

Higher Education Sustainability Initiative



Translating the SDGs into business opportunities

OPPORTUNITY



**Better Business Better World Report
Business & Sustainable Development Commission
at the WEF in Davos 2017:**

**Pursuing the Sustainable Development Goals (SDGs) could
create trillions \$ in new market opportunities.**

BUT HOW?

The SDG Compass

(developed in 2015 by GRI, UNGC & WBCSD)



The BSL Lab: The GAPFRAME

Step 1: Understanding the SDGs

Step 2: Defining priorities

Step 3: Setting goals

Step 4: Integrating

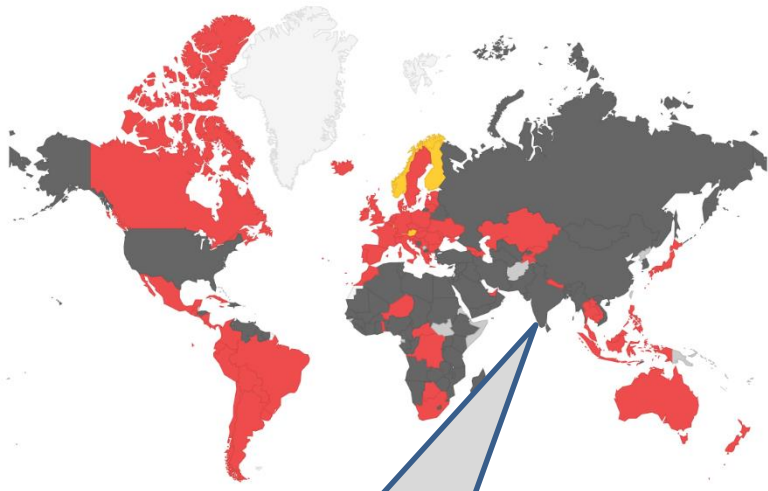
Step 5: Reporting & communicating



THE GAP FRAME – 1:30 min video

<https://youtu.be/MNXhkv3-Ufi>

A new look at the state of the world

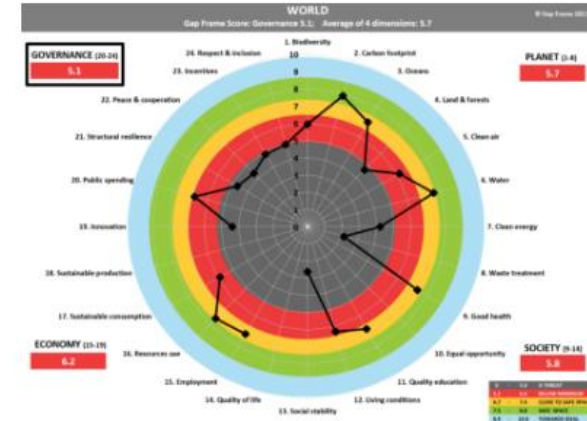


The World

Global
Population: 7.4 billion



Gap Frame Score: 5.1



Click graph to enlarge

A balanced picture across all continents (not just North-South)

Priority Dimension: Governance
(Inner circle)
Average of 4 Dimensions :5.7 (Outer circle)

Priority dimension: Governance
Red = Critical



www.gapframe.org

- 24 issues measured with 68 globally relevant indicators using public available data
- Available for 197 countries, 18 larger regions, sorting by issue, and free download access
- Developed with 18 experts prototyped in multi-step, 14-month process by the SSH & BSL

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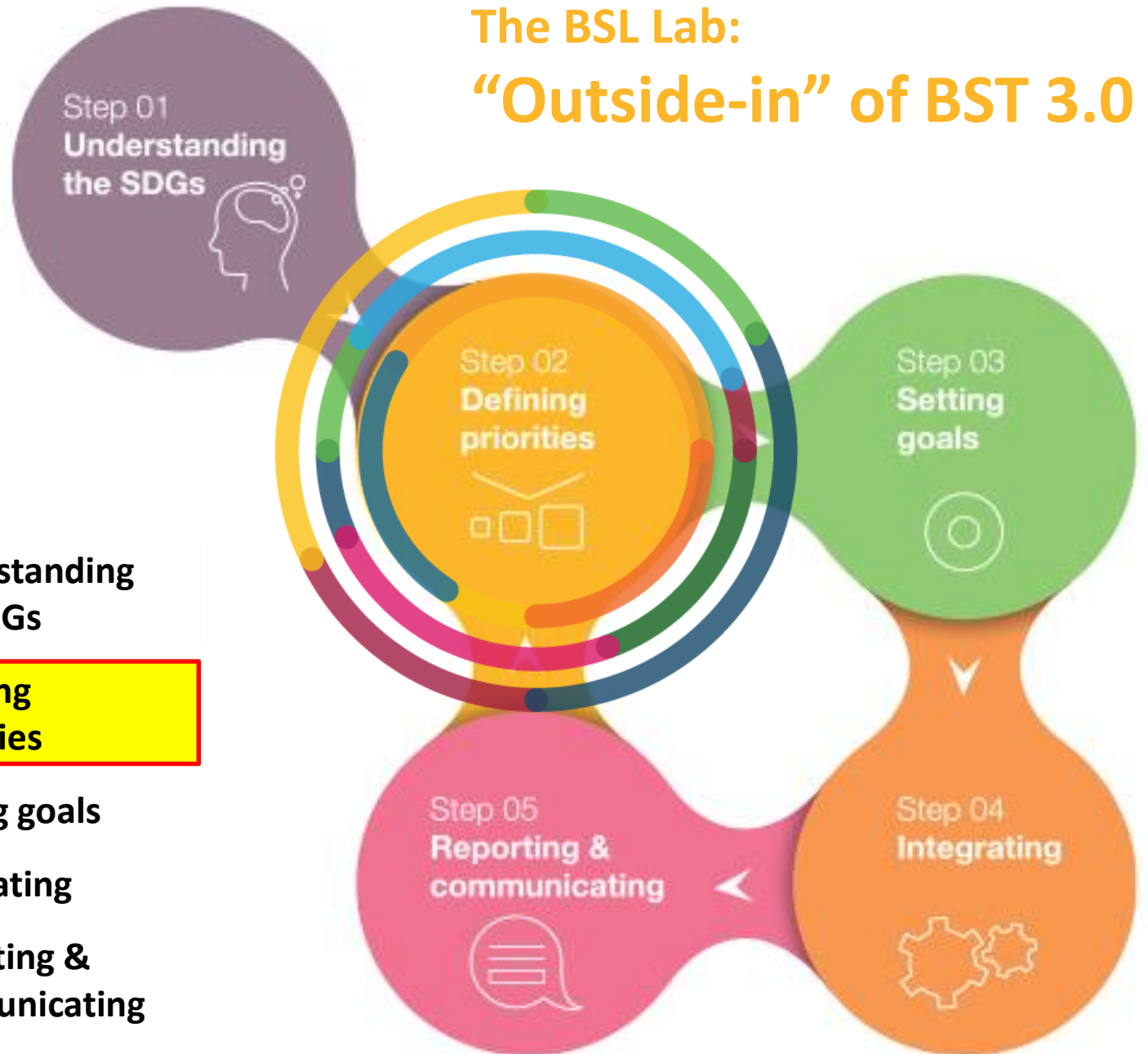
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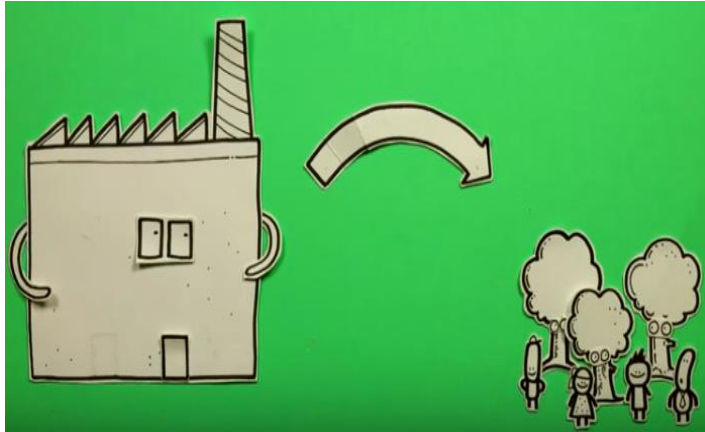
Step 5: Reporting & communicating



The BSL Lab: “Outside-in” of BST 3.0

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”)



PLANET (1-8)
6.2

GOVERNANCE (20-24)

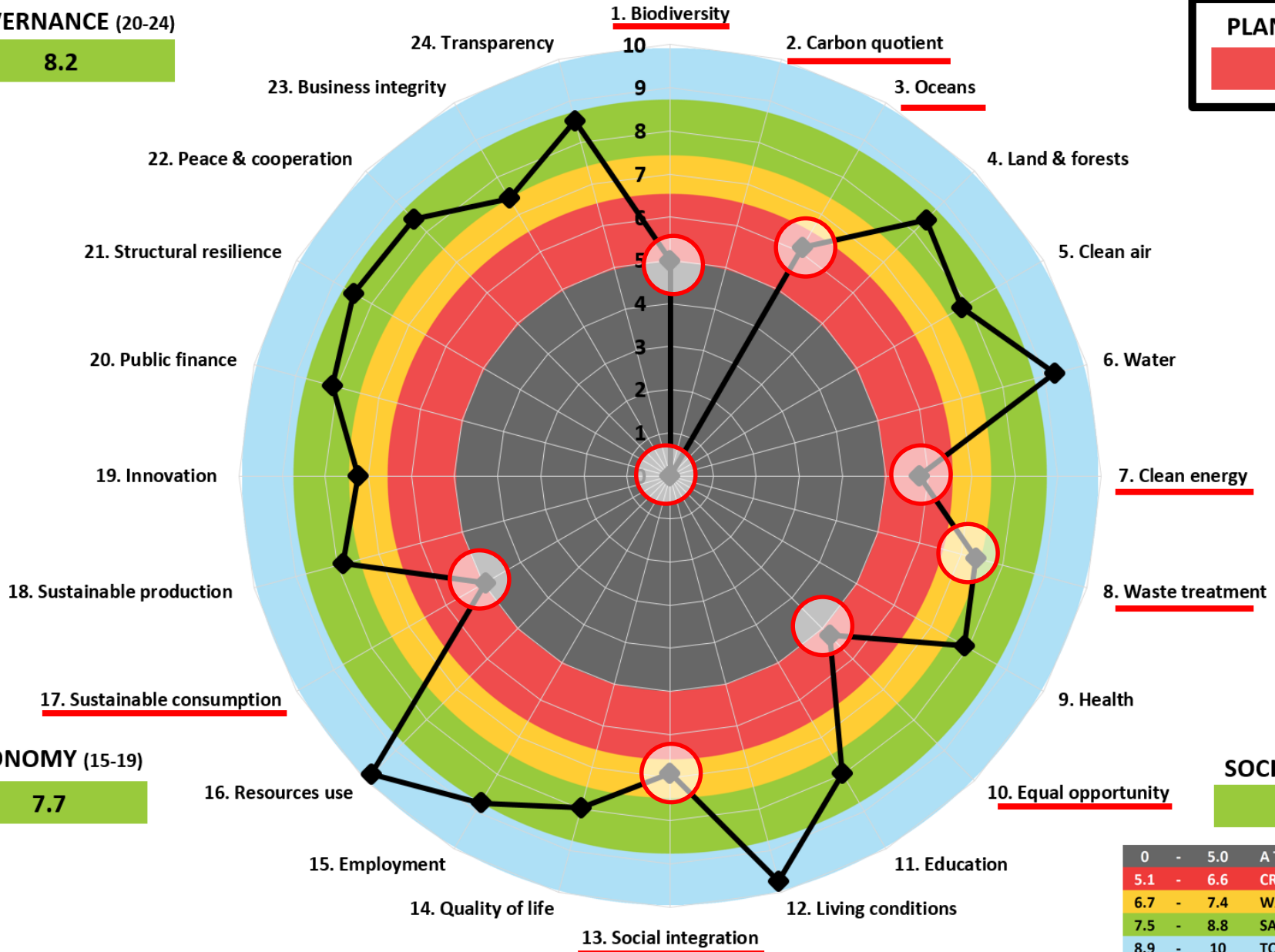
8.2

ECONOMY (15-19)

7.7

SOCIETY (9-14)

7.6

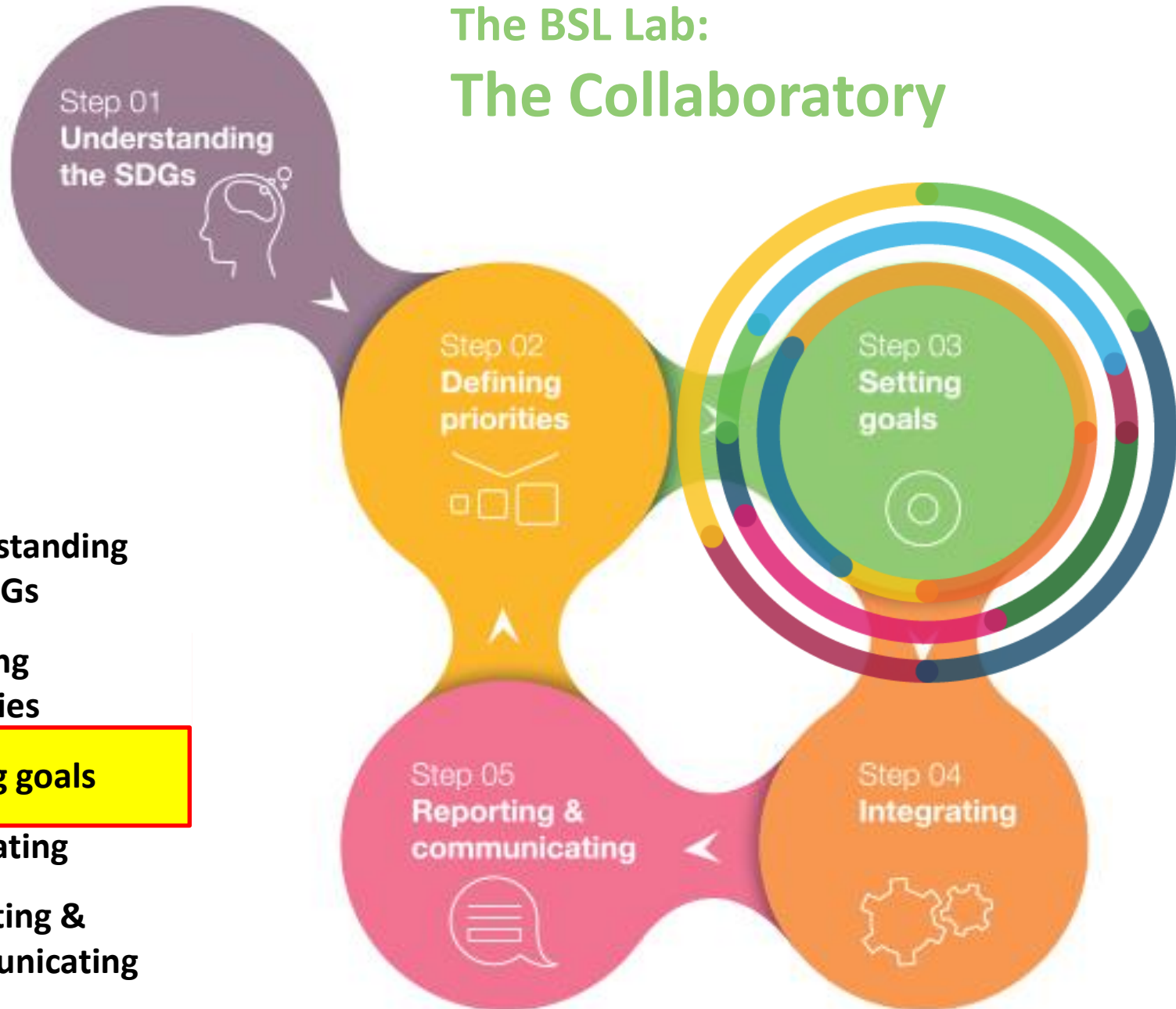


0	-	5.0	A THREAT
5.1	-	6.6	CRITICAL
6.7	-	7.4	WATCHLIST
7.5	-	8.8	SAFE SPACE
8.9	-	10	TOWARDS IDEAL

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A dialogue unlike most others



Picture: Collaboratory in Hongkong on «Green City»

Exploration of future options outside the current business together with the next generation and key stakeholders

Example Food 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, phosphate consumption relative to cultivated land		Eliminating phosphate in agriculture
7. Social integration Integration, minority discrimination		Training for refugees Recipes from immigrants
8. Waste treatment Recovered/recycled solid municipal waste, waste water treatment	Increasing internal recycling	Replacing plastic in packaging, eliminating packaging

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The BSL Lab: Prototyping & CARL

Step 01
Understanding
the SDGs



Step 02
Defining
priorities



Step 03
Setting
goals



**Step 1: Understanding
the SDGs**

**Step 2: Defining
priorities**

Step 3: Setting goals

Step 4: Integrating

**Step 5: Reporting &
communicating**

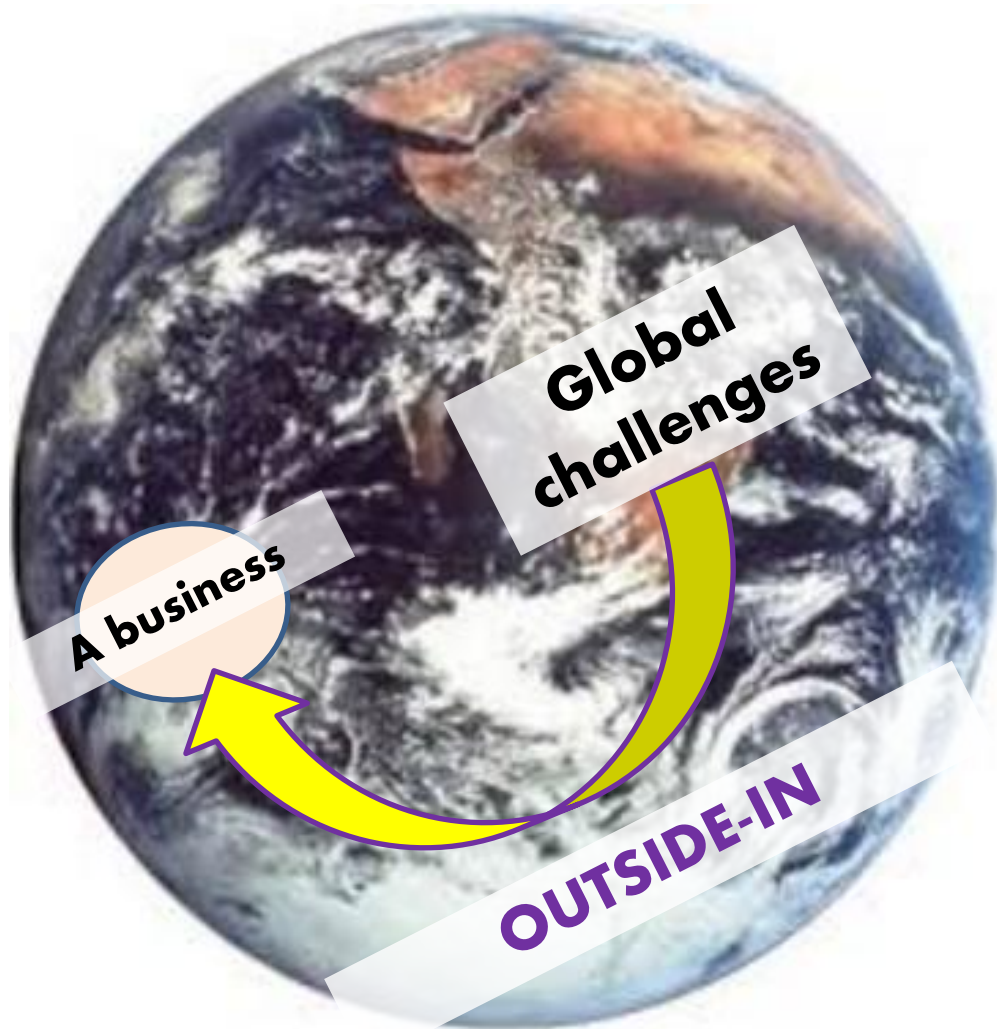
Step 05
Reporting &
communicating



Step 04
Integrating



Developing «outside-in» strategies FOR LONG-TERM BUSINESS SUCCESS



Elements:

- New forms of cooperation
- Changing the rules of the game
- New business models
- Role of leadership and culture
- A new narrative

Processes:

- Prototyping
- Multi-stakeholder dialogues

Assessments:

- The Competency Assessment for Responsible Leadership

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The BSL Lab: Focussed Reporting

Step 01
Understanding
the SDGs



Step 02
Defining
priorities



Step 03
Setting
goals



Step 05
Reporting &
communicating



Step 04
Integrating



**Step 1: Understanding
the SDGs**

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Focused reporting Switzerland

An Initiative of the Swiss WBCSD unit ÖBU in association with the U.N. Global Compact Switzerland and Business School Lausanne

4 assessment perspectives of the sustainability reports of 100 Swiss companies

INSIDE-OUT

- Materiality assessment (SASB)
- Reporting matters (WBCSD)

OUTSIDE-IN

- Business Sustainability Typology (Dyllick/Muff)
- Reputational risk (RepRisk)

Complemented with recommendations of a panel of experts (creation of a SWOT)

→ A **prototype** for other countries as a way to assess the true benefits of business action towards the SDGs: to highlight the need to go beyond reducing negative footprint to the opportunity to generate measurable positive impact!

The SDG Accelerator



g l o b a



The SDG Accelerator

The go-to place for change makers around the world

Sign up to the Community of Practice now: www.RITA.global

Literature and support material:

All on
RITA. global

Articles:

- Katrin Muff, Agnieska 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, Agnieska 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>)

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Thank you 😊

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