



MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

Multi-stakeholder cooperation

Huub Mudde

FPLI Conference, Bogor, Indonesia

29 August 2018

Animal logistics: a multi-stakeholder sector

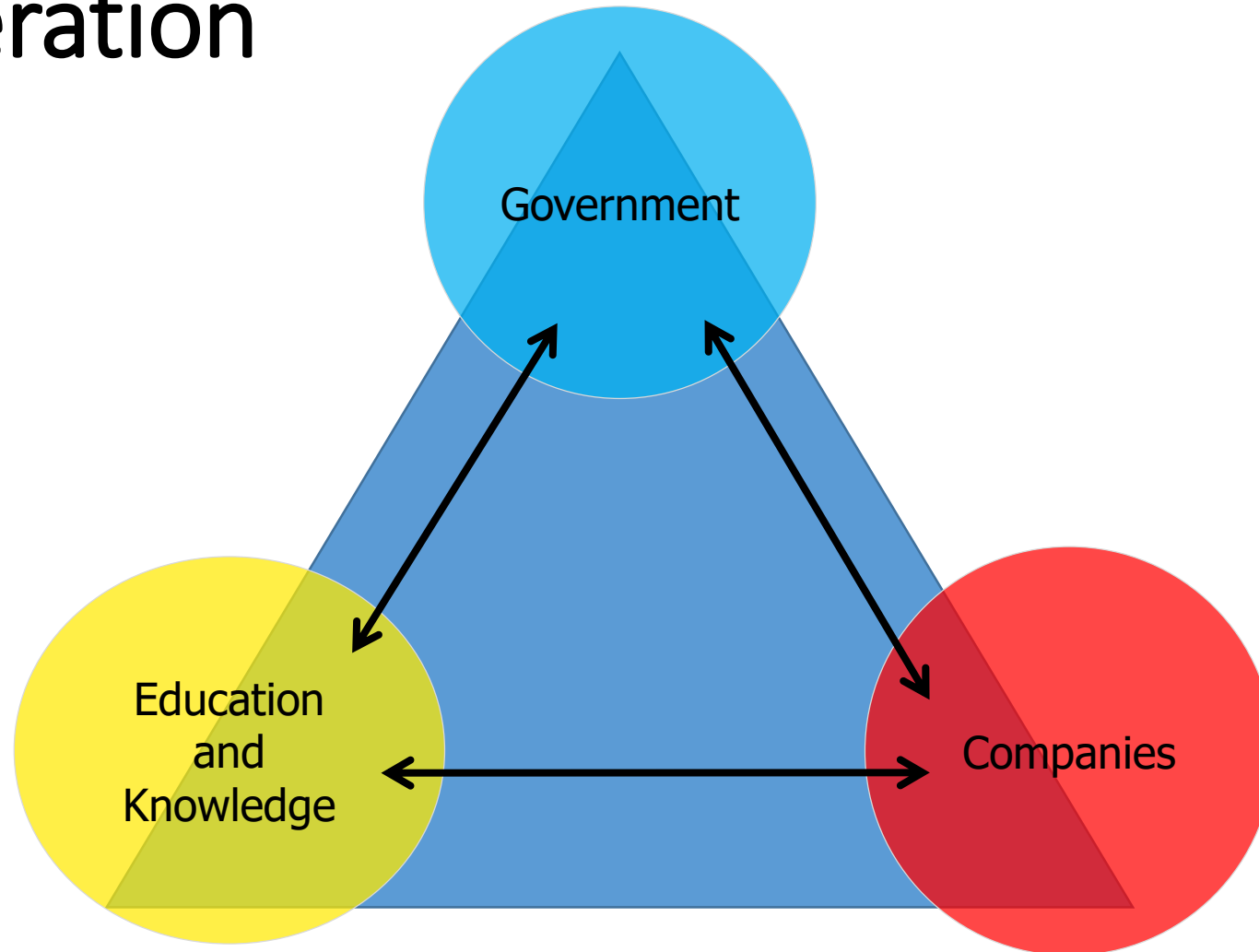
Vessel: owner, shipping and harbor regulations



Employees: labour conditions, safety, skill development

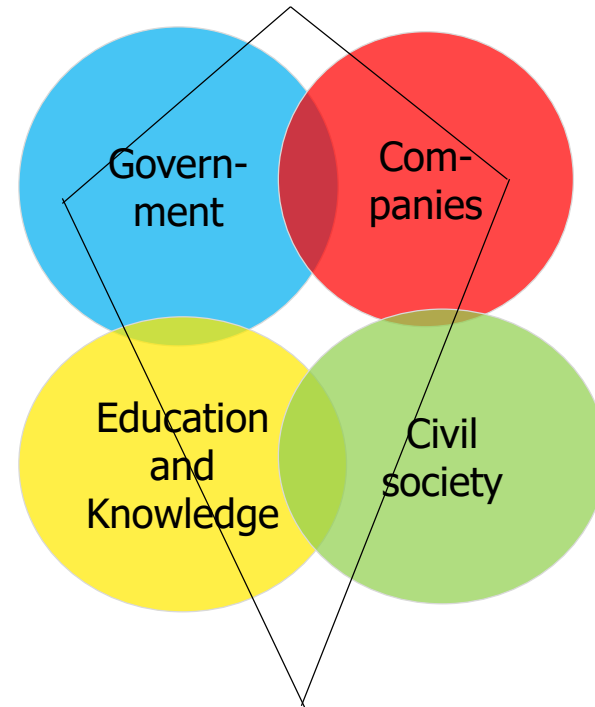
The cattle: owner, new owner?, animal welfare, food safety regulations

Economic development through cooperation



Linking industry with universities/TVET and government in order to foster innovation and economic development (Etzkowitz)

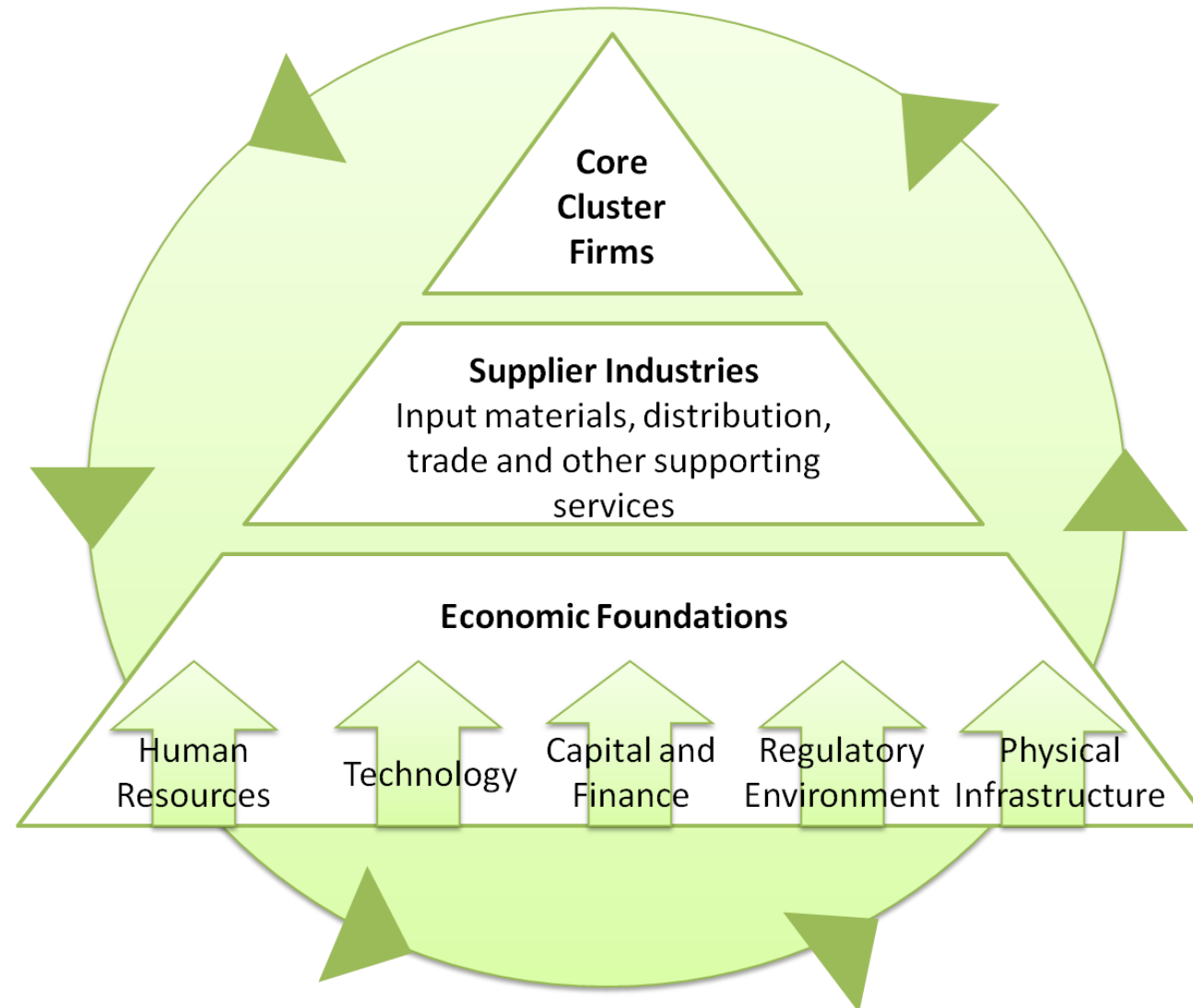
Dutch Diamond model



Multi-stakeholder cooperation for sustainable development

Grounded in Cluster theory

(M. Porter)





Benefits of clusters

- Knowledge and technology interaction amongst the firms, training, universities, foreign knowledge
 - Pooling of relatively educated entrepreneurs
 - Government and institutional support
 - Joint action and cooperation (pool resources to purchase inputs)
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- Silicon Valley
 - Bollywood
 - Triple Helix Campuses



Benefits of stakeholder cooperation

- It gives you **more ideas** in comparison to small-circle decision making
- It includes **different perspectives** from different sectors
- You will be **aware of concerns** you didn't know about
- Concerns can be **addressed before they become un-resolvable** disputes
- It gains **acceptance and support** for the effort from all stakeholders by making them a part of the process
- It **strengthens your position**, you can build alliances with stakeholders



Role of Government

- Infrastructure
- Policies
- Regulations
- Tax
- Economic Development Policies
- Cooperation with Universities, Vocational education
- Cooperation with NGO's
- Business linkages



Role of Industry

- Business development
- Strategy Development
- Shared Value Development
- Measuring Impact
- Multi-stakeholder Management
- Gaps and opportunities analysis
- Labour Market Analysis
- CSR Development



Role of Universities

- Applied research, contract research
- Knowledge and skills development
- Univ-Industry-Gov. linkages policies
- Development of new mechanisms such as science park, incubation centres, accelerators and networks
- Coordination triple helix constructs, PPP project coordination



Role of NGOs

- Watchdog
- Promoting good business' practices
- Information sharing of lessons learned
- Mobilizing consumers' support
- Policy influencing



Challenges in Indonesia

- Keeping up with the knowledge revolution and increasing global competition
- Lack of critical mass of skills and talent
- Lack of coordination
- Emerging links between businesses and knowledge institutions
- Active government, but many implementation challenges
- Difficulty in meeting international standards




Critical success factors

- Clarity of roles, responsibilities and ground rules
- Clear understanding of mutual benefits
- Clear vision of objectives
- Clear communication, shared planning and decision making
- Good leadership

(Partnership Resource Center)

MSM: working together for better global management

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- A world map with small icons of national flags placed over various countries, representing global diversity. The map is light blue and serves as a background for the text.
- **Work** : Graduate management education, International Projects and Capacity Development, Research and Policy Advocacy
 - **Better**: we should always strive to do better as MSM. Through efficiency, relevance, quality
 - **Global**: we promote management in a global context, appreciating diversity, global goods
 - **Management**: it is about getting things done through people. We work with people, for people; human development and prosperity is the ultimate concern (= together).



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