

# Learning across boundaries Making collaborations work

17 November 2010



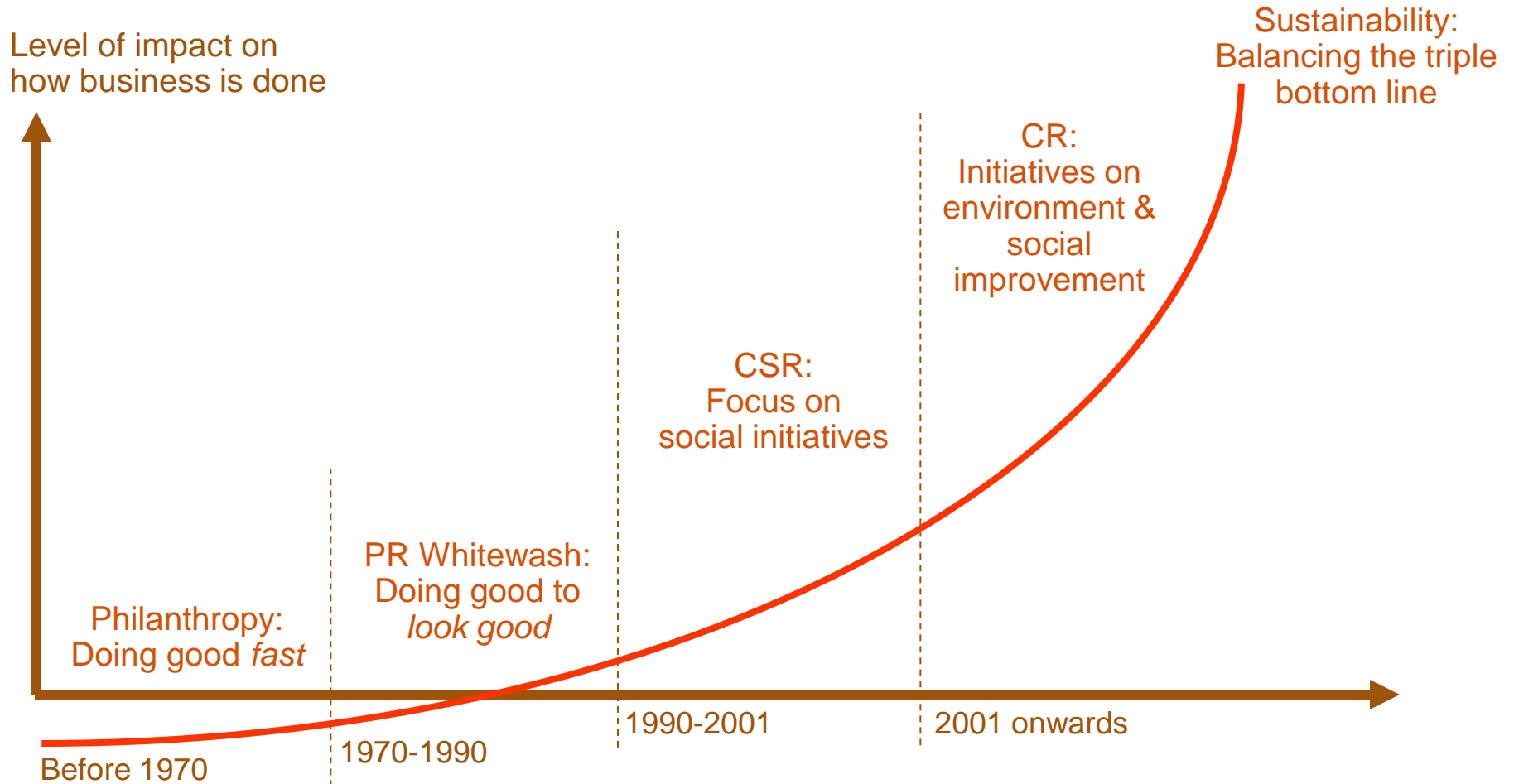
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## Recipe for successful collaborations

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- Genuine commitment of time, interest, actions → “walk the talk”
  - Empathy and tolerance → understand the culture, religion, gender, race, political structure, etc
  - Continuously engage the stakeholders → build relationships, protect the trust
  - Constantly learn from each other → transform and grow with the journey
  - Leverage local representation → understand their needs to expedite development and implementation of initiatives
  - Move from philanthropy to active participation → capacity building + knowledge transfer

# From Philanthropy to Corporate Social Responsibility (CSR) to Corporate Responsibility (CR) to Sustainability



Source: Adapted from John Zinkin Institute of Corporate Responsibility Malaysia

# Practical challenges of collaborations

<b>Collaborations that need to be established quickly</b>	<ul style="list-style-type: none"><li>• Insufficient trained resources on the ground to drive the initiatives, particularly the locals</li><li>• Inadequate project management skills to facilitate complex initiatives</li><li>• Inadequate infrastructures in place to deliver with speed and scale</li></ul>
<b>Collaborations between large number of companies with respective capacities and interests</b>	<ul style="list-style-type: none"><li>• Diverse agendas that do not complement each other</li><li>• Inadequate planning and clarity in roles and responsibilities</li><li>• Not fully leveraging on respective in-built strengths, i.e. doing something outside area of expertise</li></ul>
<b>Collaborations between companies that usually compete with each other</b>	<ul style="list-style-type: none"><li>• Protectionism of IP and solutions</li><li>• Finding the balance between responsible business and profitable business</li><li>• Belief in the myth that to be the best, you have to be the only or the first in the playing field</li></ul>
<b>Collaborations across cultural and political boundaries</b>	<ul style="list-style-type: none"><li>• Lack of appreciation of diverse cultures and political landscape</li><li>• Difficult to gain trust of the locals / recipients / governments</li></ul>

# Collaborations that work

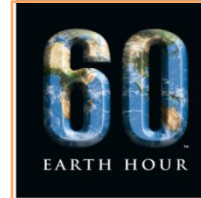


Educating the Children of Darfur - The Power of 10

Collaborate, Donate, Educate

**PwC + UNHCR = USD4m**

Sustainable educational infrastructure for 30,000 refugee children



2010 Activity  
Across the  
Network

**PwC territory + Staff + Clients =**

26 countries / territories, over 4,000 cities / towns / municipalities, and hundreds of millions of people...



**PwC + MERCY Malaysia =**

- Helping them achieve their HAP certification
- Jointly organised “A Business Continuity Conference: Tomorrow happened yesterday” – best practices and sharing experiences on disaster preparedness and crisis management.

**Petronas + MERCY Malaysia =**

Training PETRONAS employees in humanitarian relief work before deploying them to disaster sites (e.g. Aceh, Nias, Jogjakarta and Jakarta).



**PwC + Education Business Alliance + Southwark Council + Education Action Zone =**

Improving quality of life and education for young people.



KHAZANAH  
NASIONAL

Khazanah sustainability partnerships...



A network of 34 like-minded companies in Malaysia collaborating to advance responsible business philosophies and business.



**ICRM + StarBiz =**  
Annual Corporate Responsibility Award to reward good CR practices.

## Growing responsible leaders of the future

- Challenge and stretch our people → make responsible business part of their work environment
- Give them the opportunity to do good → invest in time and capital
- Dispel the myth of competitive disadvantage of collaborations – encourage collaborations → there are enough opportunities for all
- Recognise and reward responsible practices → Prime Minister's Hibiscus Award, ICRM-StarBiz Corporate Responsibility Award
- Tailor leadership programmes that develop responsible practices

# Every collaboration helps you grow...

*“When we were exploring how to differentiate ourselves, we grew in the process – the journey in collaborating with the likes of Mercy Malaysia in humanitarian initiatives transformed our people and PwC as a firm.”*



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