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Field guide to strategic brand-to-brand partnerships

16 partnership species for building a revenue-generating habitat

Contents

CHAPTER 1

Why you need a field guide to brand-to-brand partnerships

Many companies fixate on direct revenues: How do I drive high levels of traffic and sell more products and services to consumers? But this is not the only way to grow a business. More companies are starting to realize that they can monetize a vastly underutilized asset: their customers. More specifically, companies can harness the trust and brand equity they have built with their customers to grow their business.

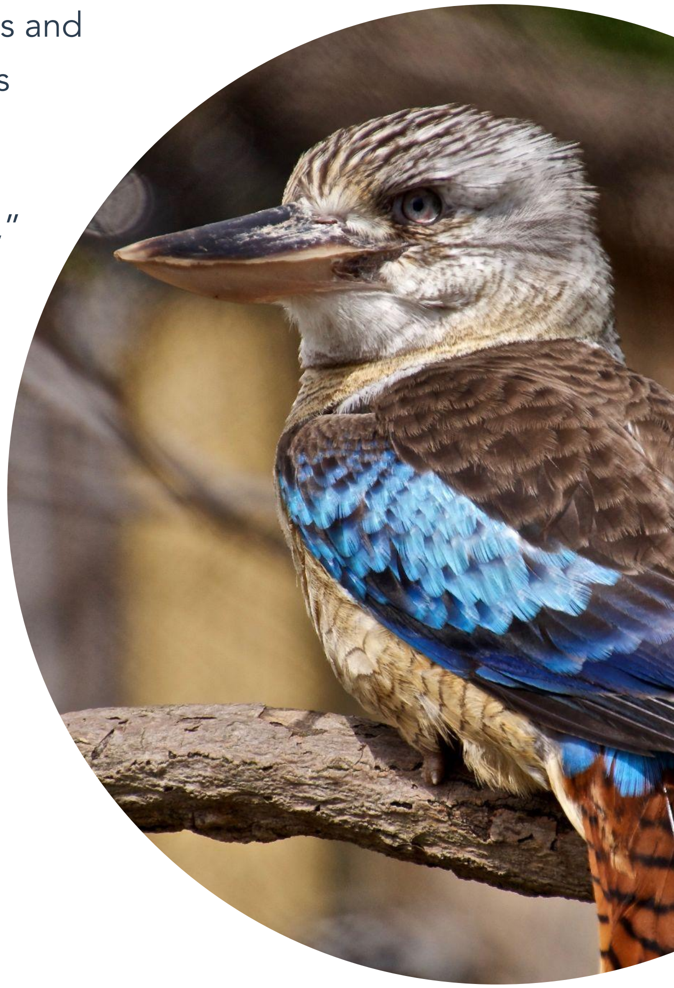
These companies form alliances with other companies they like and trust. These alliances are a win-win for both companies. The company receiving the other company's customer referrals benefits by gaining a new customer. The company referring their customers to the other company benefits by earning a commission for that referral. It also allows these companies to provide greater value to their customers through smart recommendations that solve problems beyond what their own products and services can solve.

So where would this type of cooperation take your company? Find out in this **Field guide to strategic brand-to-brand partnerships**, where you'll learn about 16 different partnership types that have been identified and how they can potentially work for you.

Because brands constantly innovate as they create new partnerships, this field guide is a great resource for:

- **Business development professionals** who want to move beyond comarketing-focused brand-to-brand partnerships into the world of trackable revenue share partnerships
- **Affiliate and partnership professionals** who want to diversify their programs beyond their traditional partner types and expand into the universe of brand-to-brand alliances

In the pages that follow, you'll find a wide array of brand-to-brand partnership species identified "in the wild," along with recent use cases of actual brands that have partnered in innovative ways.



Let these brand-to-brand partnership success stories inspire your own innovations!

CHAPTER 2

Discover the wide array of partnership species

As you explore each partnership species in this field guide, don’t forget that **as brands innovate, more partnership types will emerge.** You’ll learn that most partnership types are a variation or combination of others. They are not mutually exclusive in their attributes.

16 partnership species

1. Complementary
2. Demographic and behavioral-based
3. Psychographic-based
4. Place-based
5. Marketplace
6. “Coopetition”
7. Micro-moment
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9. Device-based
10. Specialist
11. Community-based
12. Cause-based
13. Financing
14. Supply chain referral
15. Untapped audiences
16. Globalization

1. Complementary partnerships

You can't do it all on your own

What is a complementary partnership?

A complementary partnership is when Brand A (an enterprise) forges a partnership with Brand B (a partner that provides a complementary product or service). Together, Brand A and Brand B's products or services holistically solve a problem for their customers.

Why do it?

Customers often want to achieve goals or tasks that cross over individual products or services. The products and services often stretch beyond the scope of one company.

If you're planning a vacation, you likely won't just book an airline, you'll also want to find a place to stay. When you refurbish a room in your home, you may not only repaint, you may want to buy new furniture and window treatments, too.

As a company, always look holistically at the larger job-to-be-done that your customers are trying to achieve or the problem they're trying to solve. Many brands cannot fulfill customer needs solely with their own offering. Identify brands that complement your offering, and explore partnerships that provide more complete solutions for your mutual customer base.

Complementary partnerships example: Airbnb and Qantas

All major airlines have loyalty programs that allow their customer base to earn mileage points. These points often can be exchanged for "stuff" — usually flight tickets or other travel-related goods.

In other words, the travel industry is chock full of complementary services: airlines, hotels, rental car companies, and more.

To entice more visitors to "try apartment sharing," Airbnb directly partnered with Qantas to drive upcoming travelers to install its app, create an account, and even book a room. Hosts and guests sign up by entering their loyalty program information, and guests earn one mile for every dollar they spend on qualifying reservations.

Qantas receives a payout every time a host or a guest signs up for Airbnb — a great example of a complementary partnership.

2. Demographic and behavioral-based partnerships

Your partner's data is a valuable asset

What are demographic and behavioral-based partnerships?

Brand A (an enterprise) forges a partnership with Brand B (a partner) because their audience (or segments) match the demographic or firmographic profile of Brand A's ideal customer. Alternatively, Brand B may have enough behavioral data about its audience (spending habits, purchasing habits, etc.) to appeal to Brand A.

Why do it?

Large brands sit on a wealth of customer data — from demographic and firmographic data to behavioral data, such as the consumption, purchase, and spending habits of their base. Publishers have long recognized that audience data is their most valuable asset and use it to monetize content (mostly through advertising). Businesses are starting to realize this, too. Partnerships with other brands are vital to monetizing that data.

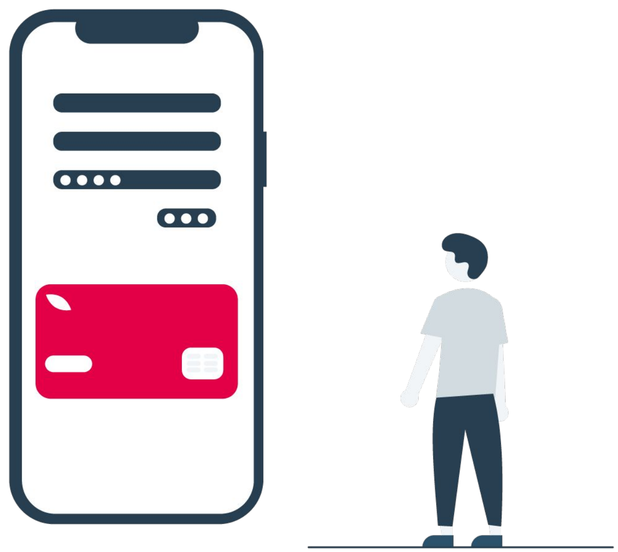
The more data a business collects about its customers, the more audience segments it can offer potential suitors. This trove of anonymized demographic and behavioral data can be turned into an additional revenue stream by allowing other enterprises to access and target the business's customers through brand-to-brand partnerships.

Demographic/behavioral-based partnership example: Banking with style

A luxury apparel brand constantly searches for high-net-worth individuals. It approaches a number of financial institutions to establish partnerships.

Banks are a good fit because obviously they know a lot about their clients' spending habits. They easily can tell which individuals shop high-end apparel brands — and even the luxury apparel brand's competitors.

Partnering with banks allows the luxury apparel brand to reach out with offers while clients who fit their luxury profile conduct online banking activities — a demographic-based partnership in action.



3. Psychographic-based partnerships

Your audience's affinities intersect with my audience

What is a psychographic-based partnership?

Brand A (an enterprise) forges a partnership with Brand B (a partner) because their target audience has distinct similarities, even though the brands are in unrelated industries. In a case like this, hobbies, affinities, interests, attitudes, and other psychographic characteristics could explain the similarity in target profiles.

Why do it?

This type of partnership is forged because it's intuitive. One of advertising's biggest goals is to reach target audience to raise awareness, build consideration, or persuade them to purchase on the news, social, and entertainment websites they frequent. But why limit your goals to traditional media relationships?

Partnerships allow brands in completely unrelated fields to benefit from each other's captive audiences and to earn revenue from each other.

As a partnership expert, you often need to think like a marketer: put yourself in your target's shoes, deeply explore their personas, and consider all of your consumers' related needs. When you empathize with an audience at this granular level, you'll identify relevant brands to target for mutually beneficial partnerships.

Psychographic-based partnership example: Affluent segments

An online investment and brokerage website partnered with a leading airline to offer customers in its loyalty program the opportunity to sign up for investment products.

Since the airline's frequent travelers had similar psychographic characteristics to the population with disposable income, it was logical that they might be open to investing.

Customers that began trading online within the first 45 days of signing up with the online brokerage earned airline loyalty program miles.

4. Place-based partnerships

Location, location, location

What is a place-based partnership?

Brand A (an enterprise) partners with Brand B (a partner) because large swathes of Brand A's target audience spend a lot of time in Brand B-owned physical spaces.

Why do it?

The value of this type of partnership is readily apparent to anyone who's seen outdoor advertising. Certain places tend to attract a certain type of audience: Gyms attract health buffs. Commercial elevators transport white-collar workers. Subway platforms are filled with commuters.

If there's substantially strong overlap between the audience an enterprise wants to target and the owner of a particular location, the partnership potential is strong.

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Place-based partnership example: Credit cards and colleges

Credit card companies know that the college years present a golden opportunity to sign up new clients. College students generally have zero credit history, don't have much disposable income, and often need credit, and (occasionally) lean on their parents when finances get tight.

That's why so many credit card companies partner with universities to offer "student rates" and sign up new attendees at "student rates." The university receives a fee for each sign-up.

Credit card companies turn to their partner, the university, to reach students in their primary place in this partnership.

5. Marketplace partnerships

A new window into your customers

What is a marketplace partnership?

Brand A (an enterprise) forges a partnership with Brand B (a partner) because they run a marketplace that currently doesn't carry Brand A's goods or services. Typically, Brand B could simply resell Brand A's goods or services. However, Brand A may instead choose to forge a referral partnership with Brand B (perhaps, for example, because Brand A's goods or services require a more involved purchase process due to customization).

Why do it?

Nearly half of U.S. shoppers navigate directly to [ecommerce marketplaces](https://www.oberlo.com/blog/ecommerce-statistics)* when buying online. And it's no wonder — marketplaces are the virtual department stores and big box retailers consumers use them to purchase just about everything.

Simple goods may already have reseller or listing relationships with marketplaces, but more complex products and services may be better served through the referral experience.

You can also work with marketplaces that are open to implementing your tracking tags, so your partnership program drives traffic to products on those sites. It's important to consider the sort of marketplace each of your target audiences is likely to turn to for your products.

* Thomas J. Law, "19 powerful ecommerce statistics that will guide your strategy in 2021," Oberlo, February 17, 2021. https://www.oberlo.com/blog/ecommerce-statistics

Marketplace partnership example: Virtual ticket window

A global ticketing platform and a big-box retailer seized the opportunity to create a partnership.

Through the partnership, the big-box retailer's shoppers gained the convenience of purchasing live event tickets directly from its ecommerce website, while the global ticketing platform gained an exciting opportunity to sell tickets on a wholly new distribution channel.

The big-box retail partner also benefited, of course. It was paid a percentage of ticket sales, and gained a new revenue stream that originated from a whole new category of products it had not sold before. This marketplace partnership paid off nicely!

6. Co-opetition partnerships

Keep your friends close, and your frenemies closer . . .

What is a co-opetition partnership?

Brand A (an enterprise) offers its products to an upstart like Brand B, a partner company that provides similar and somewhat competitive offerings. Perhaps Brand B's target audience is the same or adjacent to Brand A's. Or perhaps Brand A wants to fill a gap in its market and aims to cooperate for mutual benefit. Co-opetition comes from the fusion of "competition" and "cooperation."

Why do it?

It may seem counterintuitive to help a competitor. Why not simply annihilate them by outselling them?

Since you're a smart enterprise, you resist the allure of megalomania. You realize that you can't be all things to all people. Although you may offer products and services that appeal to a large portion of your addressable audience, unfortunately niche segments sometimes prefer another company's products and services to yours. However, those niche segments may be so small and numerous that your enterprise doesn't really consider them competition. These niche segments also may occasionally buy your company's products, especially if they're offered through a preferred niche vendor like Brand B.

Instead of letting Brand B attack your flank, you forge a partnership with them, so both you and your new co-opetitive partner create a scenario where you both benefit. You've effectively dis-incentivized Brand B from aggravating its new partner/frenemy: you!

Co-opetition partnership example: A pretty partnership picture

A well-established image-sharing website started a recruitment program to target the growing pool of less prominent free stock image websites with regional (rather than local) footprints. The idea was to recruit them as partners before they were established enough to become a competitive threat.

The image-sharing company built out a full set of marketing, education, and operations processes and artifacts to support the expansion of its program and encourage integration with its API. Getting new brand-to-brand partners to integrate with the API was resource intensive, but worth it.

After partners invested in integration, the image-sharing company was delighted to learn that activation rates for its new brand-to-brand partnerships averaged a staggering 94 percent — far higher than its original target of 75 percent.

7. Micro-moment partnerships

Marketing at micro-moments

What is a micro-moment partnership?

Brand A (an enterprise) partners with Brand B (a partner) to reach its target audience. Consumers tend to transact with Brand B during key micro-moments when Brand A's products or services are particularly relevant.

But what exactly is a micro-moment? Google* gives a number of examples of micro-moments: I want-to-know moments, I want-to-go moments, I want-to-do moments, and I want-to-buy moments. Micro-moments "occur when people reflexively turn to a device — increasingly a smartphone — to act on a need to learn something, do something, discover something, watch something, or buy something."*

Why do it?

Life is full of individual moments, and some of them are of particular interest to Brand A. Brand A would like to reach its audiences at those specific times — if only it could get an advanced signal that someone was about to experience a micro-moment. Micro-moments may occur frequently or infrequently, perhaps a few times a day, to few times in a lifetime or even seasonally, such as every year.

* Sridhar Ramaswamy, "How micro-moments are changing the rules," Think with Google, April 2015.
https://www.thinkwithgoogle.com/marketing-strategies/app-and-mobile/how-micromoments-are-changing-rules/

What are some micro-moment examples? Buying your first car or upgrading to a new one. Taking a family vacation. Celebrating a birthday. Many events like these jump out because they shift ordinary purchase patterns. Partnering with an entity (like Brand B) can act as an early signal that someone is about to "go through" a micro-moment, which can be pivotal to a company that wishes to offer its product to the right person at that exact right time.

Micro-moment example: First-class transportation

A global transportation service partners with numerous international telecom companies to tap China's booming market of newly middle-class customers.

Many Chinese tourists purchase a new SIM card when they plan a prolonged stay in a foreign country. Upon arrival and powering up the phone with the new SIM, an offer from the transportation service pops up. It offers a discount on the tourist's next ride (presumably from the airport to a hotel). When they check in, they receive a similar offer from the hotel since it has partnered with the telecom, too. The telecom earns revenue for each eligible ride or hotel stay booked.

The SIM card insertion micro-moment powered the telecom and transportation service partnership.

8. Life event partnerships

Providing value for your biggest events

What is a life event partnership?

Brand A (an enterprise) partners with Brand B (a partner) to reach its target audience at specific life events.

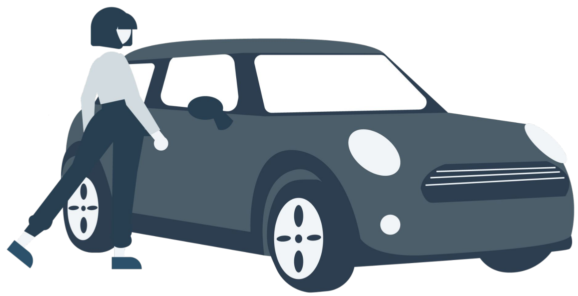
Why do it?

A life event such as a birth, a marriage, a new job, or a major move are often accompanied by interactions with certain businesses: a diaper subscription service, a bridal registry, a retirement fund, or registration of a forwarding address.

Many enterprises do a brisk business during specific life events, and many marketers aggressively chase the signals of such events. A partnership with the right enterprise can be one of the most effective ways to reach an audience at just the right time.

Life event example: Pandemic pivot

HyreCar is a ride-sharing platform specifically designed for the gig economy — drivers without cars can rent HyreCar's vehicles and provide transportation.



At the beginning of the pandemic, which qualified as a major life event for nearly everyone, ridesharing activity significantly declined, but food delivery boomed.

HyreCar's business development team connected with food delivery partners so HyreCar's rideshare drivers could pivot their services and start using HyreCar vehicles to drive for food delivery services. HyreCar's marketing team handled the execution of the partnership, creating content to drive awareness, education, and demand for drivers to deliver food rather than people to destinations.

This life event partnership resulted in a boost in revenue growth for HyreCar and its food delivery partners, and kept HyreCar's drivers (a.k.a customers) engaged despite the decline in ridesharing demand.

9. Device-based partnerships

A new window into your customers

What is a device-based partnership?

Brand A (an enterprise) forges a partnership with Brand B, a partner that manufactures devices that can deliver an uncluttered touchpoint for Brand A's goods or services.

Why do it?

Think about your target audience and the sort of devices and screens they use. With the proliferation of the internet of things (IoT), audiences can access digital services in more and more ways — from screens to voice. Which brands are associated with these devices and screens?

Brands are finding it harder to be everywhere at once. To capture a greater share of voice, you need to think about all the connected devices in people's homes and in their lives.

For instance, it's hard to reach a consumer when they're walking around or busy with an activity. Since mobile devices have become extensions of us, they've become the best way to reach consumers on the move. More smart TVs and smart speakers are making their way into people's homes. IoT and all its various emerging channels provide enterprises with opportunities to diversify partnerships in less cluttered environments.

Device-based partnerships example: Screens as storefronts

Web browsers on Samsung smartphones are valuable real estate for enterprises looking to showcase their services. When phone owners pull up the web browser address bar on their device to type in a URL, a few sponsored websites show up.

Target, the enterprise in this case, forged a partnership with Samsung. Samsung added the Target website as one of the quick access options on its device. When phone owners pull up the mobile browser, new offers from Target were pushed out to the Samsung user base. Samsung received a payout every time it successfully drove a user to purchase a Target product.

Samsung found that providing users with value-added services produced incremental partnership revenue. User experience improved and created greater "stickiness" as well.

Samsung provided the device and Target provided the special offers — this device-based partnership was a win-win for both Samsung and Target.

10. Specialist partnerships

Authority is an asset

What is a specialist partnership?

Brand A (an enterprise) partners with Brand B (a partner that's an authority on a particular topic). Based on a customer's specific needs, Brand B may provide expertise in recommending Brand A's — or one of Brand A's competitors' — products.

Why do it?

Complex, high-consideration products are everywhere. When a consumer finds it difficult to ascertain whether a product is going to meet their needs, they often turn to a domain expert for guidance.

This is common practice in many industries. Here are a few examples:

- With pharmaceutical products, a patient asks their doctor for a drug recommendation.
- In the enterprise software industry, a business turns to well-known industry influencers and ask them about vendors they've had good experiences with.
- In the direct-to-consumer (D2C) furniture industry, a homeowner may ask their interior decorator what kinds of furniture brands appeal to their sensibilities.

Specialist partnership example: Cure for a bad back

The direct-to-consumer (D2C) mattress industry has exploded in popularity, with more than a hundred mattress-in-a-box companies vying to grab market share from high-margin, brandless mattresses sold at brick-and-mortar locations.

One D2C mattress business specializes in mattresses for people who suffer from back pain. This D2C mattress business partnered with chiropractors across the United States to gain referral business for its innovative product. In essence, a chiropractor performed clinical tests to assess the right mattress fit.

In this specialist partnership, the referring chiropractor received a unique code, and when a patient purchased a mattress from the enterprise, the chiropractor received a percentage of the sale.

11. Community-based partnerships

Harnessing the need for community

What is a community-based partnership?

Brand A (an enterprise) partners with a like-minded community, association, or membership-based program run by Brand B (a partner) to offer Brand A's goods or services to Brand B's members. Brand B receives a payout when members purchase Brand A's goods or services.

Why do it?

Individuals and companies often feel the need to come together, whether in membership clubs, community groups, trade associations, institutes, unions, or other organizations. The purpose may vary — from embodying a representative voice for an industry to consolidating collective bargaining participation to lobbying or simply socializing and learning from each other.

Relevant groups with high concentrations of your target audience provide great opportunities for creating community-based partnerships. Proactive brands reach out and establish community-based partnerships with such groups to tap into their membership base.

Community-based partnership example: A comfy set of shoes for weary travelers

A well-known footwear brand partnered with the American Automobile Association (AAA) to offer AAA members an exclusive discount on its footwear products. Many AAA members travel, sometimes to far-off places where they can stroll, hike, or explore — consequently, shoes are important to this group. AAA members come through the footwear brand's dedicated shopping portal on the AAA website to purchase exclusively discounted products from the footwear brand's website.

To maintain the promotion's exclusivity, qualified buyers first share their AAA membership ID number to access the in-store discount.

The footwear company gained access to AAA's membership, and AAA received a percentage of each footwear sale in this community-based partnership.

12. Cause-based partnerships

Building a purpose-driven brand

What is a cause-based partnership?

Brand A (an enterprise) partners with Brand B, a nonprofit, NGO, or charity dedicated to furthering a mutual cause. Brand A offers its goods and services to Brand B's clients, members, and donors at an attractive rate. Brand B receives a donation if its clients, members, donors, etc., sign up for Brand A's goods and services.

Why do it?

A purposeful brand is a powerful thing. A recent eMarketer report notes that "50 percent of survey respondents indicate that they have a positive, emotional connection with brands that are purpose-driven."* In fact, according to the report, 87 percent of Gen Z and 75 percent of millennials are willing to pay higher prices for products from purpose-driven brands.

Companies that embrace a purpose-driven brand strategy or strongly advocate for a robust corporate social responsibility (CSR) program look toward cause-based partnerships. Smaller companies may not have pockets deep enough to donate outright, so cause-based partnerships are an economically accessible way they can create a win-win scenario while helping to further the cause in which they believe.

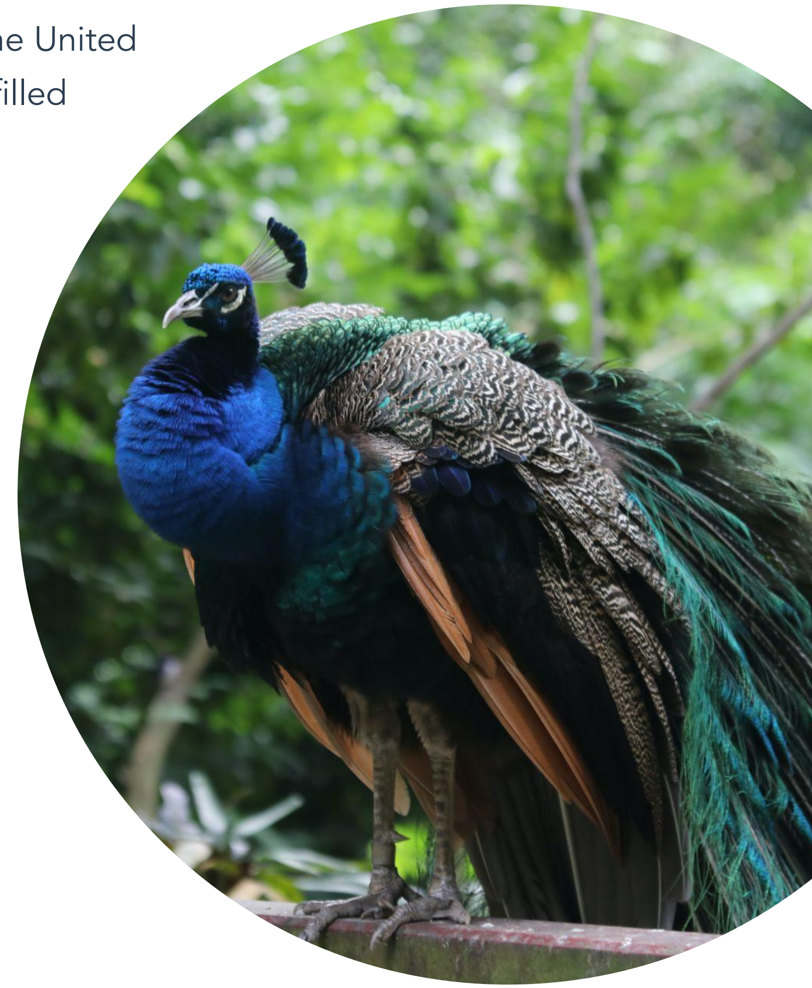
* eMarketer, [Direct to consumer brands: 2019]

Cause-based partnership example: Save a puppy

Founded by a team of "crazy dog people," Barkbox is a monthly subscription of quality treats, toys, and happiness for dogs and the people who love them. They wanted to get their service in front of the people who needed it while also giving them an opportunity to do good.

Barkbox partnered with animal shelters all over the United States and Canada to promote its toy- and treat-filled subscription boxes to new puppy parents.

When pet adopters purchased a BarkBox subscription, participating shelters were automatically paid, giving this animal shelters additional revenue in this cause-based partnership.



13. Financing partnerships

Being in debt and winning

What is a financing partnership?

Brand A (an enterprise) partners with Brand B (a partner) with part of its consumer offer including Brand B's help in financing the purchase of expensive goods. When a consumer completes a purchase, Brand A pays Brand B a portion of the earnings.

Why do it?

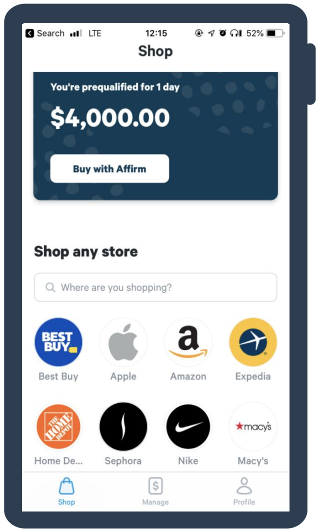
These days, many items people need or want can be a bit pricey for the average consumer. Consumer goods like cars, consumer electronics, durable goods, furniture and home improvements, luxury items, and vacations can be outside the average person's monthly paycheck. With big ticket items like these, many prefer not to use a credit card.

That's why certain types of enterprises find financing partnerships so attractive. The partners tend to be financial institutions, but not exclusively. Think of the relationship between a handset manufacturer and a telecom: The post-pay consumer appears to get their handset at a massively discounted price, but a portion of their monthly telecom bill actually goes back to the handset manufacturer.

Financing partnership example: Paying it off bit by bit

Affirm is an innovative fintech mobile business that gives shoppers the flexibility to pay for purchases in monthly installments via a digital card in its app. Affirm's technology leverages machine learning to determine the risk and affordability that feeds its proprietary underwriting model.

In contrast to traditional FICO scoring (which hasn't changed in decades), Affirm looks beyond scores to other sources of data.



Affirm can extend credit to a much broader group of customers by examining cash flow patterns and repayment history to determine creditworthiness. A large consumer electronics retailer partnered with Affirm to offer its consumers a buy-now-pay-over-time alternative to the traditional credit card. With consumer electronics often a pricey investment, the offer reduced friction in the customer conversion process.

In this financing partnership, Affirm helped the retailer drive higher average order value (AOV), conversion rates, and new user acquisition for the retailer.

14. Supply chain referral partnerships

Partnering with your clients' suppliers

What is a supply chain referral partnership?

Brand A (an enterprise) is a supplier to Brand B — it furnishes Brand B with raw materials to build products and sell to customers. Brand B recommends its "trusted supplier," Brand A, to customers. Brand B earns a commission for every successful purchase of Brand A's products.

Why do it?

Brand B recognizes it may not be able to fulfill all of its customers' needs. To increase its share of wallet, Brand B creates an ancillary revenue stream by recommending Brand A.

Supply chain partnerships have been commonplace for centuries, but the idea of modernizing supply chain partnerships and turning them into referral partnerships is newer — and the potential is huge. The description above is just one example, but many other patterns exist. Here's another example: Let's say Brand A's target audience are businesses with their own supply chain. Brand A forges alliances with one of their target audiences' supply chain partners, Brand B (the partner). This gives Brand A a new way to introduce themselves to their target audience, while earning Brand B a new revenue stream from commissions for successful referrals.

Supply chain referral partnership example: A savory partnership

Rastelli's, a purveyor of high-quality meats to restaurants and hotels, also has a small but growing D2C business. It supplies meat to Sun Basket, a meal preparation and delivery service. Because Sun Basket often only provides a household with a handful of meals each week, it wondered where the opportunity was in the household's 15 or so other meals.

Sometimes customers just want to do something simple, like fire up the grill and barbecue some meat. While Sun Basket didn't offer the standalone meat products needed to fulfill this need, its supplier, Rastelli's, did.

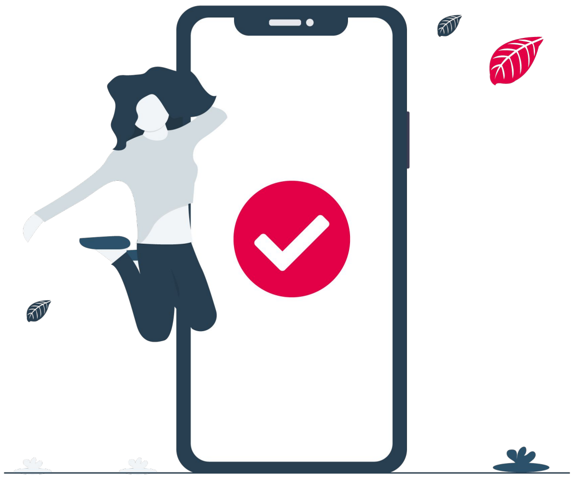
Sun Basket delighted customers by solving a problem: teaching them how to order meat online, especially when delivery was of particular importance in the early days of the COVID-19 pandemic. At the same time, Sun Basket earned a commission from Rastelli's and increased its share of wallet.

This supply chain referral partnership allowed Rastelli's to tap into Sun Basket's fervent customer base, introducing Rastelli's as Sun Basket's trusted supplier.

Supply chain referral partnership example: Aligning with adjacent supply chains

Uber Eats wanted to grow its restaurant footprint. Instead of individually reaching out to restaurants, it decided to approach the distributors that supplied them with food, paper goods, and other necessities.

These distributors already had long-standing, trusted relationships with restaurants.



Since the distributors were unfamiliar with the traditional affiliate model, onboarding them into the partnership program was quite involved. However, the payoff was huge because they drove high-quality leads back to Uber Eats in this supply chain referral partnership.

15. Unexpected audiences partnerships

Undiscovered audiences lurk in surprising places

What is an unexpected audiences partnership?

Brand A (an enterprise) wants to expand its reach to an untapped audience. It forms a partnership with Brand B (a partner) because its core customer is the same untapped audience — even though Brand B is in a completely unrelated industry.

Why do it?

Audience tastes change over time. Brand A may hypothesize that its products or services are now of interest to an audience not previously considered its original core audience. However, reaching a completely unfamiliar audience may be a slow or risky process, and building brand cachet takes time. Brand A also may not be willing to do it on their own.

If Brand A partners with Brand B, a business that's firmly engaged with the untapped audience, it can be highly beneficial to Brand A. Through the partnership, Brand A can reach a new, high-potential market with minimal risk and often at a lower cost.

Unexpected audiences partnership example: Groceries, courtesy of your benefits program

Shipt, a subscription-based grocery delivery service, wanted to rapidly expand its customer base through its partnership program. Its business development team quickly formed strategic brand-to-brand partnerships with a mix of healthcare companies and corporate benefits providers.

As a result of tapping into unexpected audiences, Shipt saw more than 65 percent quarter-over-quarter (QoQ) growth in its partnership program revenue.

The partnership channel also delivered 70 percent lower cost per acquisition (CPA) through its partnership channel compared to other direct-response channels.

16. Globalization partnerships

Partners to aid global expansion

What is a globalization partnership?

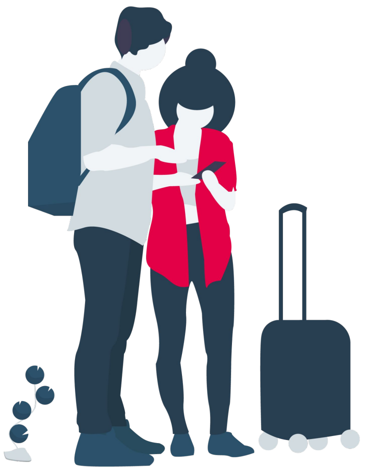
Brand A (an enterprise) is interested in entering other markets, but recognizes that entry is challenging. It partners with Brand B, a partner far more familiar with the local market and with expertise in taking products to market there.

Why do it?

Expanding into a new market can be a daunting task. Many elements of the new market may be unfamiliar to an enterprise with no previous presence there: consumer tastes and behaviors, the language, logistics, content consumption habits, cultural norms, local regulations, payment systems, and more. Finding a referral partner with cross-border expertise in taking new products and services to market may be a far less risky and much more rapid strategy for entering a new market.

Globalization partnership example: Going east

One of impact.com's customers, a large shoe manufacturer, partnered with the cross-border mobile marketplace [BorderX Lab](#) to enter the Chinese market. With a high concentration of Chinese users in China, Taiwan, Hong Kong, Singapore, the United States, and Canada, BorderX Lab enabled brand partners to tap into the global Chinese market.



BorderX Lab used innovative technology and curated content to enable the shoe manufacturer to sell directly to shoppers in these foreign markets. The shoe manufacturer did not need to go through a joint venture partner or local team in China.

As an expert in the Chinese market, BorderX Lab handled the complexities of the market for them for this globalization partnership.

CHAPTER 3

Early days in the new era of partnerships

Disrupting growth strategies

Today's partnerships provide a new way of doing business that challenges how enterprises traditionally map out growth strategies. New entrants and innovative enterprises have been able to leverage partnerships to achieve unprecedented growth and impact.com has witnessed this firsthand.These companies have captured significant market share, expanded to new audiences, and spread to new markets more rapidly than their predecessors.

As this field guide illustrates, new species of partnerships continue to spring up, fueled by enabling technologies like impact.com's partnership management platform.

Novel, innovative partnerships provide leaders in sales, marketing, and business development with a growth engine for today's fast-changing and increasingly competitive landscape. As time goes on, new species of partnerships will emerge as the habitat changes — and impact.com will be there to help recruit, contract, track, manage, protect, and optimize each and every one of them.

About impact.com

impact.com is the leading global partnership management platform and has been transforming the way enterprises manage and optimize all types of partnerships — including affiliates, influencers, commerce content publishers, B2B, and more — since its founding in 2008. Through its integrated end-to-end solution, impact.com accelerates business growth by automating the full partnership life cycle, including discovery, recruitment, contracting, engagement, fraud protection, optimization, and payment processing.

To learn more about how impact.com's technology platform and partnerships marketplace is driving revenue growth for global enterprise brands such as Walmart, Uber, Shopify, Lenovo, L'Oreal, Fanatics, Levi's and 1-800-Flowers, visit www.impact.com.

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