

Session II:

Bringing the Sustainable Development Goals to Every Classroom

Translating the SDGs into business opportunities - understanding the convening power of business schools

Moderator / expert:

Katrin Muff, Business School Lausanne, Switzerland

Business Sustainability Expert:

Thomas Dyllick, University St. Gallen, Switzerland

Wednesday, July 19, 2017

9:00 – 10:00am

Translating the SDGs into business opportunities

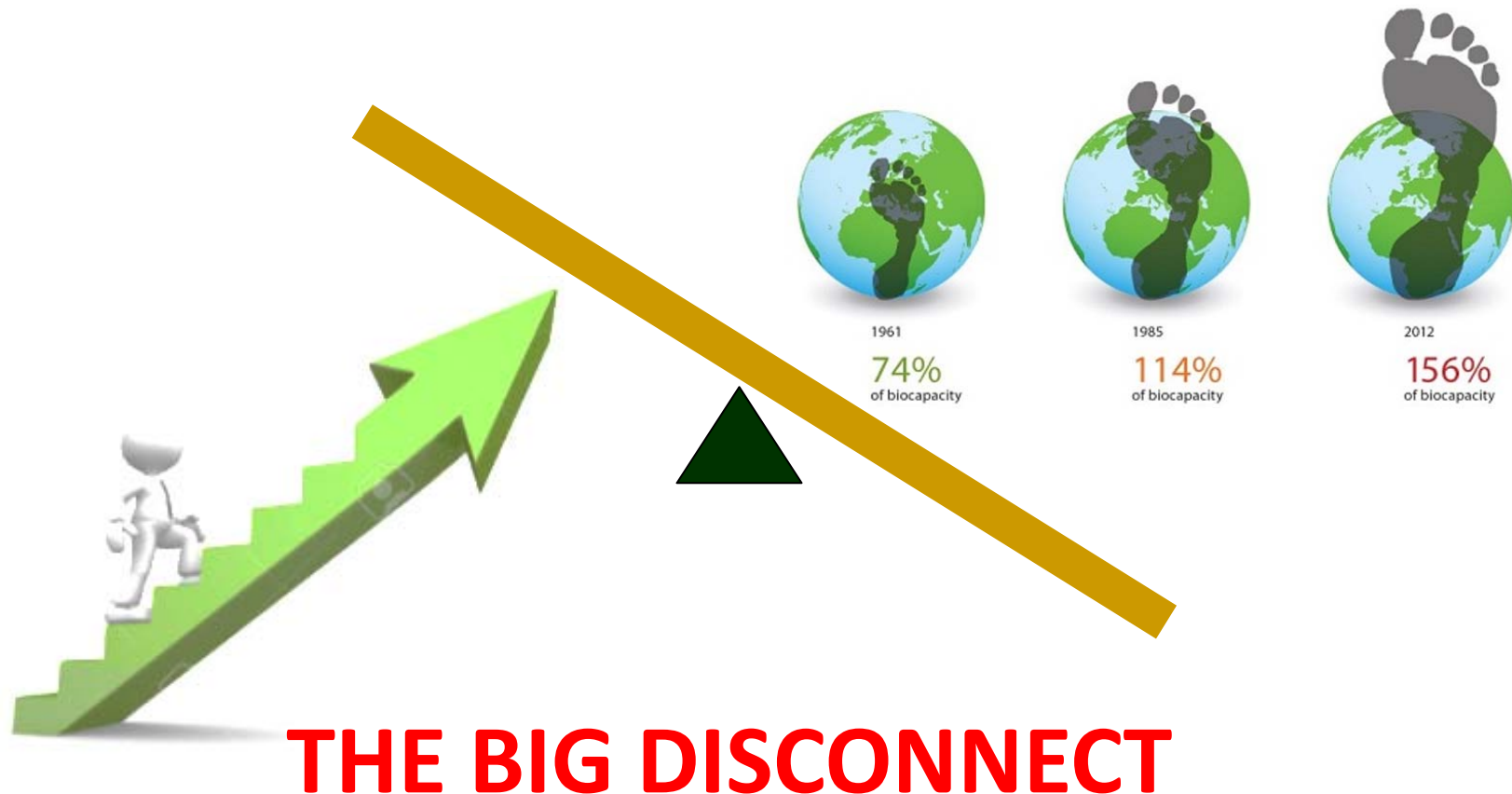
Deploying the convening power of business schools

Agenda: 9:00 – 10:00


- **Framing the discussion (Thomas Dyllick / Katrin Muff)**
 - The "outside-in" perspective of True Business Sustainability
 - Introducing the GAPFRAME
 - Business schools as conveners for multi-stakeholder engagement
- **A live example of a stakeholder dialogue**
 - *** VIDEO INTRODUCTION BY PAUL POLMAN ***
 - Thomas Froehlicher
 - Michael Gerber
 - Sabine Zindera
 - Amanda GardinerMari Vesikivi
 - Steef van der Velde
- **The GAPFRAME as a way to focus dialogues (Katrin Muff)**

More and more companies
and executives report that
their commitment to
sustainability is strong and
increasing

But somehow this good
news is not reflected in
studies monitoring the
state of our planet



A Typology for Business Sustainability

BUSINESS SUSTAINABILITY TYPOLOGY (BST)	Concerns (What?)	Values created (What for?)	Organizational perspective (How?)
Business-as-usual	Economic concerns	Shareholder value	Inside-out
Business Sustainability 1.0	Three-dimensional concerns	Shareholder value	Inside-out
Business Sustainability 2.0	Three-dimensional concerns	Triple bottom line	Inside-out
Business Sustainability 3.0	Three-dimensional concerns	Creating value for the common good	Outside-in 
Key shifts involved:	1 st shift: broadening the relevant concerns	2 nd shift: expanding the value space	3 rd shift: changing the perspective

True Business Sustainability

“Truly sustainable business shifts its perspective from seeking to minimize its negative impacts to understanding how it can create a significant positive impact in critical & relevant areas for society & the planet.”

Dyllick/Muff 2016

Business Sustainability 3.0

Inside – Out



- Risks & opportunities for current business
- Reducing negative impacts (“the bads”)

vs.

Outside - In



- New white-space opportunities
- Making positive contributions (“the good”)



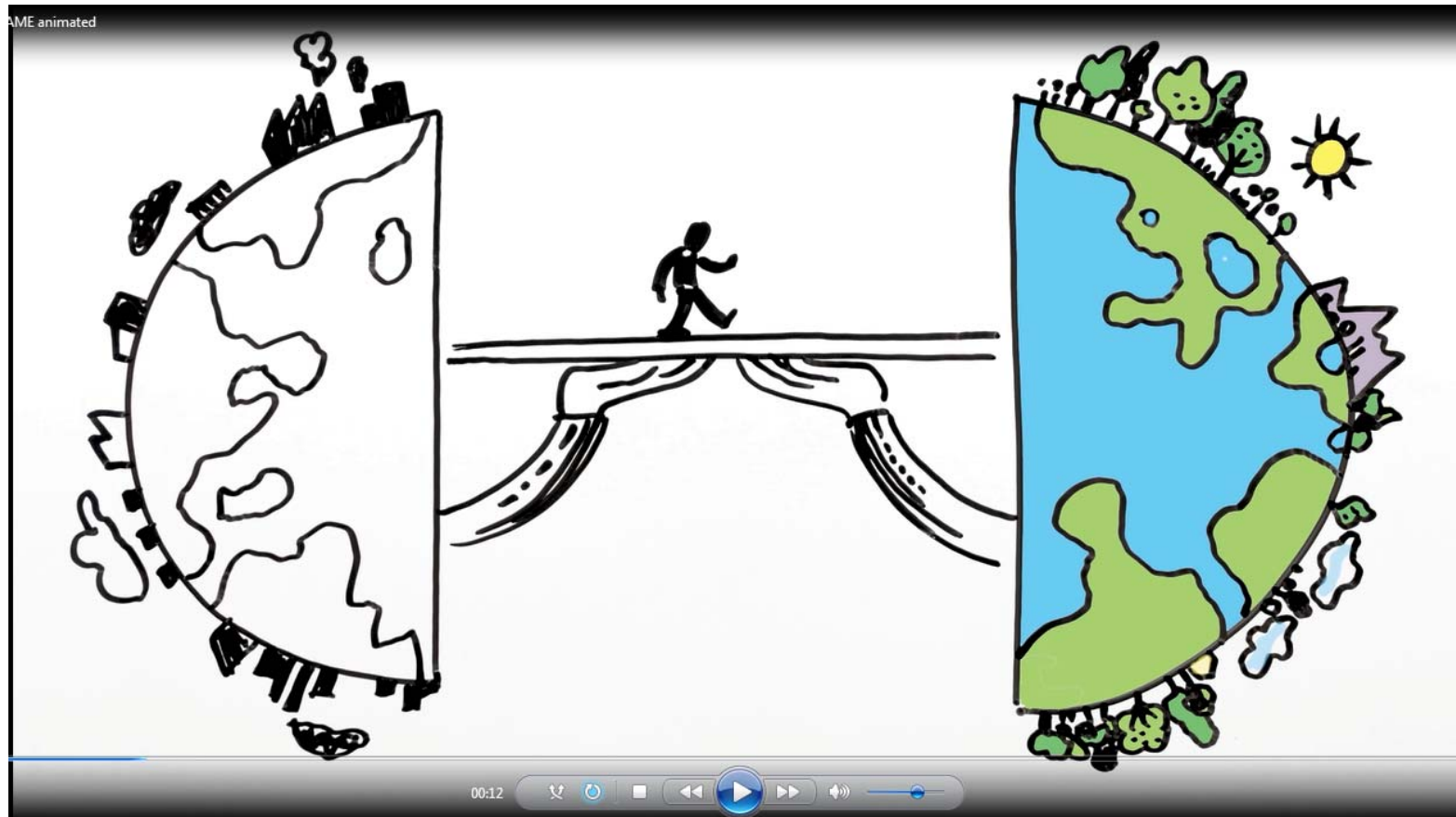
GETTING TO A SAFE SPACE

- Living well within the limits of the planet
- Strong sustainability & the GAPFRAME score
- Clarity on the burning issues of our times

NEWS RELEASE TODAY



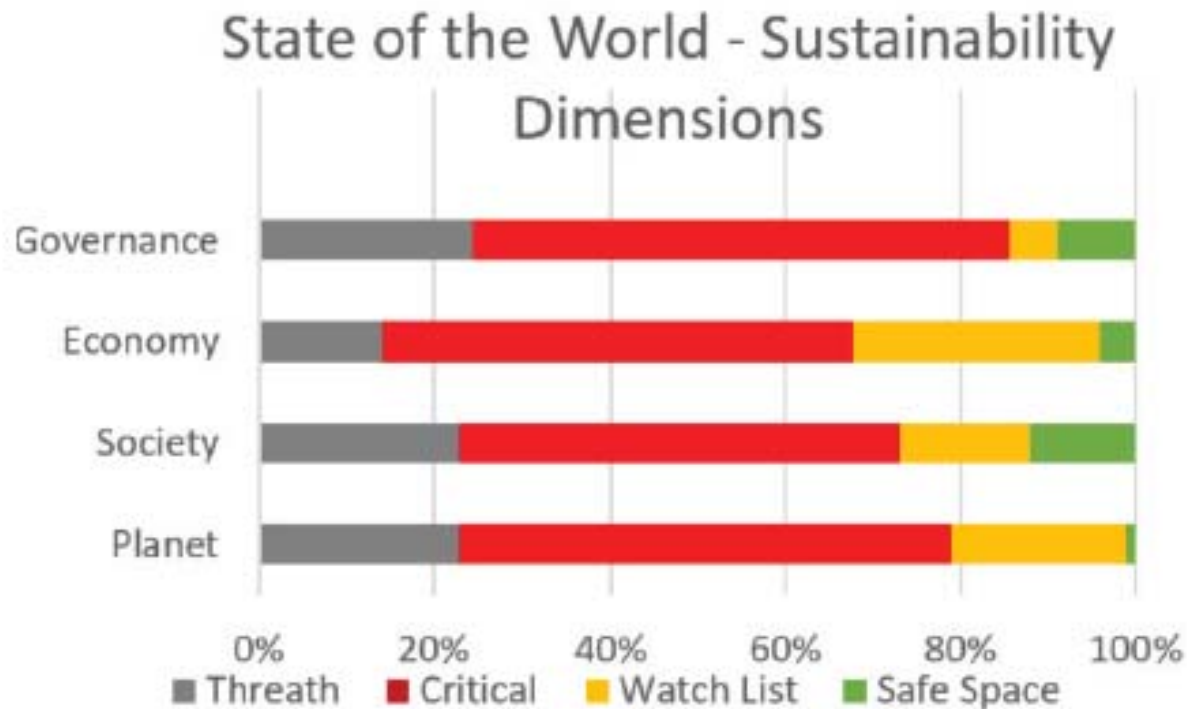
**Accelerating
the SDGs
into local action**



The GAPFRAME animated video

Video link: <https://youtu.be/MNXhkv3-UfI>

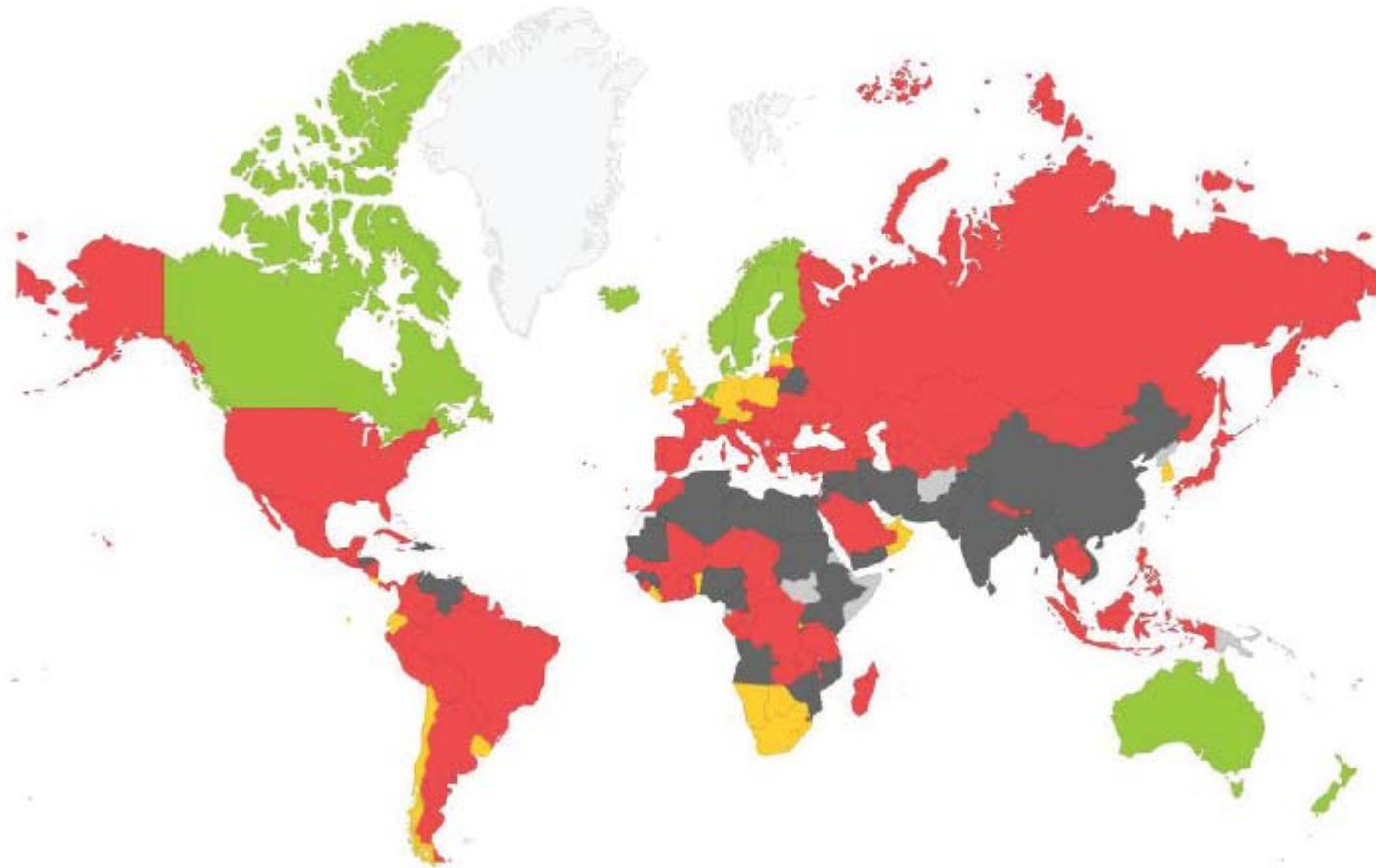
HOW FAR TO GET TO A SAFE SPACE?



STATE OF THE WORLD:
CRITICAL

0 - 5.0	A THREAT	5.1 - 6.6	CRITICAL	6.7 - 7.4	WATCHLIST	7.5 - 8.8	SAFE SPACE	8.9 - 10	TOWARDS IDEAL
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GOVERNANCE – A GLOBAL URGENCY



While the OECD countries need most urgently to address planetary issues, the world overall suffers primarily (but not exclusively) from societal and governance challenges.

0 - 5.0	A THREAT	5.1 - 6.6	CRITICAL	6.7 - 7.4	WATCHLIST	7.5 - 8.8	SAFE SPACE	8.9 - 10	TOWARDS IDEAL
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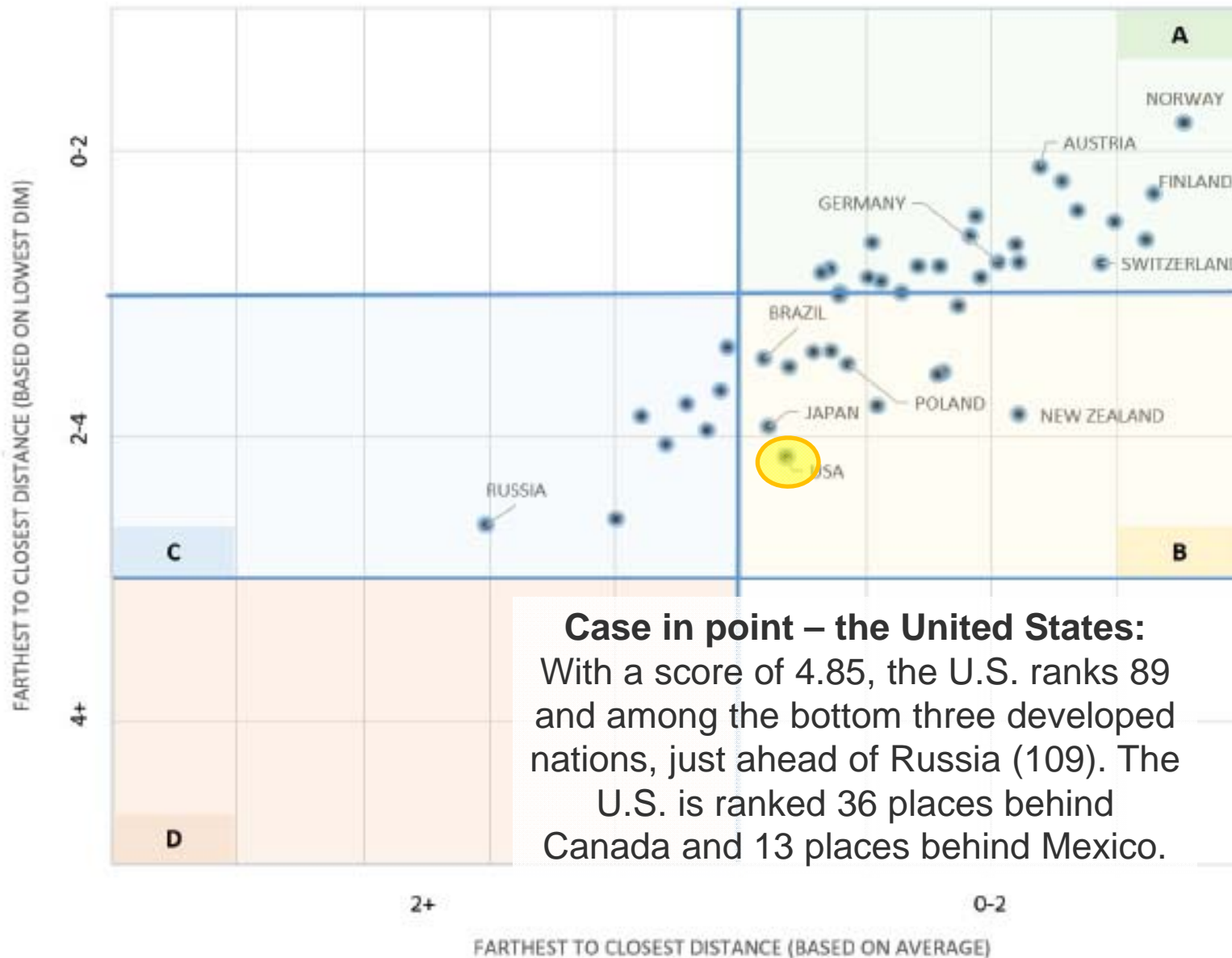
BEST PRACTICE COUNTRY EXAMPLES

SOCIETY		
Rank	Country	Score
1	Norway	8.2
2	Sweden	8.1
3	Iceland	8
4	Finland	8
5	Netherlands	8
6	Singapore	8
7	Denmark	7.8
8	Malta	7.7
9	Uruguay	7.7
10	Belgium	7.7

GAP: DISTANCE TO THE SAFE SPACE

COUNTRY TYPES: A-B-C-D

Example: Developed countries



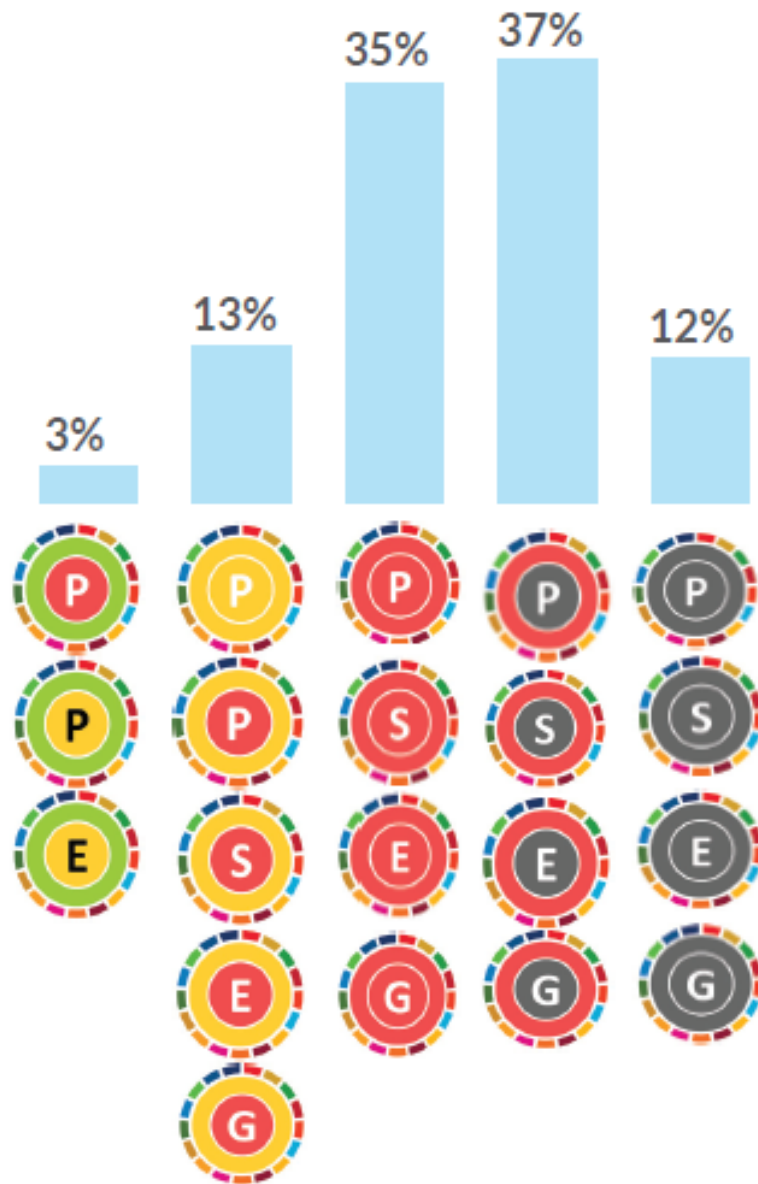
GAPFRAME RANKING

TOP 10

TOP 20

COUNTRY	REGION	GEOPOLITICS	GAP FRAME SCORE	GAP FRAME RANK	PLANET	SOCIETY	ECONOMY	GOVERNANCE	AVERAGE OF 4 DIMENSIONS	AVERAGE RANK
Norway	Northern Europe	Developed regions	7.2	1	7.38	8.15	7.2	8.34	7.77	1
Austria	Western Europe	Developed regions	6.89	2	6.89	6.96	7.66	7.27	7.19	9
Luxembourg	Western Europe	Developed regions	6.79	3	6.79	7.32	6.98	8.03	7.28	8
Finland	Northern Europe	Developed regions	6.7	4	6.7	7.96	7.46	8.47	7.65	2
Costa Rica	Central America	Developing regions	6.61	5	6.61	7.21	7.28	6.82	6.98	15
Netherlands	Western Europe	Developed regions	6.58	6	6.58	7.96	7.12	7.7	7.34	7
France	Western Europe	Developed regions	6.54	7	6.54	6.93	7.68	6.61	6.94	17
Denmark	Northern Europe	Developed regions	6.51	8	6.51	7.75	7.26	8.43	7.49	4
Panama	Central America	Developing regions	6.46	9	6.6	6.46	6.93	6.54	6.64	26
United Kingdom (UK)	Northern Europe	Developed regions	6.4	10	6.4	6.93	7.26	7.07	6.91	18
Sweden	Northern Europe	Developed regions	6.38	11	6.38	8.09	7.73	8.26	7.61	3
Czech Republic	Eastern Europe	Developed regions	6.35	12	6.35	6.47	6.92	6.36	6.52	33
Estonia	Northern Europe	Developed regions	6.35	13	7.3	6.35	6.89	7.84	7.1	12
Iceland	Northern Europe	Developed regions	6.22	14	6.76	7.99	6.22	7.47	7.11	11
Germany	Western Europe	Developed regions	6.22	15	6.22	7.38	7.29	7.22	7.03	13
Switzerland	Western Europe	Developed regions	6.21	16	6.21	7.62	7.72	8.19	7.43	5
Portugal	Southern Europe	Developed regions	6.19	17	6.19	7.19	6.86	6.58	6.71	23
Malta	Southern Europe	Developed regions	6.19	18	6.29	7.7	6.99	6.19	6.79	21
Romania	Eastern Europe	Developed regions	6.17	19	6.21	6.22	6.83	6.17	6.36	44
Chile	South America	Developing regions	6.16	20	6.16	6.39	6.35	6.96	6.47	35

20 STAMPS FOR 155 COUNTRIES



72% of all countries average results (outer ring) are in a critical state (red).

**Where is
your
country?**

www.gapframe.org/news

FEELING SO GRATEFUL!

THE TEAM BEHIND THE GAPFRAME

Developing a tool of such complexity required extensive expertise and input from many others across a variety of fields. Beyond the **Swiss Sustainability Hub** members, and contributions from companies such as **Swisscom**, **Migros**, **Unilever** and **IKEA**, important contributing experts were: Andreas Hauser (**Swiss Federal Office of the Environment & Nature** FOEN), Mathis Wackernagel (**Global Footprint Network**), Andre Schneider, Bruno Oberle, Lorenzo Massa and Albert Merino-Saum (**EPFL** Switzerland), Mathias Binswanger (**FHNW** Switzerland), Mark Halle und Laslo Pinter (**IISD**), Sally Jeanrenaud (**University of Exeter**, UK), Basil Bornemann (**University of Basel**), Christian Kobler, Doris Hauser and Antoinette Hunziker-Ebneter (**Forma Futura**), Eckhard Plinke (**Vescore**) & Alexander Barkawi (**Oikos Foundation**).

A special thank you goes to **Agnieska Kapalka**, without whom the GAPFRAME would simply not exist. A big thank you also to **Yasmina Volet** who is the creator of the GAPFRAME.org website and **Belinda Sadouk** who has helped to translate this work into something we can communicate and share with a community of practitioners. Business School Lausanne never ceases to amaze me in its capacity to translate ideas into actionable outcomes! You guys rock!

Literature and support material:

All on RITA.global

Articles:

- Katrin Muff, Agnieszka Kapalka, Thomas Dyllick (2018): **Moving the world into a safe space – the GAPFRAME methodology**. Ecological Indicator Journal (submitted, in review process) <http://gapframe.org/wp-content/uploads/2017/07/GF-publication- Methodology.pdf>
- Katrin Muff (2017): **SDGs as a chance to truly embed true sustainability into corporate strategy**. SECO, June 2017 <http://gapframe.org/sdgs-the-chance-to-embed-true-sustainability-into-corporate-strategy/>
- Katrin Muff, Agnieszka Kapalka, Thomas Dyllick (2017): **Translating the SDGs into relevant Grand Challenge issues for every nation and business to act on**. International Journal of Management Education, Special Issue
- Katrin Muff (2017): **How the Circle Model can purpose-orient entrepreneurial universities and business schools to truly serve society**. Journal of Management Development. Vol 36-2, 146-162.
- Thomas Dyllick & Katrin Muff: **Clarifying the Meaning of Sustainable Business: Introducing a Typology from Business-as-usual to True Sustainability**. Organization & Environment, Vol. 29, No. 2, 2016, 156-174.
- Thomas Dyllick & Katrin Muff: **What does sustainability for business really mean? And when is a business truly sustainable?** In: Jeanrenaud, S., Gosling, J. & Jeanrenaud, J.P. (eds.). Sustainable Business: A One Planet Approach, Chichester: Wiley 2016, pp. 381-407.
- Katrin Muff (2016): **The Collaboratory - A Common Transformative Space for Individual, Organizational and Societal Transformation**, JCC 2016 Vol 2, 91-108
- Katrin Muff (Ed.) (2014). **The Collaboratory – A Co-Creative Stakeholder Engagement Process for Solving Complex Problems**. Sheffield: Greenleaf Publishing.

Videos / Minilecture:

- **Translating the SDGs into business opportunities. A 17-min mini lecture by K. Muff:** https://youtu.be/fzLW_6TgaRc
- **GAPFRAME animated:** <https://youtu.be/MNXhkv3-Ufi>
- **Paul Polman on the SDGs.** Welcome Address to UNPRME Global Forum 2017: <https://youtu.be/EhbcJlphKAI>
- **True Business Sustainability.** Little Green Bags: (<https://www.youtube.com/watch?v=8rwjMc-Ziug>)

Katrin Muff, BSL: katrin.muff@bsl-lausanne.ch, **Thomas Dyllick, U of St.Gallen:** thomas.dyllick@unisg.ch

So what??

Solving the wicked problems of the SDGs requires stakeholder dialogue!

Business schools are ideal conveners!

Preparing students for such dialogues: student-led collaboratories to solve GAPFRAME issues (University St. Gallen)

Theme focused Collaboratories for the local community: universal basic income for social integration, equal pay for equal opportunity, who makes my clothes for sustainable consumption, (Business School Lausanne)

Industry focused Collaboratories: the Swiss banking sectors, the Swiss energy sector (issue: clean energy transition), the Swiss Food industry (a coalition addressing health and sustainable consumption and waste) by the Swiss Sustainability Hub

Case in Point: The Food industry in Switzerland

Country priority issues	Inside-out (risk/opp current bus.)	Outside-in (new future opport.)
1. Carbon quotient Carbon footprint relative to net biocapacity available after farming		Reducing meat production to reduce CO2 footprint
2. Sustainable consumption Carbon consumption (incl. import), energy savings (over time)	Further reducing energy use in production	Favoring local & seasonal products in offer
3. Biodiversity Extinction rate of animals, protected terrestrial habitat areas		Replacing sugar with local honey
4. Equal opportunity GINI, gender wage gap, women presence in boards and parliament	Becoming an equal pay company	Role-modeling women's contribution to decisions
5. Clean energy Renewable energy, domestic use of solid fuels	Shifting to renewable energy in production	Promoting renewable energy along entire value chain
6. Oceans Fishstock, phophate consumption relative to cultivated land		Eliminating phosphorate in agriculture
7. Social integration Integration, minority discrimination		Training for refugees Recipees from immigrants
8. Waste treatment Recovered/recycled solid municipal waste, waste water treatment	Increasing internal recycling	Replacing plastic in packaging, eliminating packaging

A special welcome by Paul Polman CEO, Unilever



Paul Polman Welcome Address & GAPFRAME note:

<https://youtu.be/EhbcJlphKAI>

Stakeholder engagement panel

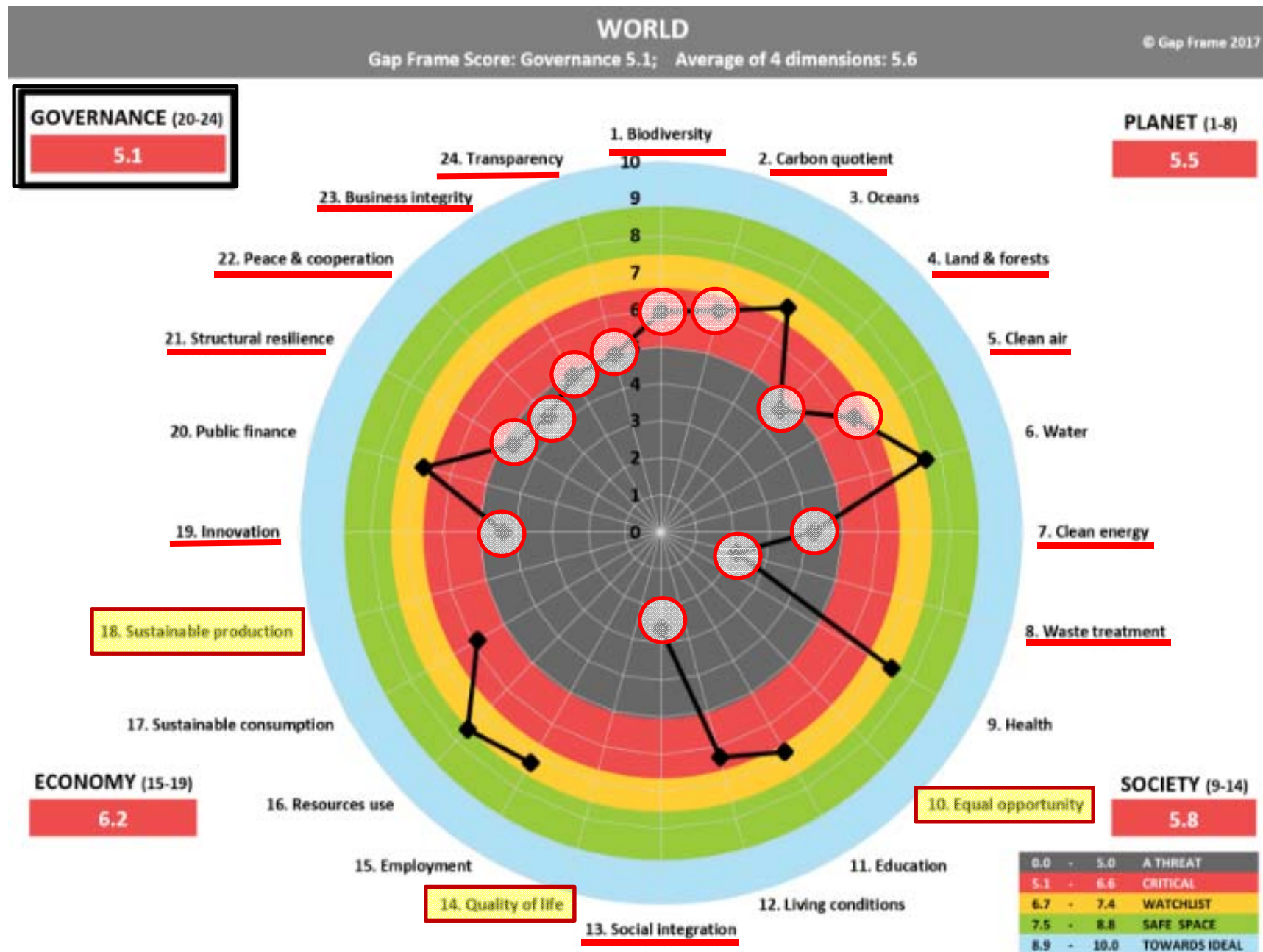
- **Michael Gerber**, Ambassador, Special Envoy for Global Sustainable Development, Federal Department of Foreign Affairs FDFA, Swiss Agency for Development and Cooperation SDC, Switzerland
- **Sabine Zindera**, SIEMENS, Vice President Legal and Compliance, Germany
- **Amanda Gardiner**, Pearson, US
- **Mari Vesikivi**, Student representative, Finland
- **Steef van der Velde**, Rotterdam School of Management RSM, The Netherlands

Q1: Which of these top issues concern you most?

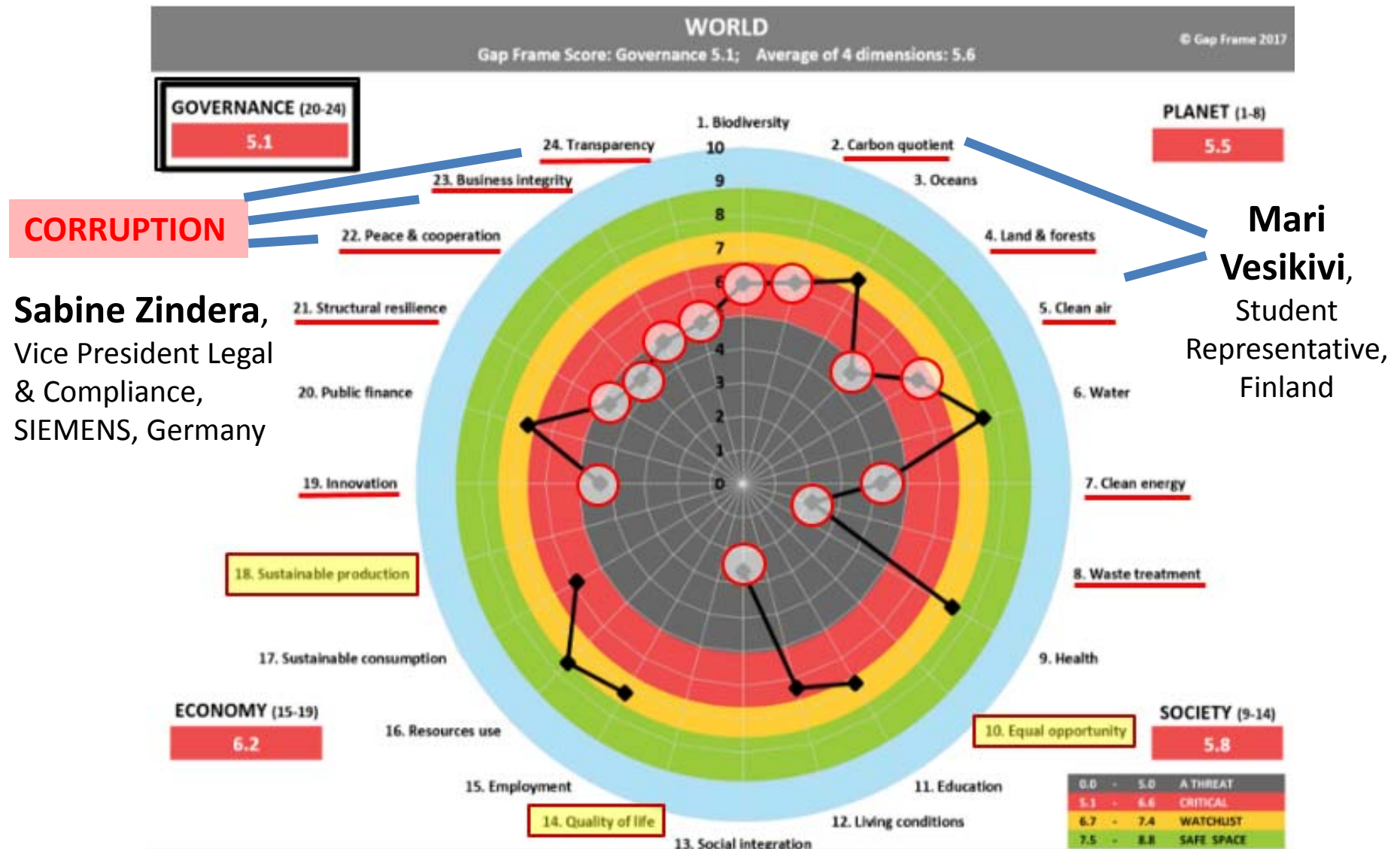
Q2: Examples for business solving these issues?

Q3: Your personal request to business schools to use their convening power to solve these SDG- issues?

The top issues for the World



Question 1: Which of these top issues concern you most?



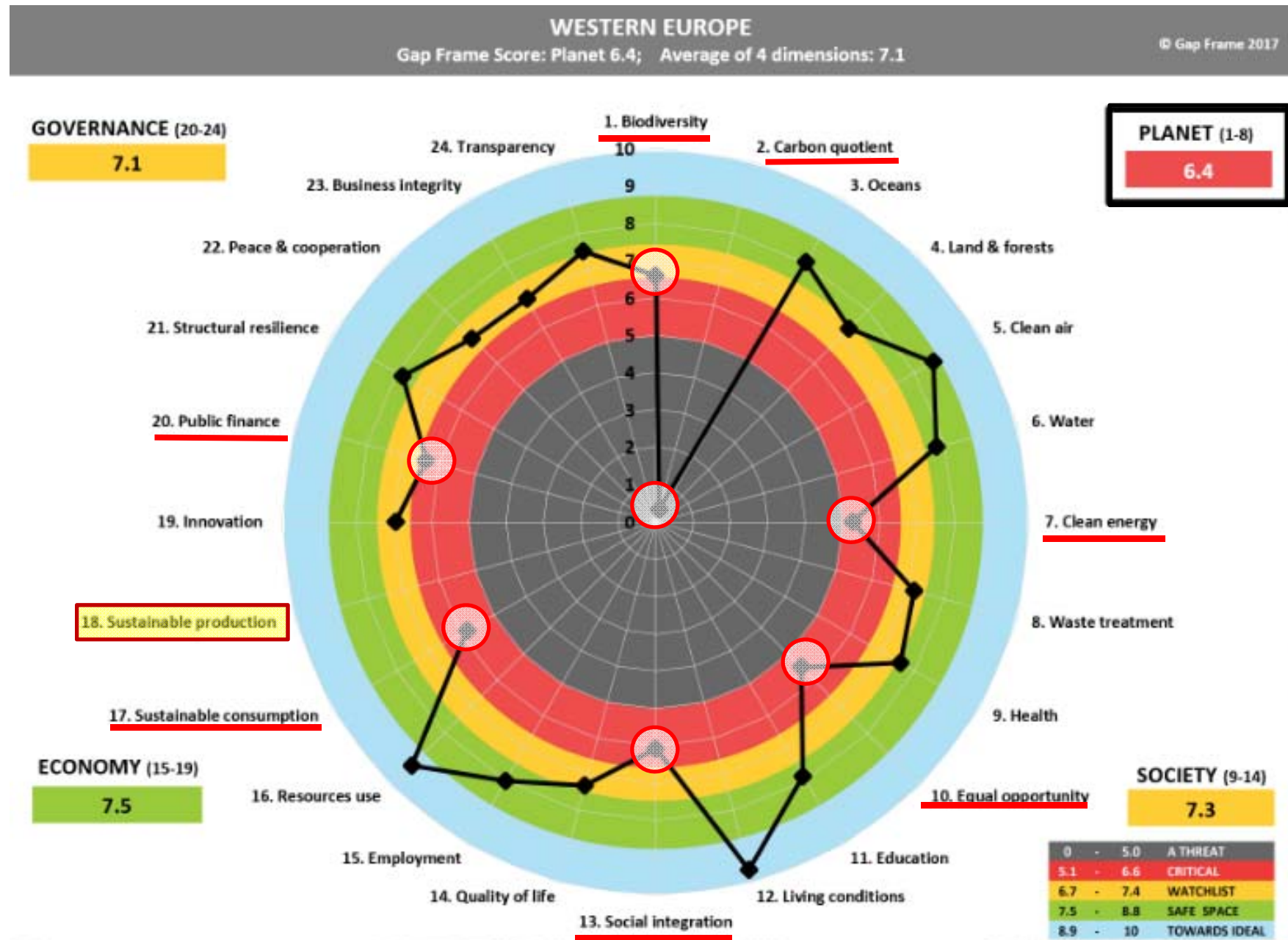
Question 2:

What business or social enterprise examples can you share that solve these issues?

Sabine Zindera, Vice President Legal &
Compliance, SIEMENS, Germany

SIEMENS INTEGRITY INITIATIVE

The top issues for Western Europe



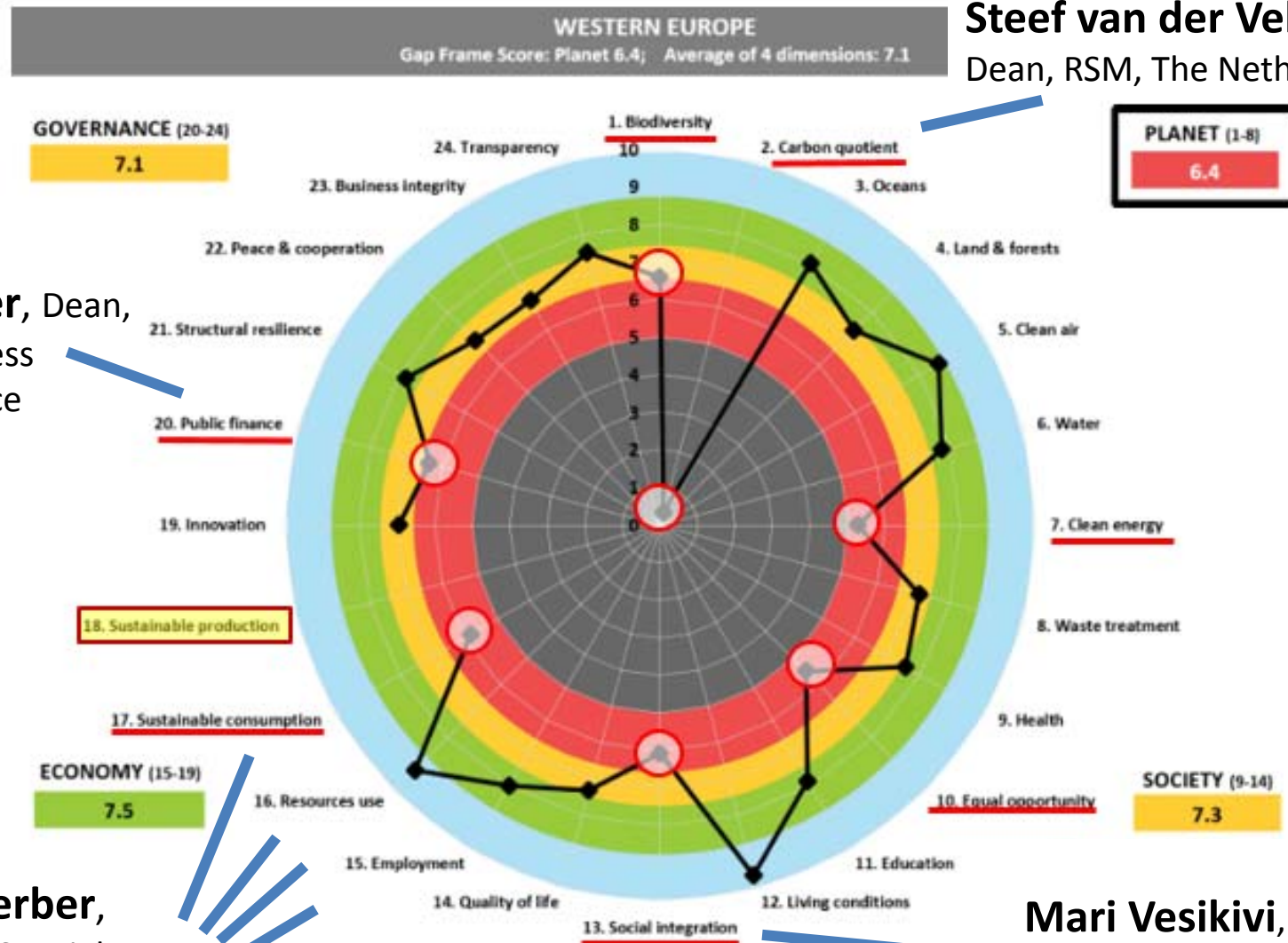
Question 1: Which of these top issues concern you most?

Steef van der Velde,
Dean, RSM, The Netherlands

**Thomas
Froehlicher**, Dean,
Kedge Business
School, France

Michael Gerber,
Ambassador, Special Envoy
SDGs, FDFA, SDC, Switzerland

Mari Vesikivi, Student
Representative, Finland



Question 2: **What business or social enterprise examples can you share that solve these issues?**

Amanda Gardiner, Pearson, US

→ Solutions for Refugees (Social Integration)

Thomas Dyllick, University of St. Gallen, Switzerland

→ SV Group: Catering services transformed to address carbon quotient, sustainable consumption & health

Michael Gerber, Ambassador, Special Envoy SDGs, FDFA, SDC, Switzerland

→ Solutions to reduce the water footprint where it occurs (outside of Switzerland)

Question 3: What is your personal request so that business schools use their convening power to SDG- issues?

Amanda Gardiner, Pearson, US

Sabine Zindera, VP Legal & Compliance, Siemens, Germany

Steef van der Velde, Dean, RSM, The Netherlands

Mari Vesikivi, Student representative, Finland

Michael Gerber, Ambassador, Special Envoy SDGs, Switzerland

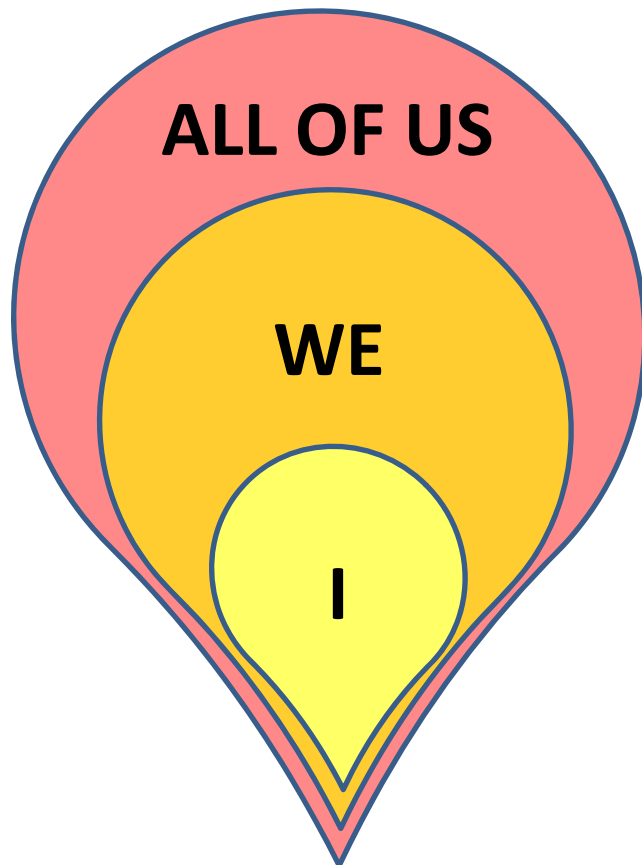
The GAPFRAME as a way to focus multi-stakeholder dialogues around the SDGs

Katrin Muff, Business School Lausanne

- **Process reflection (4 min.)**
- **Finding my country and its priorities (2 min.)**
- **Pair reflection about convening stakeholders engagement events (6 min.)**
- **Sharing insights @ PRME community (3 min.)**

Solving the wicked problems of the SDGs requires stakeholder dialogue!

A multi-level transformation



Engaging stakeholders at all levels:

The bigger picture: how can we contribute to a solution that is bigger than all of us?

Q3 requests for b-schools as conveners

Organizational relevance: what are core competencies that relate?

Q2 best practice examples

Personal relevance: what touches / concerns you most?

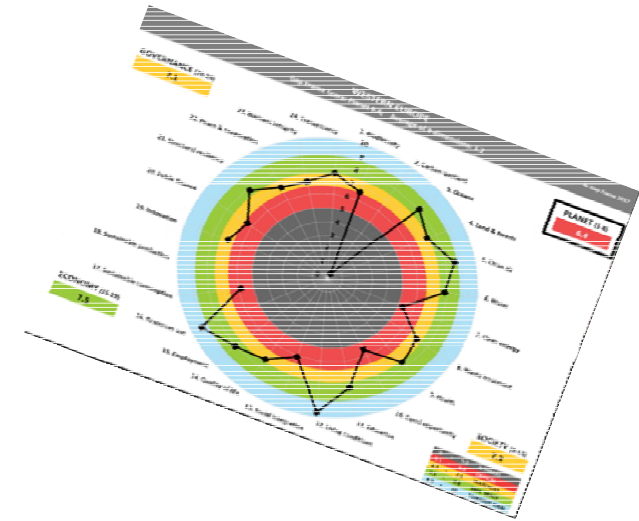
Q1 in our stakeholder dialogue

YOUR CONVENING POWER!

How can your business school focus multi-stakeholders around priority issues?

- Exposing students to multi-stakeholder dialogues
- Inviting stakeholders around a specific issue / theme relevant to your country
- Inviting representatives of an industry to together engage in solving a burning issue
- Supporting such processes with applied research
- Etc....

REFLECTION SPACE



- Ensure you have your country map
- IF YOU DON'T HAVE A HARD COPY: **gapframe.org**
TOWARDS A SAFE SPACE FOR ALL
- Identify up to 5 issues in your country
- Turn to your neighbor and reflection about options to convene stakeholders, engage students or do research at your schools on any of these issues
- Share your insights on www.unPRMEcommunity.org and check out ideas of others

gapframe.org

TOWARDS A SAFE SPACE FOR ALL