

FOM-Conference

FOM International CSR Research Conference

Implementing Sustainable CSR Management Solutions



Key Note 1

18.04.2013, 11:00 Uhr

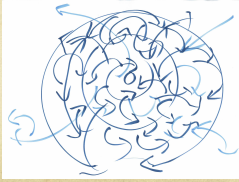
„Changing the Future: Strategies and Management Models when Implementing Sustainability“

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

April 18th-19th 2013

FOM Hochschule für Oekonomie & Management
Rheinauhafen Süd | Aggripinawerft 4 |
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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 haußwirthliche Nachricht und Naturmäßige Anweisung zur wilden Baum-Zucht (1713) das erste Werk über Forstwirtschaft und gilt als Schöpfer des **Nachhaltigkeitsbegriffs**.

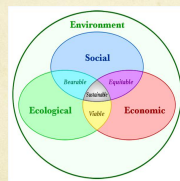
Process of Sustainable Development (SD) OCF - Gro Harlem Brundtland (1987)

"... 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

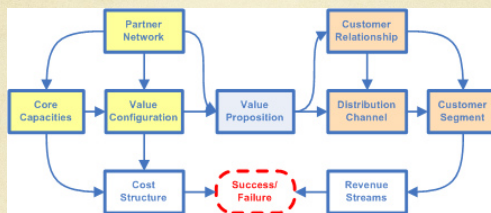


The 'object' of CSR & SD: *exploring and organising* 'The Responsible Organisation'

- 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?

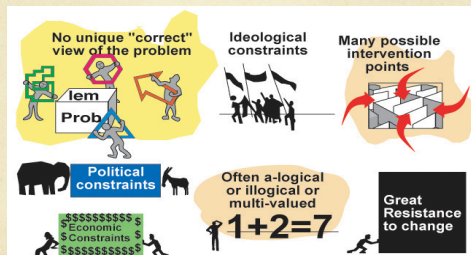
Landscape of 'wicked questions':

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

Old and New Concepts



Wicked Questions?



Copyright Robert E. Horn, 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).



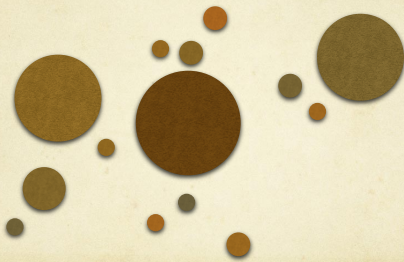
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Changing Course:
re-thinking collaboration concepts



Wicked challenges

Organisational ecology



Organising shared-value's (1)

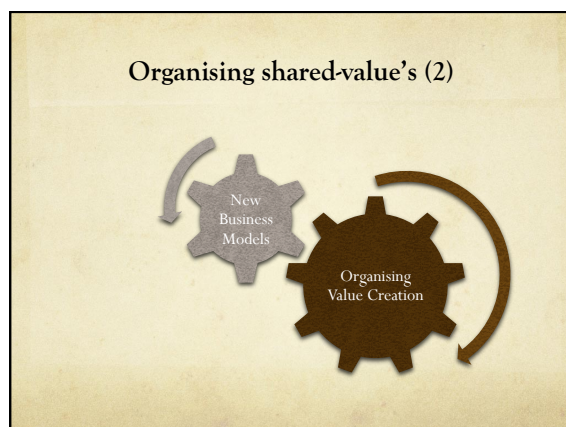


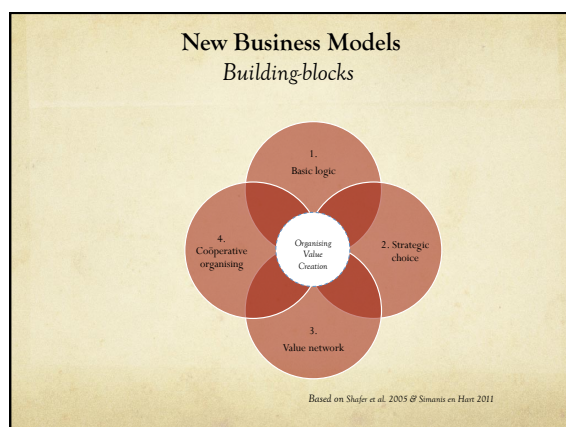
Emerging Strategies for Sustainability

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"





Characteristics of NBM's (Explorative Research 2012)

1. Principle of shared value creation
2. Collective organising (organisational ecology)
3. Enabling alternative money's (time, energy ... pecunia)
4. Focused on use and needs – not on property
5. From ownership to access
6. Long term commitment (governance)
7. Contribution to a 'different' economy ...



New Business Models

An exploratory study of changing transactions
creating multiple value(s)

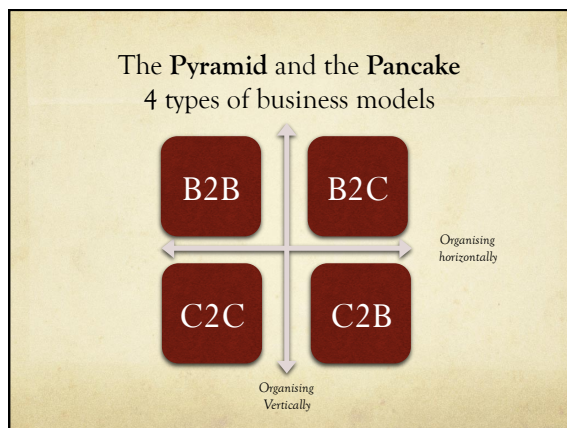
Jan Jonker

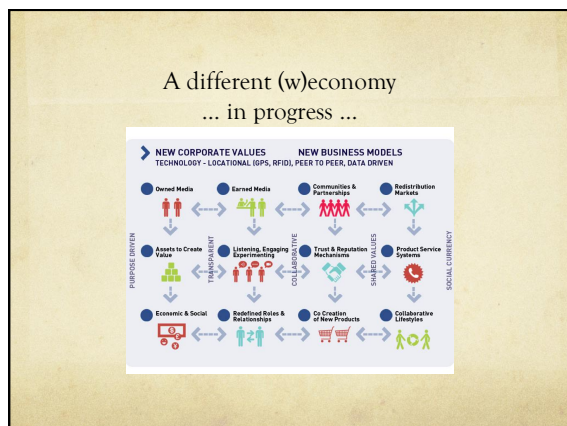
Working Paper
Nijmegen School of Management
Radboud University Nijmegen – The Netherlands

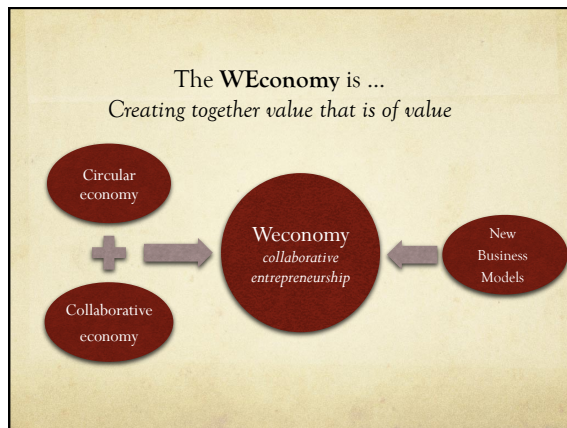
Partners NBM EU Research (2013)

Holland (Nijmegen School of Management), **Belgium** (Free University Brussels – Solvay Business School), **Portugal** (Instituto Superior da Maia), **France** (ESC Toulouse Business School), **Poland** (University of Lodz, Faculty of Management), **Switzerland** (University of Applied Sciences and Arts Northwestern Switzerland, School of Business), **Austria** (University of Graz - Institut für Systemwissenschaften, Innovations- & Nachhaltigkeitsforschung), **France** (Université Paris-Dauphine & Institut d'Administration des Entreprises de Paris - IAE), **Germany** (Universität Kassel – Wirtschaftswissenschaften - Nachhaltige Unternehmensführung), **Germany** (FOM University of Applied Sciences, Hochschule für Oekonomie & Management gemeinnützige GmbH, Kompetenzzentrum für Corporate Social Responsibility), **Ireland** (University of Limerick, Kemmy Business School, Department of Accounting & Finance), **Lithuania** (Kaunas University of Technology, Faculty of Economics and Management, Department of Business Economics), **Turkey** (Yasar University) and **Croatia** (University College Nikola Subic Zrinski)

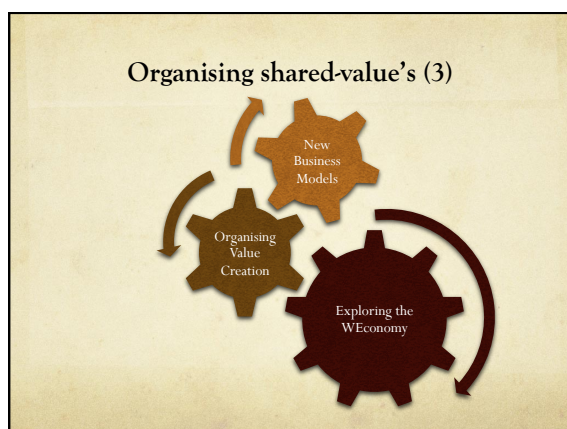












Trends (careful)

- 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

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