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**ASIAN INSTITUTE OF MANAGEMENT
RAMON V. DEL ROSARIO SR.
CENTER FOR CORPORATE SOCIAL RESPONSIBILITY**

Collaboration and Partnership

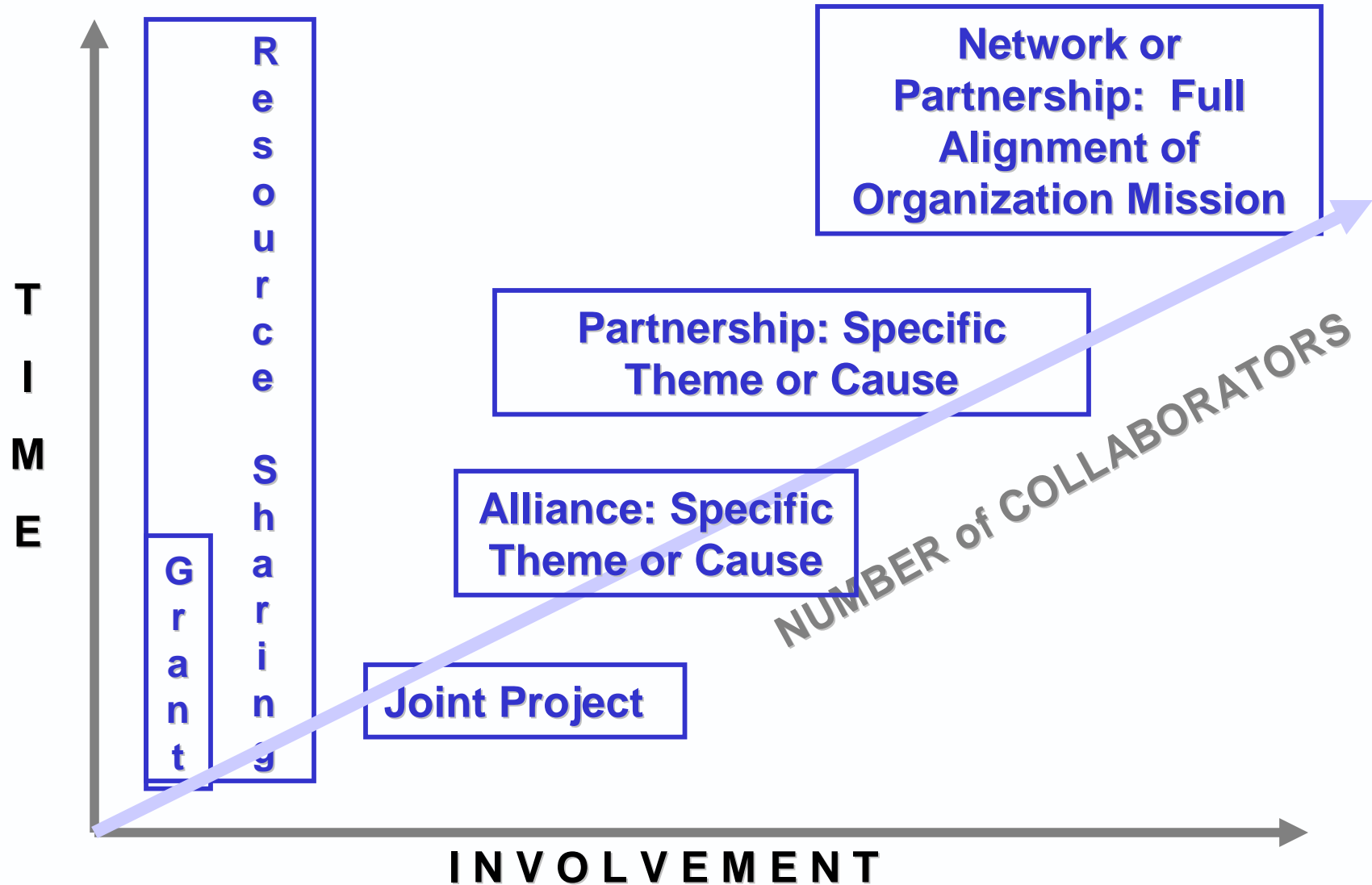
**Prof. Maya B. Herrera
Asian Institute of Management**

WHY COLLABORATE?

- Common Objectives
- Common or Interlocking Concerns
- Common or Interlocking Stakeholders
- Complementary Resources
- Complementary Capabilities

Maximizing Social Value Creation
Opportunities

TYPES OF COLLABORATION



DIMENSIONS OF COLLABORATION

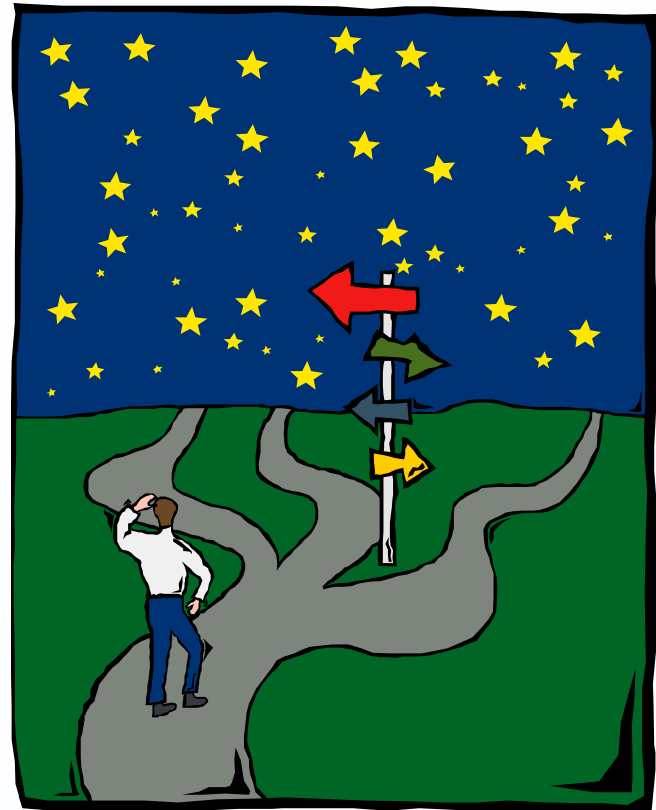
- Level of Engagement
- Importance to Mission
- Magnitude of Resources
- Type of Resources
- Scope of Activities
- Interaction Level
- Trust
- Managerial Complexity
- Strategic Value



Source: James Austin (2000), The Collaboration Challenge

TYPES OF ENGAGEMENT

- Grants
- Partnership
- Collaboration
- Alliances
- Networks



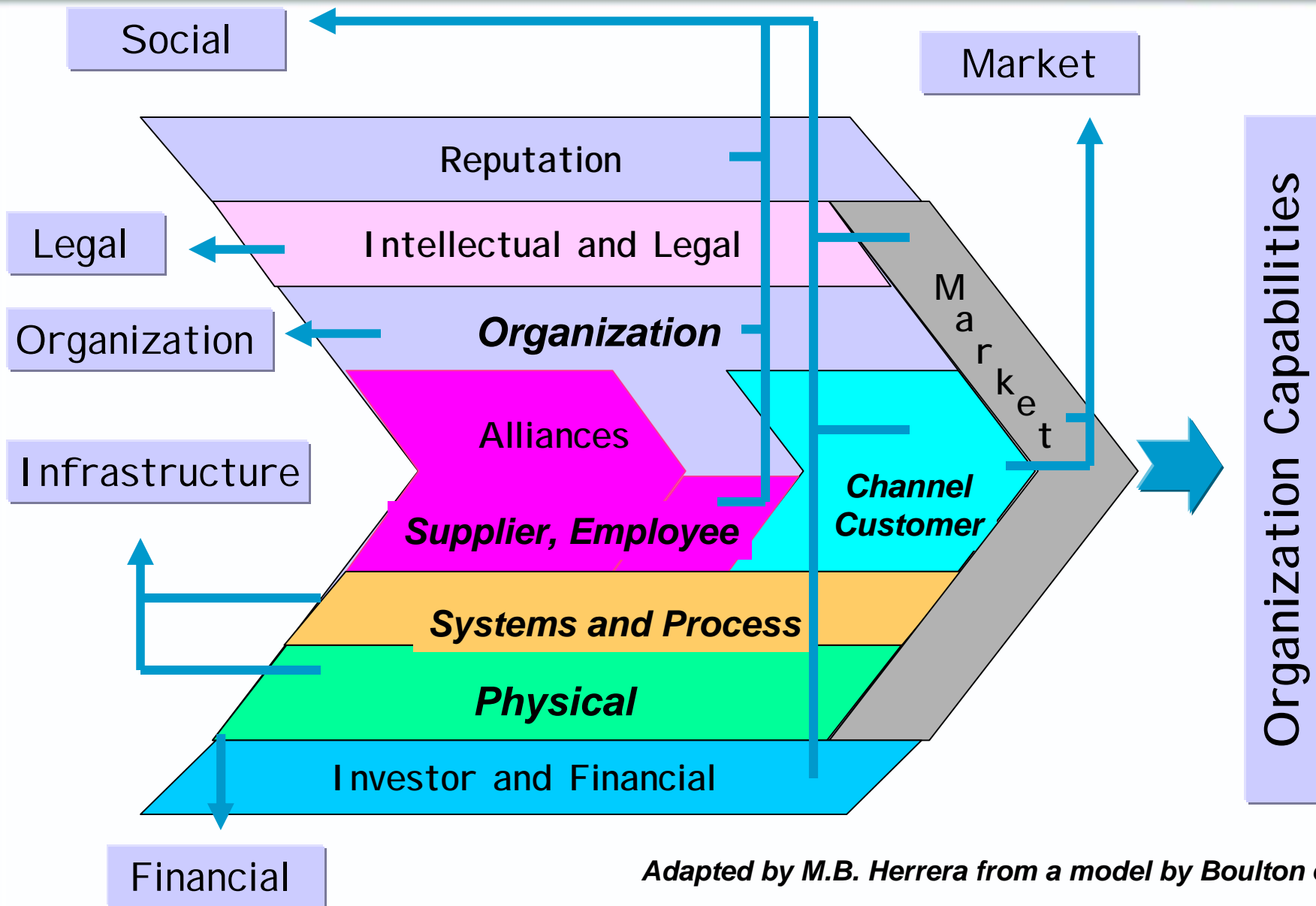
ANALYZING OPPORTUNITIES FOR WORKING TOGETHER



CHOOSING A PARTNER, COLLABORATOR

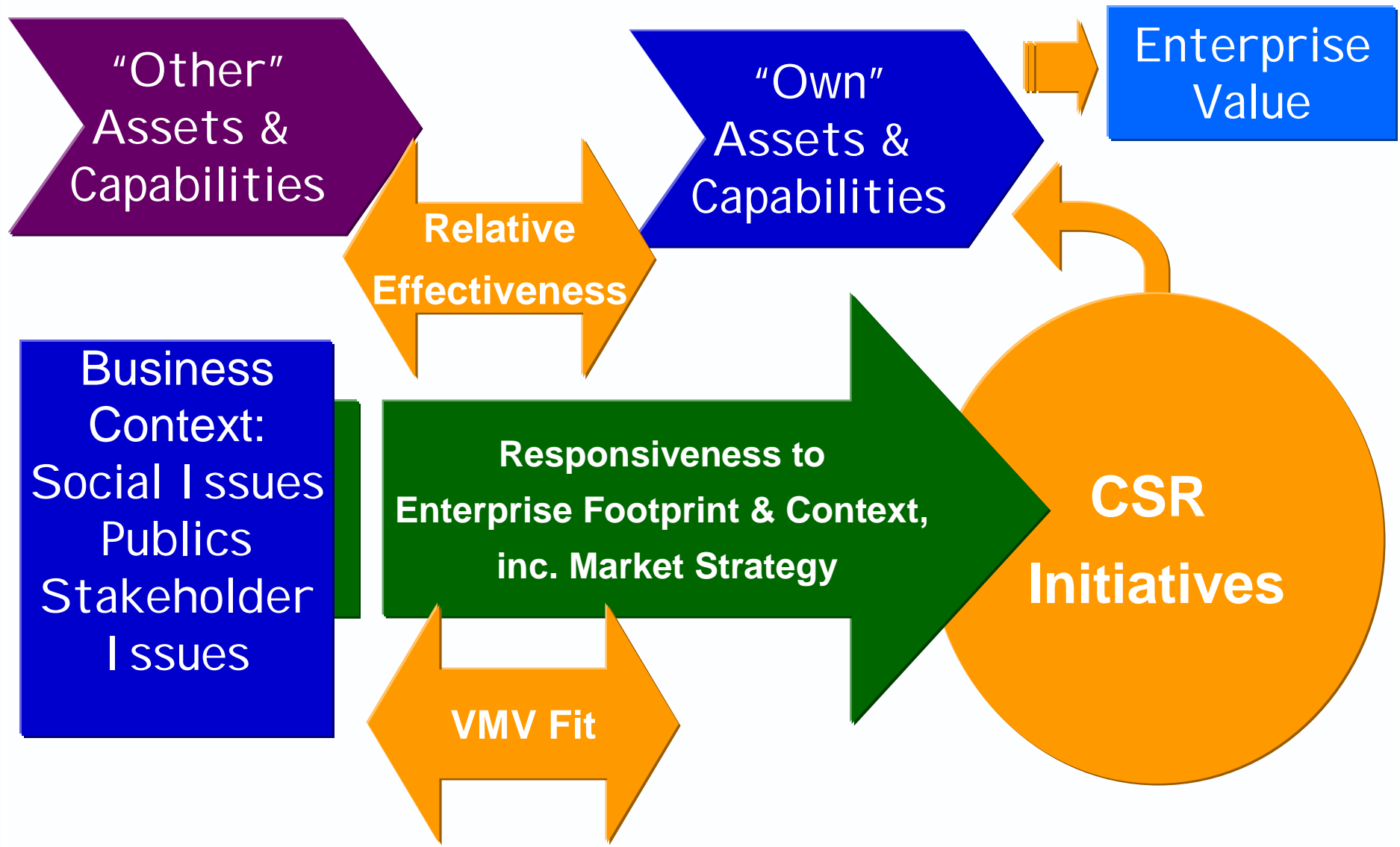
- Mandate or Focus
- Reputation
- Approach
- Actual Previous Relationships or Experience
- Resources and Other Relationships
- Capabilities
- Willingness

ASSETS CREATE CAPABILITIES



Adapted by M.B. Herrera from a model by Boulton et al

EVALUATING CSR OPPORTUNITIES



SITUATION ANALYSIS

Leveraging Strengths, Addressing Vulnerability

BUSINESS	GOVERNMENT	NGO
Access to capital	Public policy	Community knowledge
Technical knowledge	Enforcement of rules	Volunteer assets
Commercial network	State revenues	Leadership
Management skills	Legality	Values
Insensitive to others	Inflexible	Limited financing
Short-term focus	Slow	Amateurish
Numbers-driven	Poor coordination	Narrow focus

SOURCE: Noke Kiroyan , AFCSR 2005

STAGES OF COLLABORATION

- Grants
- Transactional
 - One way resource sharing
 - Two way resource sharing
 - Not Just Funds Flow
- Joint Project
 - Short-term Collaboration
- Integrative (Maybe Short Term or Long Term)
 - One program/Around a theme
 - Full blown alliance (network)



Herrera (2008); Adapted from Austin (2000)

STRATEGIC COLLABORATION

- CONNECTION WITH PURPOSE AND PEOPLE
- CLARITY OF PURPOSE
- CONGRUENCY OF MISSION, STRATEGY AND VALUES
- CREATION OF VALUE
- COMMUNICATION BETWEEN PARTNERS
- CONTINUOUS LEARNING
- COMMITMENT TO THE PARTNERSHIP

Source: James Austin (2000), The Collaboration Challenge

LESSONS FOR IMPLEMENTATION

- BE WARY OF MISSION DRIFT
- LEADERSHIP IS ESSENTIAL
- RELATIONSHIPS ARE CRITICAL
- BUILD SOCIAL CAPITAL

COLLABORATION HELPS OPTIMIZE EFFORTS AND RESOURCES

MEMBER INFORMATION

- CONCERNS
- RESOURCES AND CAPABILITIES
- FOOTPRINTS

INFORMATION AND LEARNING

- BEST PRACTICES
- FRAMEWORKS AND METHODS

METHODS FOR INITIATING PROJECTS AND WORKING TOGETHER

IDENTIFYING PRIORITY PROJECTS

CREATING SHARED RESOURCES AND CAPABILITIES

SUMMARY

Collaboration helps organizations maximize their resources so they can expand their operations

Thank You

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