

# CBSR Collaboration Assessment Tool

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## *Implications for Business*

Firms committed to improving their Corporate Social Responsibility (CSR) practices today face a broad and increasingly complex set of issues. As expected, the more complex the issue, the more resources are required to ensure that the collaboration is a success. It is therefore critical that business leaders ensure that investment of resources is in proportion to the expected impact.

Once the scope of the collaboration is aligned with appropriate resourcing levels, success depends on four key elements:

- Leadership: Vision, strategy and culture that champions and embodies collaboration
- Governance: Organizational objectives, expectations and accountability for collaboration
- People: Collaboration skills/mindsets that are developed and reinforced among staff
- Process: Process and systems that promote collaboration across and outside the organization

This assessment tool, developed with members and thought partners, provides guidance to help ensure that CSR collaboration opportunities are well-managed and successful.

# Overview of CBSR Collaboration Research

Firms committed to improving their CSR practices today face a broad and increasingly complex set of CSR issues. Recent research and experience highlight the need for increased capacity to collaborate. CEO interviews confirm that to address complex CSR issues companies must learn to “operate on a system wide basis and collaborate across internal and external boundaries”.<sup>1</sup>

CBSR has conducted research to assist Canadian firms in enhancing their awareness, interest and capacity in broad scale collaboration. A literature review, interviews with best practice collaboration firms, and insights from CBSR experience working in the field informed this process. This document is intended to provide guidance on “how to collaborate” by providing an overview to the research, a straightforward assessment tool, a suggested approach to address identified gaps, and case studies to illustrate how firms can ensure that key success factors are in place for a successful collaboration.

As is the case in many emerging fields, definitions can often emphasize different elements. CBSR uses a broad definition of collaboration that is relevant to Canadian business and its CSR challenges.

Collaboration is when two or more interdependent parties work together to:

- Create a rich, comprehensive appreciation of issues or challenges
- Create a common vision and choose a collective course of action
- Jointly own decisions and outcomes
- Collectively share risk, resources and benefits

## **Implications of Collaboration**

Collaboration is tough, time consuming work. It involves risk and investment to build the necessary relationships and trust, facilitate the day-to-day requirements, and provide the governance and leadership necessary to manage complexity and frustration. Why do businesses persist? Because the rewards are significant—innovation, leadership and breakthrough triple-bottom-line results may be achieved.

CBSR recognizes that not all collaborations are created equal, and proposes the following impact spectrum (Figure 1) to help firms evaluate the appropriate approach. The spectrum moves from program-based collaboration through to multi-sector collaboration as defined by the complexity of the issue and expected project impact.

The complementary CBSR *Impact-Investment* trade-off curve (Figure 2) assists firms to assess the level of commitment and resources required to undertake more complex collaborations.

## **Tools to Support Collaboration**

CBSR recognizes that the future of responsible business practice will require new and innovative ways to collaborate. The following assessment guidelines, suggested approach and case studies are intended to support Canadian firms in evaluating and improving their current approaches to collaboration. For more information about how to collaborate effectively in your organization, please contact CBSR.

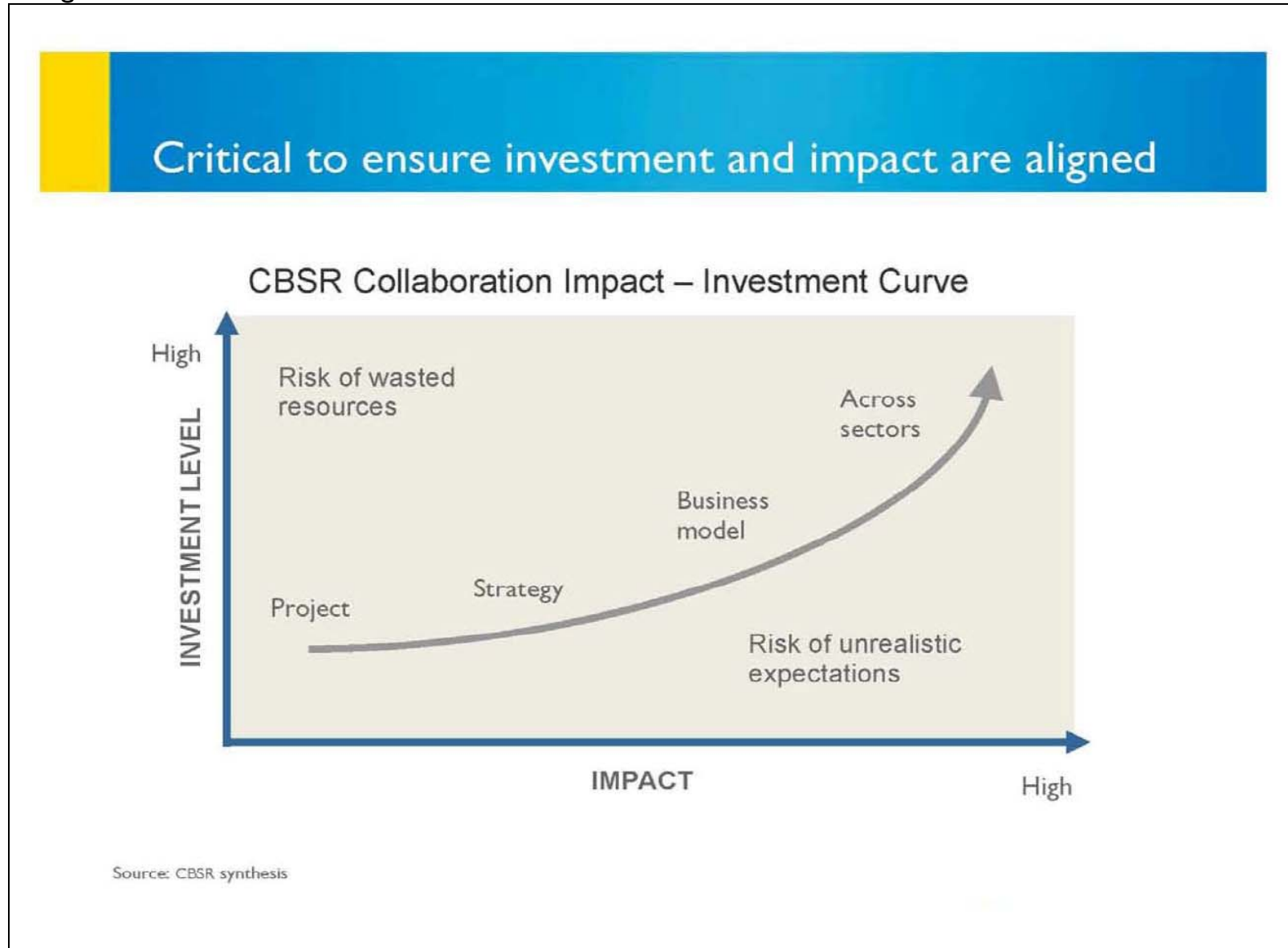
### ***The authors***

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<sup>1</sup> MIT Sloan 2009 Report, “The Business of Sustainability”

**Figure 1**


Figure 2



# I. COLLABORATION ASSESSMENT TOOL

Companies seeking to improve their collaboration capacity can evaluate their performance against the following key success factors which contribute to effective collaboration. Please answer the following questions to determine areas of strength and need for improving the collaborative capacity of your organization.

ELEMENTS	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
<b>I. LEADERSHIP</b> <b>Leaders who excel in collaboration demonstrate vision, strategy and build a culture that embodies collaboration. They set the tone and create the environment for collaboration to happen.</b>	1.1 Does the leader inspire a possibility-focused vision?					
	1.2 Does the leader work towards a win-win commitment from all parties?					
	1.3 Does the leader foster relationships and build strong networks?					

ELEMENTS	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	1.4 Does the leader see and understand the larger system in which they operate?					
	1.5 Does the leader have strong convening skills?					
	1.6 Does the leader thrive in an ambiguous and emerging environment?					
	1.7 Does the leader have extraordinary aspirations and personal passion regarding the necessity of collaboration?					

2. GOVERNANCE  Governance that enables collaboration requires clear organizational objectives, expectations and accountabilities.	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	2.1 Is there a clear need, outcome and benefit for each party?					
	2.2 Are there clear partner agreements and operating principles?					
	2.3 Is there a clear plan with objectives, measurement and tracking systems?					
	2.4 Are there clearly defined and aligned decision making principles in place?					

ELEMENTS	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	2.5 Is there a rigorous and consistent project management system in place?					
<b>3. PEOPLE</b> <b>Collaboration skills and mindsets must be developed and reinforced among those involved in the collaboration</b>	3.1 Does the skill of deep listening and dialogue exist?					
	3.2 Does the skill of relationship-building and conflict management exist?					
	3.3 Does the skill of adaptability exist?					

ELEMENTS	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	3.4 Is there a mindset to collaborate rather than compete?					
	3.5 Are the participants focussed on the greater good and "possibility focussed"?					
	3.6 Are the participants able to suspend judgement and blame?					
	3.7 Does a learning mindset exist?					

4. PROCESS  A disciplined process for collaboration requires structure for discussions, process for decision making and focus on delivery of outcomes. Systems must be aligned to promote collaboration	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	4.1 Does the process take into account the “entire system” impacted by the issue?					
	4.2 Does the process encourage diverse perspectives, constructive conflict and experimentation?					
	4.3 Are high standards placed on sharing information and dialogue?					

ELEMENTS	GUIDANCE	ASSESSMENT				COMMENTS
		YES	NO	PARTIAL	DON'T KNOW	
	4.4 Does the organization hire and promote leaders with collaborative skills and mindsets?					
	4.5 Are rewards based on collaborative as well as individual performance?					
	4.6 Does the system allow for the development of permanent and temporary collaborative teams?					
	4.7 Does the process capture lesson learned, trends and new data?					

## 2. KEY SUCCESS FACTORS FOR EFFECTIVE COLLABORATION

Companies seeking to improve the effectiveness of their internal and external collaboration practices can conduct the above assessment to understand their areas of strength and opportunity. The following suggestions on approach, drawn from lessons learned by those businesses that have had successful collaborations, can be employed to address identified gaps.

If you have identified gaps in **Leadership**:

- Build the business case and illustrate how the collaboration will deliver business benefit to all parties.
- Educate participants regarding the value of collaboration and how to engage effectively in the process.
- Recruit a convenor/broker for the process with collaboration skills and ability to hold possibility focused vision in the face of complexity.

If you have identified gaps in **Governance**:

- Develop a joint understanding of the issue or problem by investing in time upfront to explore and educate the group from multiple perspectives.
- Spend time writing and aligning around a charter or governance document that captures key principles for decision making.
- Ensure roles, goals and responsibilities are clear and aligned for all collaboration participants.

If you have identified gaps in **People**:

- Network collaboration participants with experienced advisors who can support conflict resolution and mentor them through the process.
- Invest in up-front time for the collaboration participants to build mutual trust and form relationships. Understanding differences in perspectives and biases is critical.
- Bring in an expert to provide a neutral perspective on a controversial or emerging issue to help everyone take a more objective view.

If you have identified gaps in **Process**:

- Formalize project management for the process with dedicated resources from all participants.
- Set up an issue management process that identifies potential areas early and provides opportunities for discussion of diverging views.
- Build compensation systems for participants that place value on the skills, mindsets and engagement required for effective collaboration.
- Invest in tools and systems to support the collaboration team with necessary information flow for decision making and communication. Transparency of impacts and decision making is important.

### 3. EXAMPLES OF LEADING PRACTICE

Following are Canadian business examples of collaborative initiatives along the CBSR Collaboration Impact Spectrum.

#### **RIO TINTO AND EARTHWATCH INSTITUTE BIODIVERSITY COLLABORATION**



A partnership to improve biodiversity conservation

##### **Background and Overview of the Collaboration**

This partnership was developed through Rio Tinto Group's "Business with Communities" program. The program promotes partnerships with community organizations that have activities and interests compatible with that of the company at local, regional or national levels, as well as global partnerships with major NGOs.

Through engagement with various stakeholders (conservation organizations, academics and NGOs) it became clear that biodiversity conservation was an issue for Rio Tinto. As a result Rio Tinto engaged with the Earthwatch Institute, which had been collecting scientific data at a number of key operating sites. Through continued dialogue, both groups recognized that they had a mutual interest around the issue of biodiversity conservation. In 1993 the company developed the Rio Tinto fellowship program and an initial 24 company employees volunteered on different Earthwatch Institute projects located within Rio Tinto operations.

The partnership was developed to achieve the following objectives:

- Raise the level of environmental awareness within the company.
- Support areas of Earthwatch Institute work that are relevant to Rio Tinto's business.
- Develop environmental management skills and knowledge within the company.
- Enable employees to contribute their expertise to the work of Earthwatch Institute.
- Support capacity building and community outreach opportunities.
- Continue to build a credible reputation around environmental responsibility.

The partnership agreement, funded by Rio Tinto includes the following components:

- An employee fellowship program providing opportunities for Rio Tinto employees to participate in Earthwatch Institute research projects. Employees contribute their expertise, energy and knowledge and enhance their own skills and understanding of environmental management.
- Field research support for six research projects addressing biodiversity conservation, ecosystem management and environmental education around the world.
- An external fellowship program providing opportunities to enhance scientific and conservation capacity in selected regions.

- A public education and stakeholder communications program including public lectures, publications and the provision of education materials.
- Institutional support for the Earthwatch Institute to develop their science outreach program.

### **The Results and Benefits**

Now in its 17<sup>th</sup> year, the partnership has strengthened relationships so that the Earthwatch Institute and other partners have participated in the development of the Rio Tinto biodiversity policy. This policy includes the commitment to leave a site with more animal and plant life than when it first opened. Earthwatch Institute has been working since early 2005 to collect baseline data, and ongoing tracking includes measurement of levels of biodiversity at Rio Tinto sites.

Rio Tinto has experienced the direct benefits of working in such collaborations and since then has developed other collaboration initiatives with a diverse group of conservation organizations at the local, regional and global levels. These include Bird Life International, WWF Australia, Fauna and Flora International, and the Eden project in the UK (post-mining regeneration).

Ultimately Rio Tinto has been able to understand the issues that concern its stakeholders and build that knowledge into the management of the business. This has provided Rio Tinto with an early warning system to better manage risk, particularly relating to biodiversity. Partnerships have enabled both Rio Tinto and the partners involved to deliver extra capacity and skills to the projects. Rio Tinto has gained support from experts on business critical issues as well as increased credibility and reputation.

### **Learning from the Collaboration**

In collaborating with these organizations Rio Tinto has developed a better understanding of their stakeholders, stakeholder perceptions and stakeholder expectations for action. Rio Tinto has been able to tailor its approaches to demonstrate its commitment to the issues raised and has become more effective at risk management. Some of the lessons learned from the collaboration include:

- **Culture and working practices:** Understanding the differences among partners is critical. An investment of time by Rio Tinto has been required to develop mutual understanding and deepen trust with partner organizations.
- **Organization structure:** Ensuring professional project management to deliver implementation is important. This partnership employs a partnership manager, responsible for managing program activity with staff from Rio Tinto and Earthwatch.
- **Providing clarity of roles:** Rio Tinto ensures that each partnering agreement covers joint objectives and clarity of roles and expectations from both sides. Rio Tinto and Earthwatch have a partnership committee that includes key staff from each organization, meeting three or four times a year. Through these committees, detailed work plans are developed and reviewed annually.

### **For More Information**

Rio Tinto Partnerships [http://www.riotinto.com/ourapproach/6010\\_partnerships\\_1.asp](http://www.riotinto.com/ourapproach/6010_partnerships_1.asp)

Earthwatch Institute Partnerships

[http://www.earthwatch.org/australia/our\\_work/companies/corp\\_partner/](http://www.earthwatch.org/australia/our_work/companies/corp_partner/)

Rio Tinto and Earth Watch Institute Partnership

[http://www.riotinto.com/documents/EARTHWATCH\\_Partnership.pdf](http://www.riotinto.com/documents/EARTHWATCH_Partnership.pdf)

## TD AND MUNSEE-DELAWARE NATION COLLABORATION WITH TREE CANADA



Munsee-  
Delaware  
Nation



A collaboration that allows TD to meet carbon neutral commitment through community investment.

### Background and Overview to the Collaboration

The collaboration amongst TD, Munsee-Delaware Nation and Tree Canada is an example of First Nations, business and NGO's partnering effectively to advance sustainable development. It involved starting with a vision, realizing that some elements had to be developed from scratch, and collaborating to make it all work. In this case study, TD provided funding to the Munsee-Delaware Nation to develop a carbon forest and to support development of a sustainable forest-based biofuel company. TD partnered with Tree Canada who developed the carbon protocol to measure the carbon reduction and supervise the planting and other technical elements.

The collaboration started with TD's commitment to being carbon neutral, and its goal to support innovative initiatives aimed at reducing energy use and green house gas emissions. TD's goal was to partner with a First Nation to be able to develop a new source of revenue through carbon finance, which would in turn support a start-up business for a First Nation. This collaboration would be with the Munsee-Delaware Nation who owns 48 hectares of abandoned farmland in Southwestern Ontario. This vision quickly became a collaboration that extended beyond TD and the Munsee-Delaware Nation:

- At the time, no suitable carbon protocol was in place for realizing carbon from reforestation. TD had worked with Tree Canada since 2006, through their Friends of the Environment Foundation, to plant trees in communities across Canada. TD Environment met with Tree Canada in 2008 on its interest in developing a carbon forest, and offered to partner with Tree Canada if they took the lead to create a carbon protocol. Tree Canada saw the opportunity and benefit in taking the lead and reviewed technical information from many groups, including the Canadian Forestry Service and the State of California. The result is a protocol for Canada, which is now the Forest and Urban Tree Carbon Project Protocol.
- This initiative also dove-tailed with development of a new hybrid poplar grown from native species that can grow and sequester carbon quickly. The development of this new hybrid was led by the University of Guelph.

### The Results and Benefits

Through this collaboration, a number of results were attained:

- 77,000 fast growing hardwood trees were planted on 48 hectares of abandoned farmland on Munsee-Delaware Nation land, which will realize 25,000 tons of carbon. The carbon dioxide sequestered will be harvested for low GHG emission biofuel production—to further reduce emissions of carbon dioxide in the atmosphere.

- The Forest and Urban Tree Carbon Project Protocol was completed—this comprehensive guide details how Tree Canada accounts for the greenhouse gas value of trees.
- A new hybrid poplar that grows and sequesters carbon quickly was developed.

The benefits from the collaboration to each party were:

- Munsee-Delaware Nation has received support in the development of sustainable biofuel production through carbon revenue and tree stock. They have also been able to leverage this support to obtain funding to train the community to develop and manage carbon forests, creating jobs and a new sustainable industry. Munsee-Delaware Nation is now in discussions with other First Nations in Southwestern Ontario to develop additional carbon forests.
- TD has received support for their ongoing commitment to carbon neutrality, achieved in 2010. This collaboration also created future business development opportunities with First Nations on sustainable development projects, as well as profile around innovation.
- Tree Canada received validation of a new carbon protocol, and increased profile for their expertise.

### **Learning from Collaboration**

- This was a highly innovative collaboration, where a roadmap had not been established for how to create a carbon forest. This leadership example required significant development work to build the infrastructure required for success.
- Collaborating with First Nations was an important learning process with longer-term benefits to the relationship and business development for TD. TD was committed to learning from First Nations, building trust, respecting their cultural view and ensuring their perspective was built into the approach and the contracts.
- Understanding stakeholder perceptions was an important part of the collaboration. There was tremendous positive employee response to collaborating with First Nations. Alternatively, concerns raised by some stakeholders had to be addressed, particularly around lack of information on energy and biofuel production.

### **For More Information**

[A "first" for First Nations: New carbon forest takes root in Ontario  
http://www.treecanada.ca](http://www.treecanada.ca)

## SUSTAINABLE SEAFOOD INITIATIVE



A Loblaw-led multi-sector Canadian collaboration

### Background and Overview to the Collaboration

An example of a multi-sector collaboration, this initiative was spear-headed by one organization whose CEO had a vision of healthy oceans, greater protection of aquatic habitats and more attention to careful harvesting. Loblaw Companies Limited (LCL) started their sustainable seafood journey in 2008 as a grassroots initiative. At that time they launched 10 Marine Stewardship Council (MSC) certified sustainable seafood products into their control brand line. Success with this activity led to a formalized commitment in May 2009 in an area where Executive Chairman Galen Weston believed LCL could make a significant and positive difference.

Thus began the Sustainable Seafood Commitment compelling LCL to source all seafood from sustainable sources by 2013. This includes all fresh, wild and aquaculture seafood. It also launched a sustainable procurement practice that focuses on responsible sourcing of over 2000 products in every seafood category and all categories that include seafood (e.g., dry goods, health and beauty care, pet food, etc.).

In order to fulfill its commitment, Loblaw developed a six-point implementation plan to be executed over two 12-month planning cycles. For Loblaw, implementing this commitment means:

1. We understand the key issues that we can control.
2. All wild-caught seafood sold by Loblaw will be certified to MSC or other independent equivalent standards.
3. For farmed seafood, Loblaw supports the development of credible aquaculture certification by encouraging our vendors and stakeholders to participate in the World Wildlife Fund's (WWF) "Aquaculture Dialogues".
4. Suppliers will be required, once standards are completed, to become certified to those or similar standards.
5. Loblaw will communicate major actions at the time of implementation, and report once a year on our progress toward our goals.
6. Working towards enhancing record management to facilitate a commitment of transparency to customers.

This vision required Loblaw to create a specialized internal structure with a business unit dedicated to Sustainable Seafood. Led by Paul Uys, this unit is responsible for leading the initiative and coordinating efforts across Loblaw. The complexity of this initiative means that over 50% of business units within Loblaw are involved. It also requires Loblaw to collaborate extensively with many stakeholders across its supply chain, as well as government, global and local non-for-profits, and universities. This includes key dialogue and action with primary partners in the collaboration, and ongoing connection with many other organizations, all of whom are stakeholders. Some of the key partners and their roles include:

- World Wildlife Fund (WWF) – significant advisor to the initiative, who along with Unilever started the MSC and facilitated the Aquaculture Dialogues, the early evolution of the Aquaculture Stewardship Council.
- Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council – both are partners on developing standards and policy.
- Private label and national brand manufacturers and distributors – partners on the assessment of their current practices, and the creation of a plan for sustainable seafood practices.
- Dr. Jeff Hutchings from Dalhousie University – third party consultant who advises on scientific matters, and ensures decisions are made based on scientific information.
- Other stakeholders sharing the Loblaw vision and becoming involved – these include other Canadian retailers, and the US Food Marketing Institute where Loblaw participates on the Sustainable Seafood Committee.
- Key Provincial and Federal Government Agencies.
- Other key NGO’s including Greenpeace, Seachoice, and David Suzuki Foundation.
- Loblaw colleagues, offices, franchisees and banner stores.

### **The Results and Benefits**

While the collaboration is just over a year underway, early results have been realized:

- The “empty tray initiative”, which displays empty trays in place of depleting species, was piloted in February and went national in June. Feedback from consumers has been very positive.
- Supply chain and vendors with a clear understanding of the Sustainable Seafood Commitment are educating themselves and supporting the initiative.

The benefits of the collaboration are:

- Better consumer awareness about fish/seafood that is healthy for humans and the environment.
- A fish and seafood supply that is regenerative.
- Loblaw takes a leadership position with a good business practice, and benefits from consumer support. Loblaw also benefits from being in the seafood business—with a sustainable supply.

### **Learning from the Collaboration**

- Credibility is very important to make an impact at this scale—both WWF and Dr. Jeff Hutchings, a recognized scientist in the field, have been critical of the Sustainable Seafood Commitment’s ability to gain traction.
- Transparency is absolutely critical. This means being open about what actions are being taken, continuing to solicit feedback from all stakeholders and supporting the education of all participants.
- Many organizations have wanted to partner on this initiative, and the initiative has evolved very quickly. The key to success has been the creation of a collaboration discipline around a few key partners, and clarity on priorities and objectives while engaging with others at varying degrees.
- The key to effective partnership is continued dialogue. This means truly hearing what your partners have to say and treating the relationship like “we are all in this together”.
- The issue of assessing the supply chain was more complicated than anticipated, with over 2000 products and over 250 vendors to be considered. Infrastructure and tools have been created to manage this process. Complexity required investing in tools and processes that didn’t exist before.

- Finding a way to educate the consumer simply and effectively on a very complex issue is critical; more work is required on this.

**For More Information**

[www.oceansfortomorrow.ca](http://www.oceansfortomorrow.ca)

<http://www.loblaw.ca/seafood>

<http://wwf.ca>

<http://www.msc.org>

## MARS INNOVATION: A MULTI-SECTOR COLLABORATION TO ACCELERATE THE COMMERCIALIZATION OF SCIENTIFIC RESEARCH

# MaRS Innovation

A collaboration to better capture the commercial potential of science and technology research.

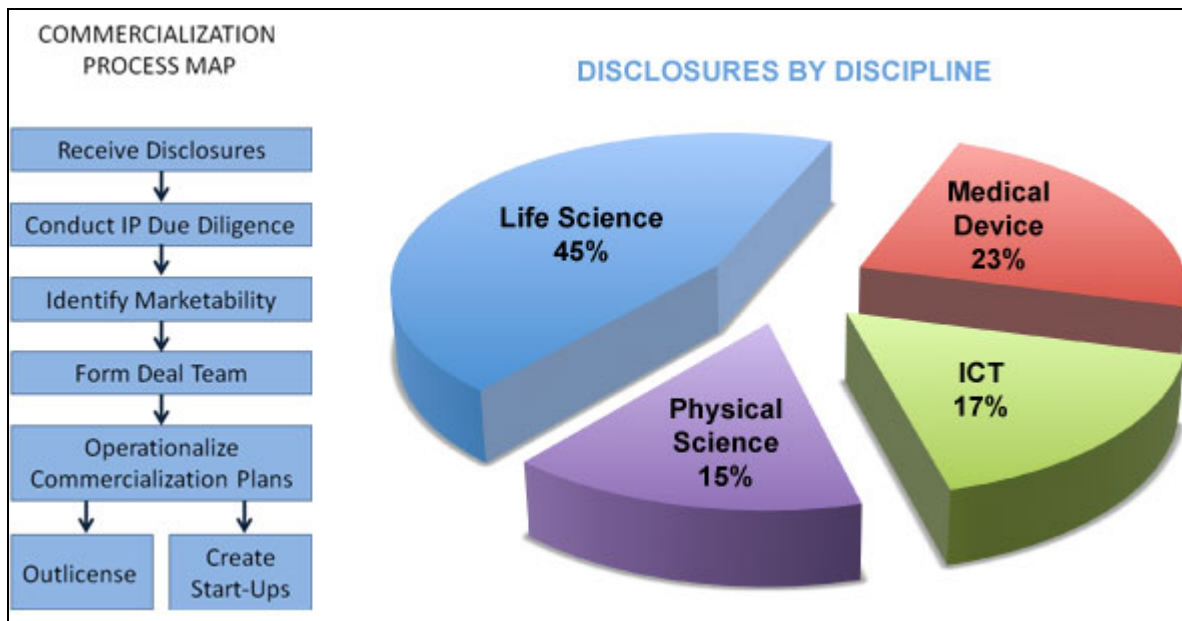
### Background and Overview to the Collaboration

MaRS Innovation is the commercialization agent for the research pipeline of sixteen leading Ontario academic institutions and hospitals. With access to \$1 billion of annual research and development, MaRS Innovation represents a “one stop” shop for investors and licensees who wish to access technology assets. Supported by the Government of Canada through the Networks of Centres of Excellence and its member institutions, MaRS Innovation advances commercialization through industry partnerships, licensing and robust company creation.

MaRS Innovation is a federally incorporated non-profit organization with an international, independent, industry-led Board, and is the commercialization agent for its member institutions’ intellectual property. Member institutions include: Baycrest Centre for Geriatric Care, Centre for Addiction and Mental Health, Holland Bloorview Kids Rehabilitation Hospital, MaRS Discovery District, Mount Sinai Hospital, Ontario College of Art and Design, Ontario Institute for Cancer Research, Ryerson University, St. Michael’s Hospital, Sunnybrook Health Sciences Centre, The Hospital for Sick Children, Toronto Rehabilitation Institute, University Health Network, University of Toronto, Women’s College Hospital, Thunder Bay Regional Research Institute, and York University.

### How it Works

MaRS Innovation collaborates with member institutions and technology transfer offices to commercialize intellectual property from its members. MaRS Innovation has the technical intelligence to support inventors, along with the market and business intelligence to prime new technologies for potential investors.



### **The Results and Benefits**

The Canadian government, through the Network Centres of Excellence for Commercialization and Research (CECR) program, endorsed the MaRS Innovation vision, and in 2008 granted \$14.95 million over five years. In addition, member institutions committed \$10 million in matching funds. MaRS Innovation receives additional resources from the Ontario government and from the private sector.

In a relatively short time MaRS Innovation has reviewed approximately 325 disclosures and accepted approximately 15 percent for further development into its commercialization pipeline. This is above the industry average of 10 percent conversion rate into commercialization in part due to MaRS Innovation's ability to 'bundle' technologies from different institutions.

The scale of this collaboration provides value to participants (MaRS Innovation, member institutions, investors and inventors) through:

- Development of agreements, patents, business-case and project plans.
- Establishment of a uniquely qualified deal team.
- Bundling of relevant technologies where this makes scientific and business sense.
- Funding to bridge technology gaps, pre-clinical funding for promising therapeutics, and leveraging of third-party public funding for early technology development.
- Securing investment ensuring that commercialization moves forward, and then creation of a licensing deal or start up company. Shared profit plans are developed.

### **Learning from the Collaboration**

The diversity of MaRS Innovation members' internationally renowned science and their readiness to form a cluster of universities, hospitals and institutes, is unprecedented in North America. Key to success was the shared and powerful vision of the leaders of the 14 founding members to accelerate the innovation of science based ideas.

As MaRS Innovation moved from an idea into an operational organization, a small team of 15 staff (with outsourced support) was created to reflect the needs of the business.

While MaRS Innovation applied some traditional technology transfer process at the outset, the process evolved as work began, and will likely become commercialization gold standard. Three key success factors of the collaboration have emerged:

1. Rely only on top notch science (Ontario's is world class).
2. Technology advancement is costly. Thus, availability of funds for early stage investment is useful.
3. Deal flow is critical, especially in terms of quantity and quality of technologies disclosed annually.
4. The ability to accurately and clearly communicate the achievements of the collaboration to ensure continued support among stakeholders.

### **For More Information**

[www.marsinnovation.com](http://www.marsinnovation.com)

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