risk associated with change. This may involve doing some market research to generate the data needed to convince the partner that there is an opportunity to be exploited. It may also involve co-funding trials around a proof of concept.

### SCENARIO 4

#### High will, high skill

So, why aren't they already doing it and why should we be involved with them at all?

In this scenario, a potential partner appears to be both competent and willing to change. But the reason for their lack of action might be a result of dysfunctions elsewhere in the system, such as the regulatory environment. Alternatively, it could be that they have developed a business model that has worked in one area of a country, but they have not used it in another. For example, a seed company that has been using contract farming as their business model may be enticed to work with the same model, or a variation of it, in an area that, up to now, they have considered to be pre-commercial.

Engagement options include (1) offering potential partners an opportunity to scale their business model up in pre-commercial areas that focus on our target groups (e.g., minimise their risks associated with moving into a new market) or (2) conducting further analysis on business enabling environment factors that could be tackled through the project.