

Exit Strategies

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Context for the Exit Strategy

- Large company in Asia
- Long presence in country
- High local employment
- Substantial community investment – no plan for sustainability

Mandate

- Decision tree for company to plan for and execute its own exit from country
- Identification of alternative livelihood options
- Confidentiality to avoid panic





business • community synergies

creating value through engagement



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Business-Community Synergies (BCS) is a small, networked company of senior professionals who provide specialized services to improve community-company engagement and to reduce social risk from business operations.

The BCS Core Team and network of consultants have worked in more than 100 countries.

www.BCSynergies.com
SBA 8(a) and MBE certified



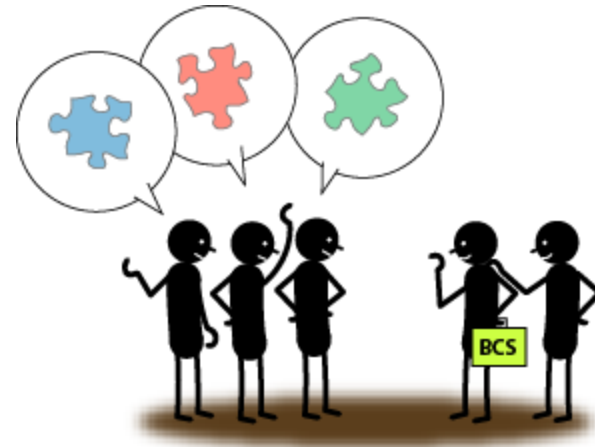
Inductive Methodology: Community-Company Assessment (CCA)

Used so far to identify
opportunities and options for:

- Community investment
- Partnership development
- Stakeholder engagement
- Co-monitoring with communities
- Supply chain
- Company capacity building

Principles Guiding CCA

- **Respect stakeholders'** knowledge, ways of thinking and languages
- **Mapping power relations**
- Understanding **contextual characteristics**
- Assessing community and company **capacities**



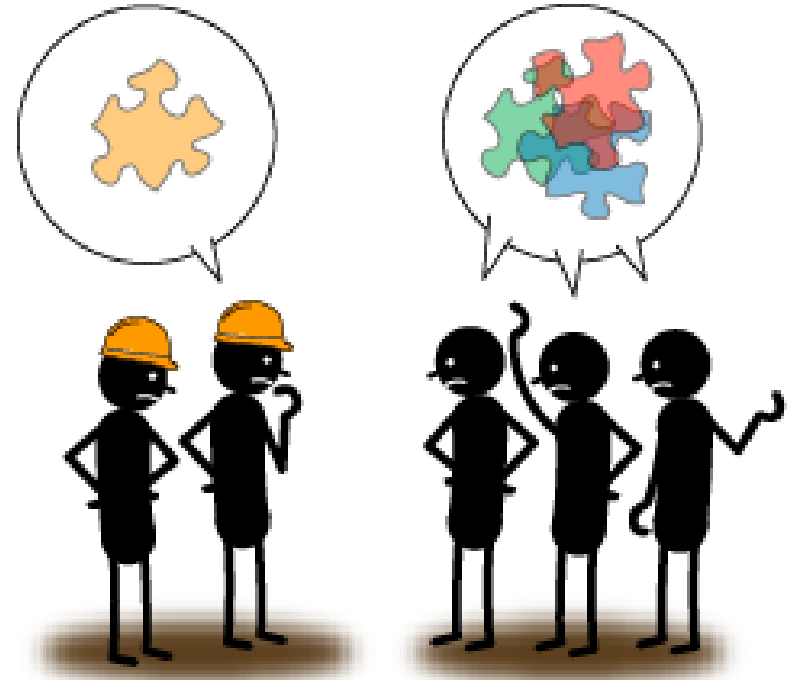
Execution

- CCA methodology appropriate for data gathering.
- Team faced some resistance in engaging directly with communities.
- Company preference for quantitative data.
- Follow-up and feedback/validation with communities not possible.
- Decision tree for planning exit for internal use only.
- No additional community consultation or feedback.



Results

- Client adopted the internal decision making process for company's exit.
- Began negotiations with international donors and local government to facilitate transition of CI.
- Invited firm to do the same in another country.



**Was this a good result?
Why or Why not?**

Lessons Learned in Planning for Exit

- Can begin planning for exit at any point during project.
- Exit is a process; takes time; needs adaptation as context changes.
- Easier when there is strong community understanding of business.
- Transparency is best; consider participatory monitoring to increase ownership of outcomes.
- Don't underestimate community capacities.
- BCS's RASOR (Rapid Assessment of Social Risk) good starting tool.



Thank You

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