

FOM-Conference

FOM International CSR Research Conference

Implementing Sustainable CSR Management Solutions



Key Note 1

18.04.2013, 11:00 Uhr

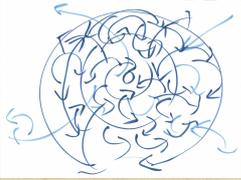
„Changing the Future: Strategies and Management Models when Implementing Sustainability“

Prof. Dr. Jan Jonker, Nijmegen School of Management,
Radboud University Nijmegen, Netherlands

April 18th-19th 2013

FOM Hochschule für Oekonomie & Management
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CHANGING THE FUTURE
*Strategies and Management Models
for Implementing Sustainability*



FOM Conference
Köln (D)
18.04.13

Prof. Dr. Jan Jonker
Nijmegen School of Management
Radboud University Nijmegen
The Netherlands

Introduction

Our societies are in transition. Today we live an open (global) society for which we have to find and adopt new rules, institutions and concepts.

Dramatically more people (from 1 billion to 7 billion in nearly 200 years) are using the same resources - these haven't changed.

Due to these changes we face a growing number of global problems e.g. pollution, wealth distribution, use of natural resources.

Organisations are asked to contribute to the economy and to broader societal and ecological questions.

This quest is often referred to as 'contributing to sustainable development' (SD). This implies taking responsibility (referred to as CSR).

The start of sustainability in Europe:
Hans Carl von Carlowitz (1645-1714)



Er schrieb mit der *Sylvicultura oeconomica*, oder *haupwirthliche Nachricht und Naturmäßige Anweisung zur wilden Baum-Zucht* (1713) das erste Werk über Forstwirtschaft und gilt als Schöpfer des **Nachhaltigkeitsbegriffs**.

Process of Sustainable Development (SD)
OCF - Gro Harlem Brundtland (1987)

"... sustainable development is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs." (1987)



Value Creation = PPP

Cannibals with Forks (1998)
John Elkington



Living in an *organised* society



The 'object' of CSR & SD:
exploring and organising
'The Responsible Organisation'

- CSR & SD: current societal, political and organizational intertwined *debates*;
- The deal with the changing role, function and responsibilities of the contemporary business enterprise;
- Organizations are 'machines' that make more and more promises and consequently have to 'realize' them.

SD and CSR need to be organized.

Generic Business Model

Adopted from Osterwalder, A. (2004). *The Business Model Ontology*.
PhD manuscript, free downloadable at www.hec.unil.ch

The Bottom-line Question

How can we *organize* SD/CSR?

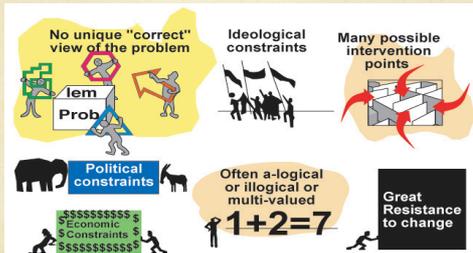
Landscape of 'wicked questions':

- (1) *value creation*
- (2) *strategic choices*
- (3) *new business models.*

Old and New Concepts



Wicked Questions?



Copyright Robert E. Ham, 2007

Exploring and shaping value-creation

Organisations seeks to create *multiple values* (MVC) for different stakeholders simultaneously. The promise of MVC can only be organised in a *cooperative* way. Benefit should talk place in a *shared* way - hence: *sharedvalue-creation* (SVC).



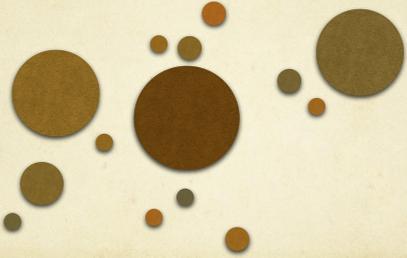
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Changing Course:
re-thinking collaboration concepts



Wicked challenges

Organisational ecology



Organising shared-value's (1)



Emerging Strategies for Sustainability
Boundaries are blurred!

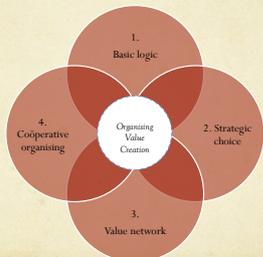
PLANET	PEOPLE	PROFIT
Eco - efficiency	Community building	Bottom of the Pyramid (BOP)
Eco - efficacy	Cooperatives	Micro-credit
Eco - innovation	Social Entrepreneurship	Crowd-funding
	Peer to Peer Business	Community-investment

Describing and exploring these strategies will be the subject of a 2014/2015 Working Paper (1) entitled "Creating the WEconomy: Strategizing Multiple, Collective and Shared Value-creation"

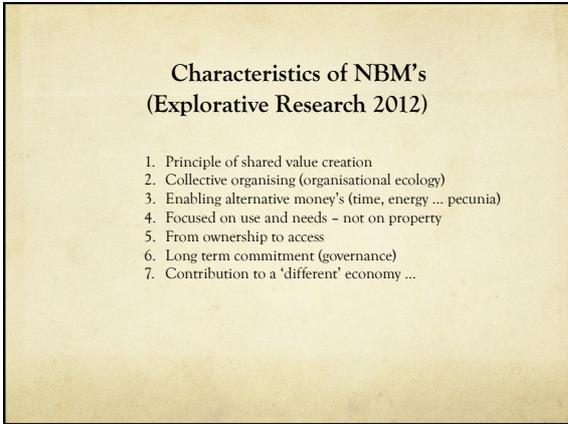
Organising shared-value's (2)

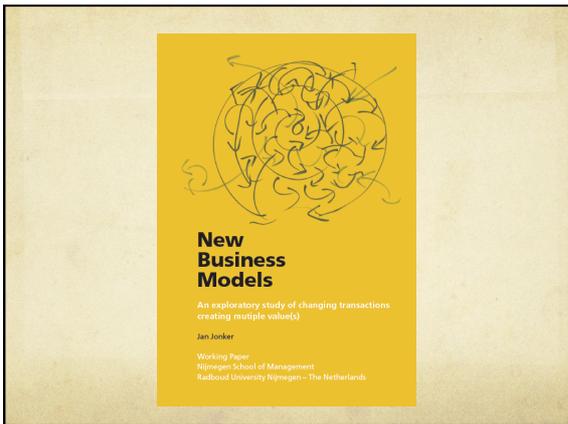


New Business Models
Building-blocks

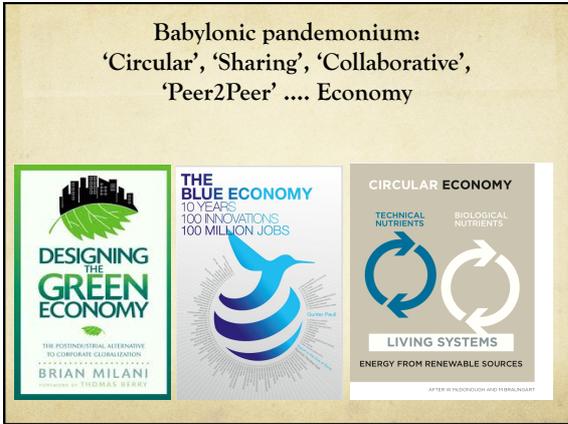


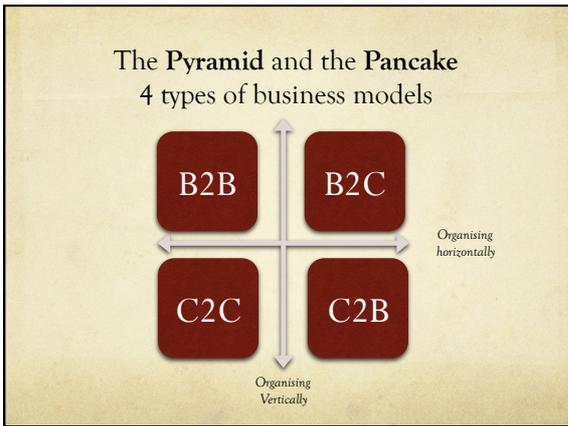
Based on Shaffer et al. 2005 & Sarasua en Hart 2011

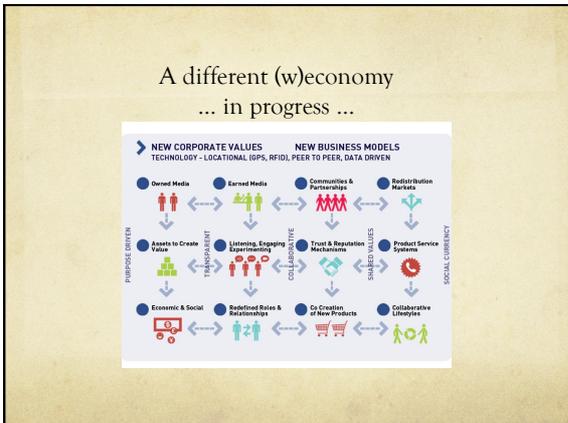


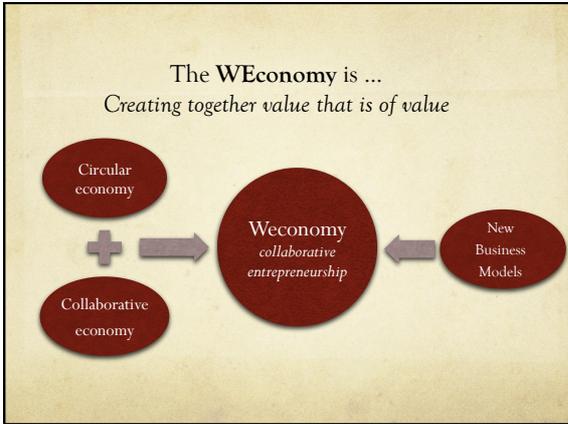




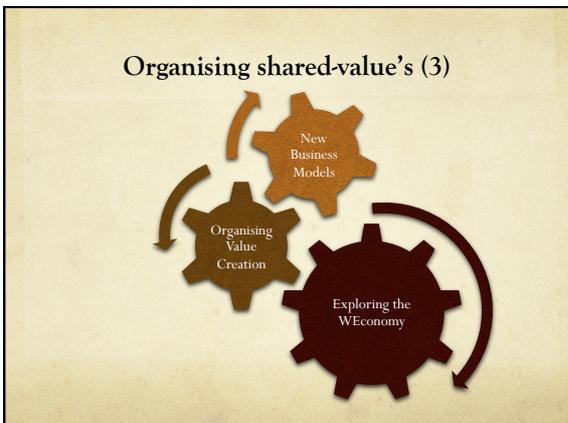












Trends
(careful)

- Making progress towards a 'new' economy
- From organising SD IN towards BETWEEN organisations
- From 'buying' toward collective organising (coöperative)
- From global to local/regional connected with networks
- Van 'cost' to 'profit' ... based on an array of value's

Closure

CSR & SD will blend into... (?)

Welcome to the **WEconomy**



Thank you for your attention

Contact

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