

Training leaders for multi-group partnerships

Public, private and civil society participants benefit from Singapore Management University's world-first Master of Tri-sector Collaboration (MTSC)

CALL Mr Anthony Caravello an idealist: He wants to make the world a better place.

"Through my role as a planner in advertising, I dream of helping brands establish their purpose in society, and find ways they can provide more value to their customers and society as a whole," he says.

When he came across Singapore Management University's (SMU) new Master of Tri-sector Collaboration (MTSC) programme, which focuses on training leaders who work towards finding ways to global issues through collaboration among government, business and civil society, things clicked, he says.

"It dawned on me that partnerships could play a key role in achieving social goals on a substantial scale. By leveraging partnerships, brands could leverage the expertise and abilities of key stakeholders to help deliver increased value to customers and society, and ensure they do it well," says the 27-year-old American.

He got the buy-in from his employer, advertising agency McCann, which paid part of his \$40,000 tuition fee and gave him paid time off when needed.

"When classes are in session, we are required to take a week or two off work to study full time. I was in classes for eight weeks last year," says Mr Caravello.

As an associate planner, he develops advertising strategies for clients' brands to increase their sales. In the four years he has been with the company, brands he has worked on include Nestlé, Darlie, Acuvue and Popeyes.

"The greatest benefit of the MTSC is that it has given me another tool to add to my planner's belt," says Mr Caravello.

"From identifying potential partners to running cross-sector initiatives, I am increasingly confident in my ability to lever-

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— Ms Sueanne Mocktar, senior deputy director, 3P Network Division of the National Environment Agency

age partners and their resources to run more effective advertising campaigns for clients."

A cross-sector initiative is a joint effort between organisations from private, public and civil sectors, typically to solve or tackle a social issue, benefiting all parties.

Mr Caravello, who is in the pioneer batch of SMU's MTSC programme, will complete it in July.

Pool of knowledge

Ms Sueanne Mocktar was attracted to the MTSC programme because tripartite collaborations are the backbone of her work on the environment.

As a senior deputy director in the 3P Network Division of the National Environment Agency (NEA), she works with the private and public sectors, and the public, as NEA engages citizens, corporations and colleagues (within the public sector) to encourage people to feel a sense of ownership and take care of their living spaces, and create programmes that safeguard the environment.

Ms Mocktar cites useful topics such as learning to create frameworks to develop partnerships, understanding more about

growing complexities in society, and methods on how to do scenario planning, in her case, to meet environmental needs.

"I have benefited from the pool of knowledge by renowned academics and practitioners from Europe, the United States and Asia-Pacific, robust research information and useable frameworks which give greater depth and breadth when designing marketing communications and engagement programmes with the different sectors," says Ms Mocktar, whose course was co-sponsored by SMU and NEA.

She is glad the MTSC programme covers topics such as global trends and how the three sectors think, providing a base for common understanding.

Importantly, the programme ensures students can make sense of the plethora of megatrends — from environment to population to technology — that affect how business, government and society interacts.

During the module on the role of public policy by Professor Francis Fukuyama, the cohort worked through a collection of real-life case studies of how government policies in countries like India, Brazil, the United States and Singapore impact private sector development.

"We looked at how these policies were planned and implemented with an evaluation of the 'cause and effect' of the policies," says Ms Mocktar.

She adds: "The case studies and related project work helped me better understand and anticipate potential effects, pitfalls and quick wins contained within the marketing communications and engagement of stakeholders with regard to new policies and related programmes." — Narendra Aggarwal

Master of Tri-Sector Collaboration, Singapore Management University

Launched in January last year, this world-first programme trains leaders who will promote tri-sector partnerships among government, business and civil society to find pragmatic solutions to big global issues from environmental challenges to chronic poverty.

It is for working adults with several years' experience in government, business or civil society organisations, who are open to new ways of thinking and working.

The MTSC brings students together in a modular approach over 18 months. Next intake: January 2016; applications open in March 2015. Course fee: \$38,000 (\$40,660 after taxes).



Mr Caravello and Ms Mocktar both benefited from the MTSC programme.

PHOTO: CHONG JUN LIANG