

RespACT & AustrianStartups
Circle 17 Matchmaking event
Feb 27, 2020

BECOMING A POSITIVE IMPACT COMPANY

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THE POSITIVE IMPACT COMPANY

Two predictors of success

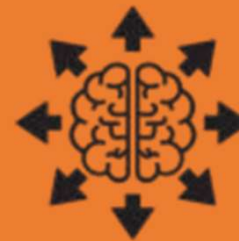
Two shifts

One practice

The enlightened leader



The co-creative company



Sli.do

What is a positive impact company?

A company that:

- A. Reduces its negative footprint
- B. Solves societal or environmental problems
- C. Reports on the SDGs
- D. Maximizes its profit
- E. Has a powerful philanthropic approach
- F. Optimizes its supply chain

Several answers are possible

THE BIG DISCONNECT



More and more companies
report that an increasing
commitment to sustainability



These good news are not
reflected in studies monitoring
the state of our world

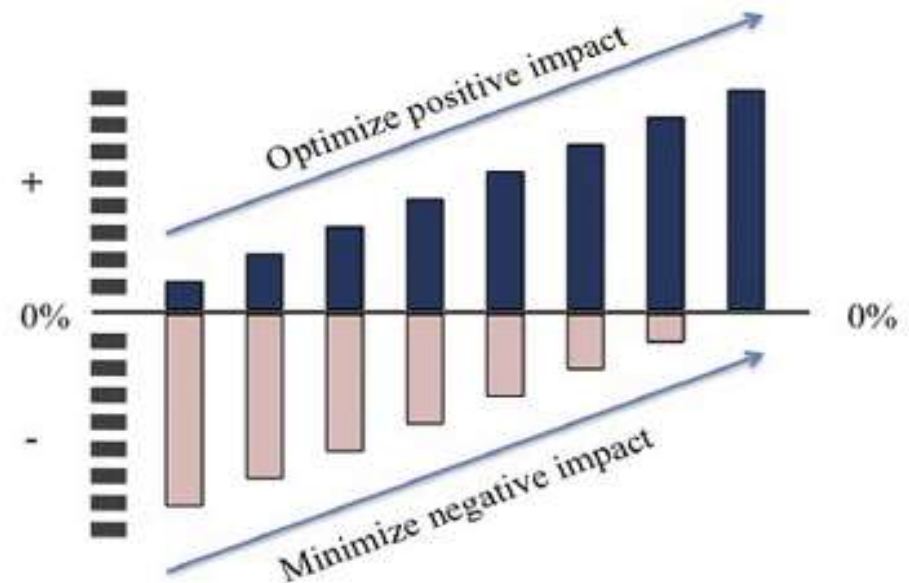




AGENDA 2030 OF THE SGDs

Nations and companies are announcing their NET ZERO targets

- Some by 2030
- Some by 2050 *
- * BP in early February 2020



.... Net Zero is NOT GOOD ENOUGH!

DEFINING THE POSITIVE IMPACT

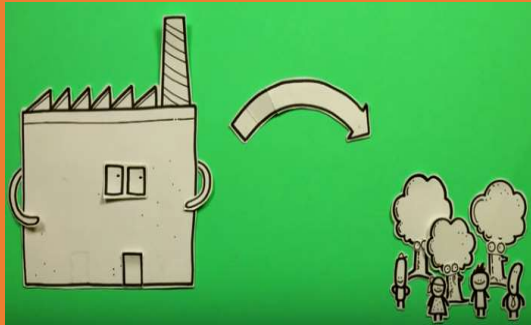
“Truly sustainable business shifts its perspective from seeking to minimize its **negative impacts** to understanding how it can create a **significant positive impact** in critical & relevant areas for society & the planet.”

Definition of “True Business Sustainability”

Dyllick & Muff 2016



THE BIG PERSPECTIVE SHIFT



INSIDE-OUT

- **Risks & opportunities for current business**
- **Materiality**
- **Reducing negative impacts**



OUTSIDE-IN

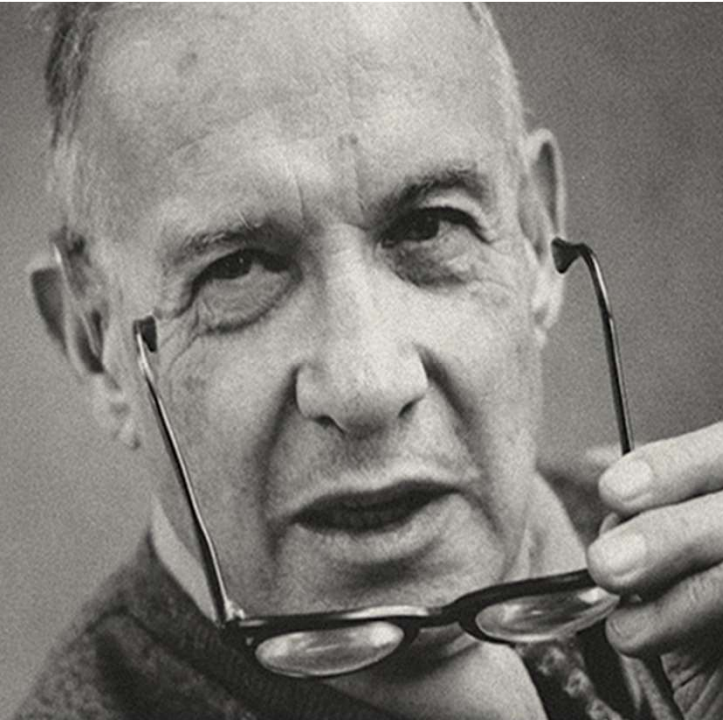
- **New white-space opportunities**
- **Positive impact**
- **Focus on positive contributions**



THE DECADE OF ACTION

“Every single social and global issue of our day is a business opportunity in disguise.”

Peter Drucker



Billions of US\$ of new market opportunities

Business & Sustainable Development Commission:
Better Business Better World Report



The Institute for
Business Sustainability

Sli.do

What is the challenge to implement the SDGs in the coming decade?

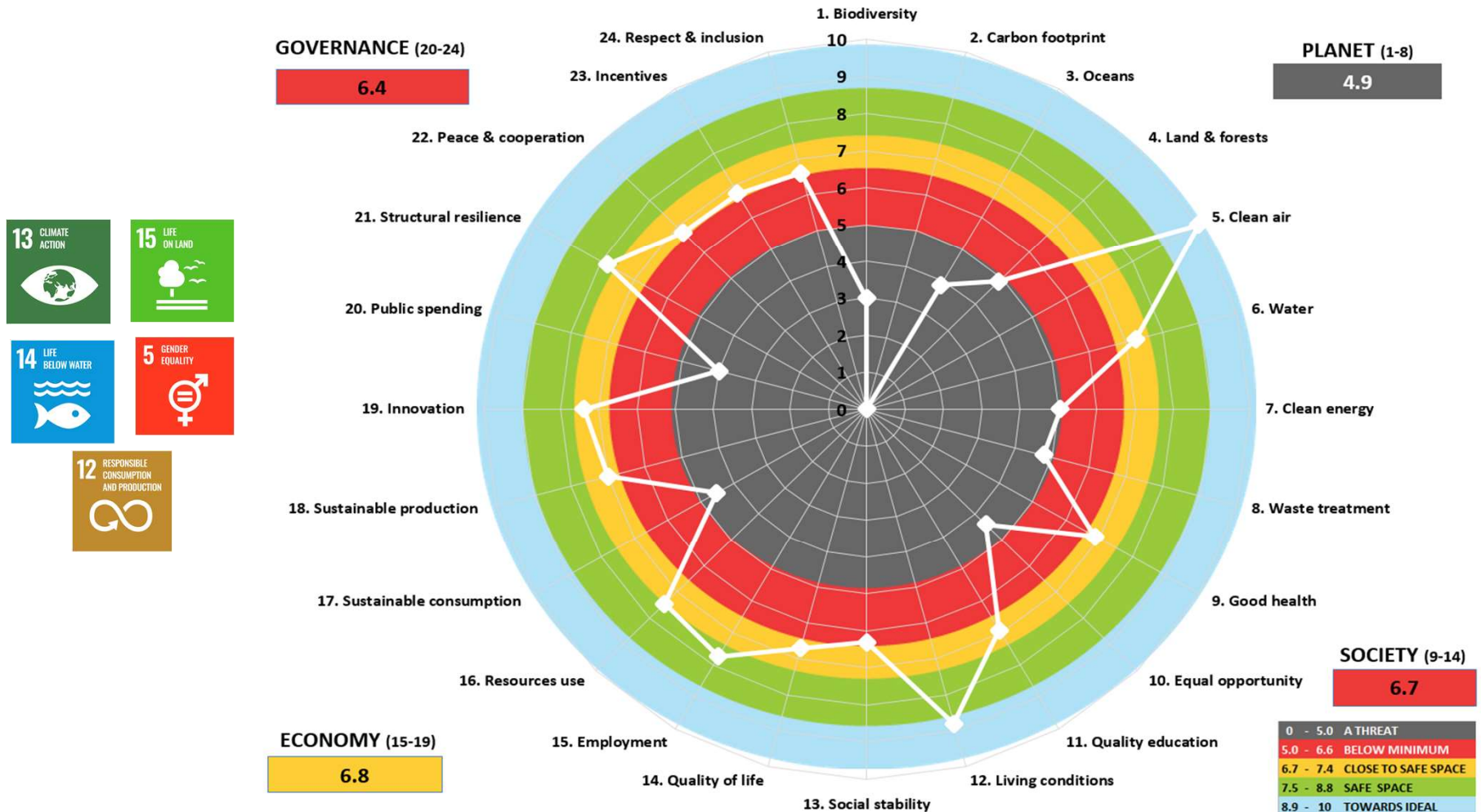
1. Understanding what the concrete opportunities are
2. Translating the opportunities into the business
3. Having a leader who «gets» it
4. Developing new business models in addition to current business

Only 1 answer possible

THE CHALLENGES ARE CLEAR

USA (average result 6.2, lowest score 4.9)

(c) Gap Frame 2017



THE INNOVATION PROCESS IS NEW

Building Blocks of Co-creation

A = Initiator (change maker or organization)

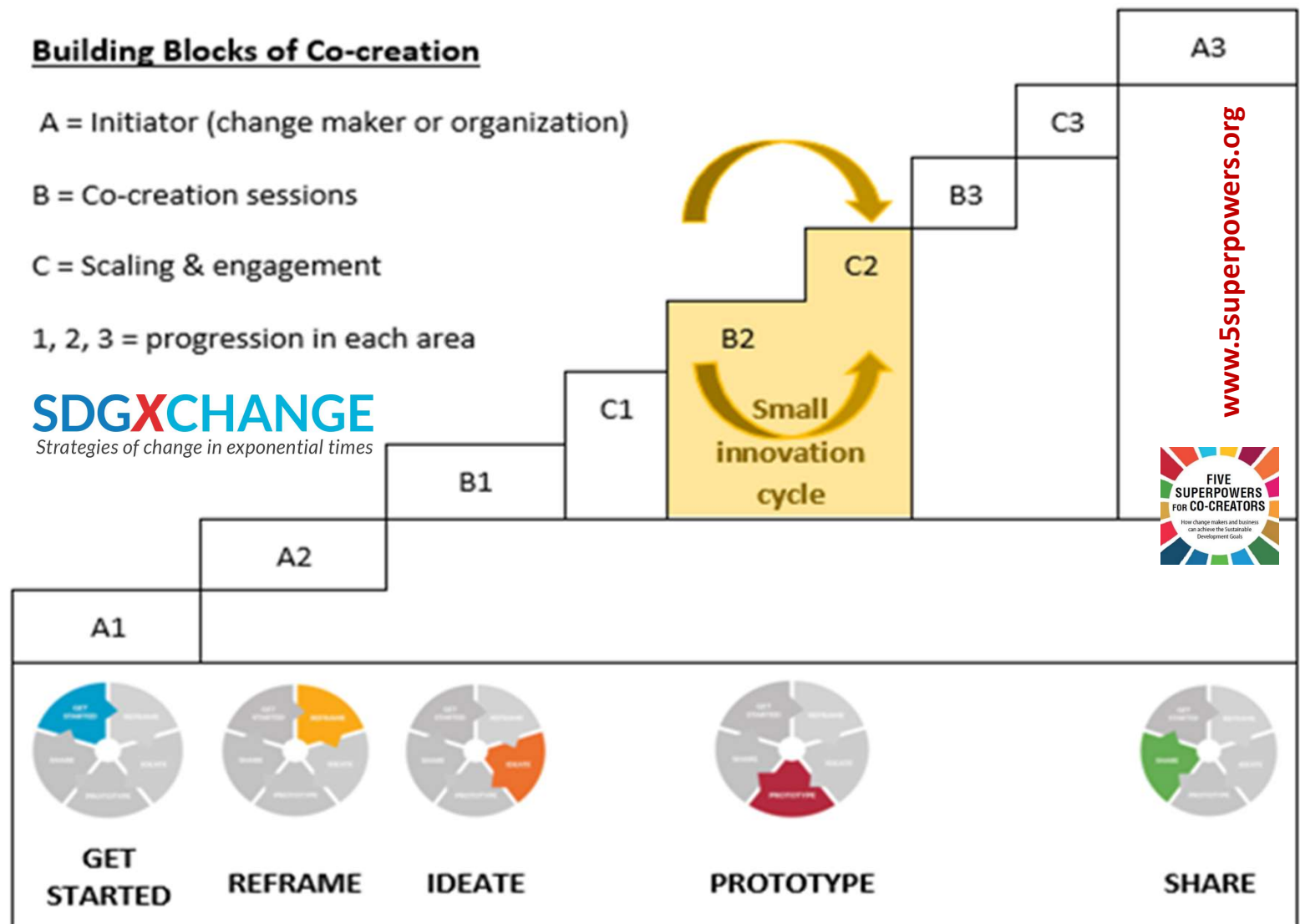
B = Co-creation sessions

C = Scaling & engagement

1, 2, 3 = progression in each area

SDGXCHANGE

Strategies of change in exponential times



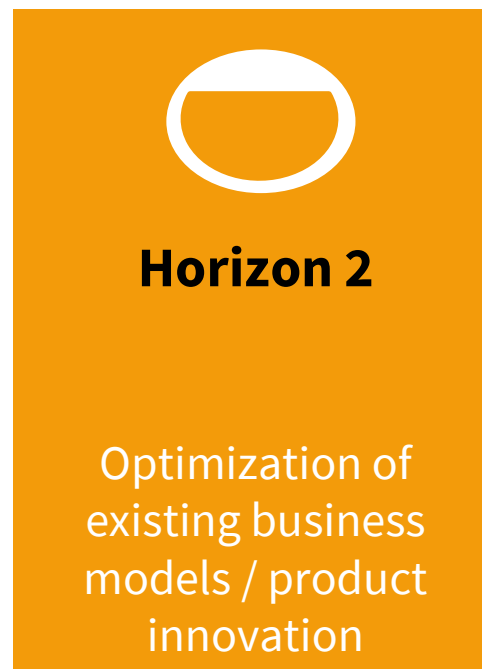
www.SDGX.org

THREE INNOVATION HORIZONS



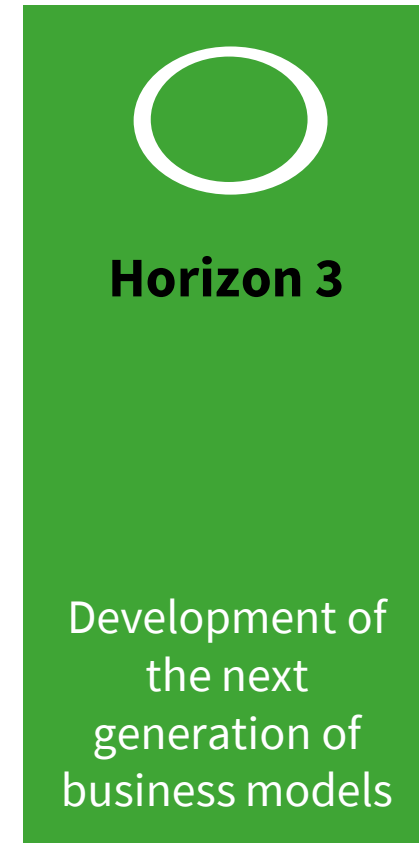
cleaner cars, take
back and recycling

making existing
products healthier



hybrids, e-cars,
autonomous driving

new lines with clean,
healthy products

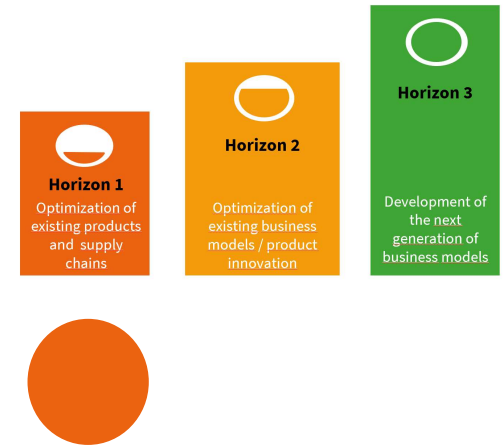


mobility services

plant-based proteins,
educating consumers

Examples

HORIZON ONE



Optimization of existing products and supply chains

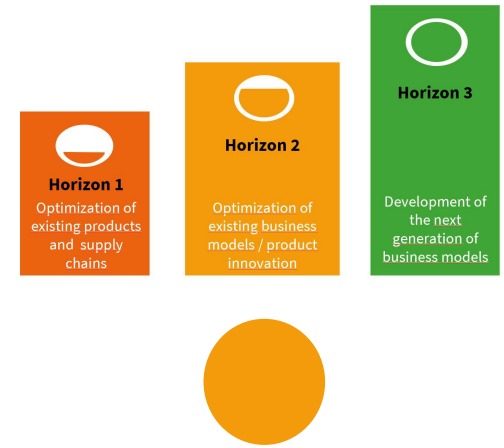


Interface:
Carpets from fishing nets



IKEA:
Leasing office furniture to reduce waste

HORIZON TWO



Optimization of existing business models / product innovation

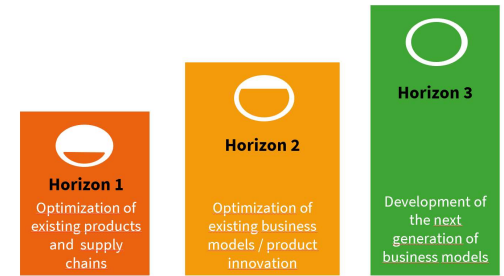


Bühler:
Insect Technology Solutions for meat alternatives



Lafarge Holcim:
Affordable Housing with waste-enriched concrete

HORIZON THREE



Development of the next generation of business models



Climeworks:

Capturing CO₂ from the atmosphere to use as fertilizer, fuel or carbon dioxide



SV Group:

Significantly reducing CO₂ footprint through positive re-framing of chef cooks

Further examples:

[Sustainability-Today.com](https://www.sustainability-today.com)

[TrueBusinessSustainability.org](https://www.truebusinesssustainability.org)

Sli.do

Can traditional companies become Positive Impact Companies?

1. Yes, if they choose to
2. Maybe, but with some difficulty
3. Unlikely, particularly if stock-quoted
4. No, not in their interest

Only 1 answer possible

CREATING THE DOUBLE SHIFT

One practice



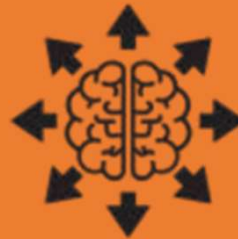
Outside-in
co-creation

www.5superpowers.org

Two mindset shifts



The leader's mindset



The company's mindset

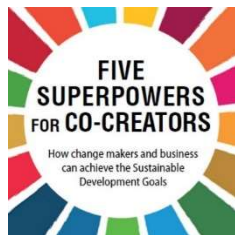
CHALLENGES OF CO-CREATION

Three levels:

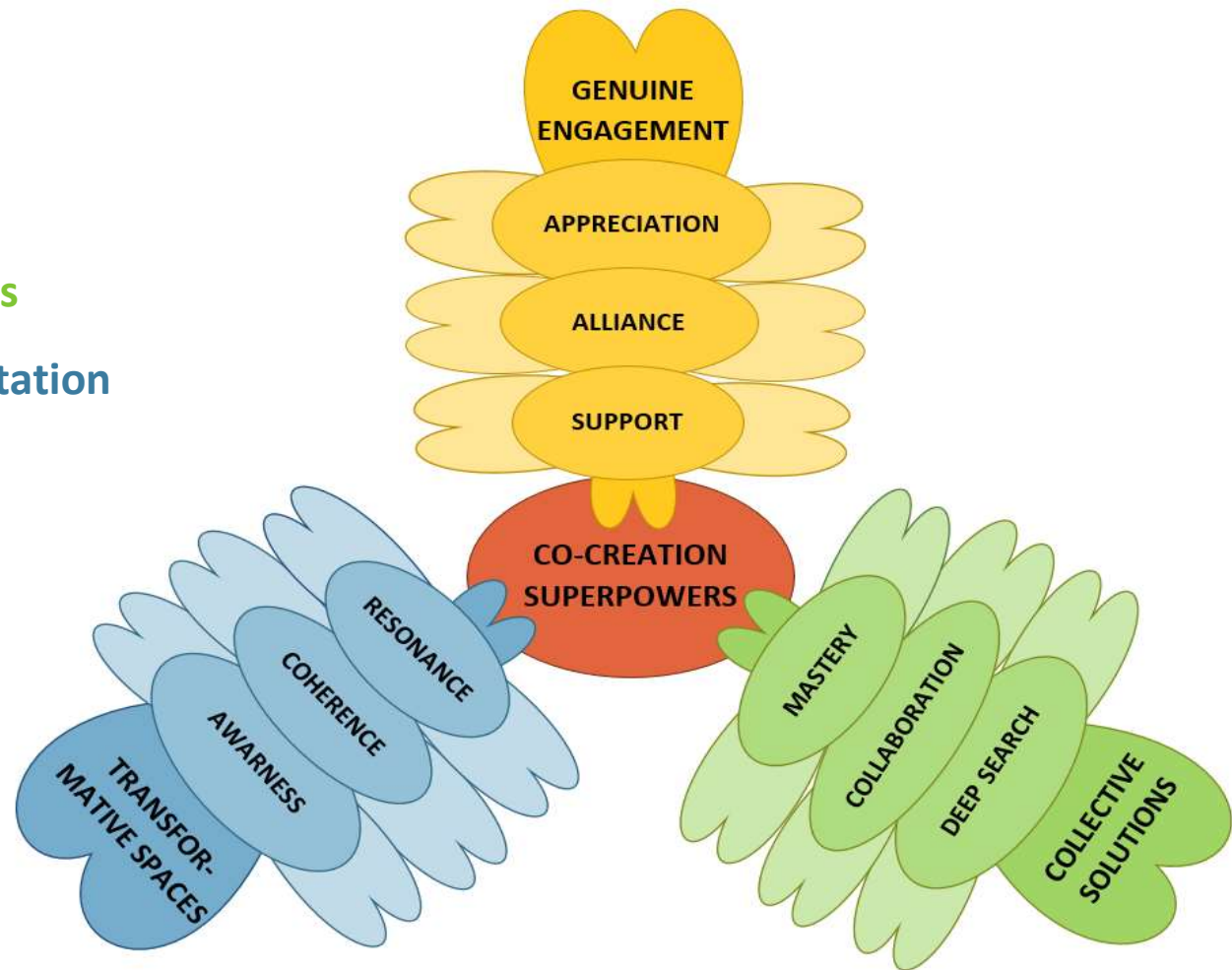
For individuals

For teams & companies

For the project & facilitation



www.5superpowers.org



MEASURING THE MINDSET SHIFT

Of the leader, the team, the company

<i>Degree of mastery (columns)</i> Competency dimensions (rows)	Knowing (Knowledge)	Doing (Skills)	Being (Attitudes)	% of max
Stakeholder relations	3	2	2	56
Ethics and values	2	3	2	58
Self-awareness	2	3	3	69
Systems understanding	4	1	2	54
Change and innovation	3	3	3	75
% of max	70	60	60	



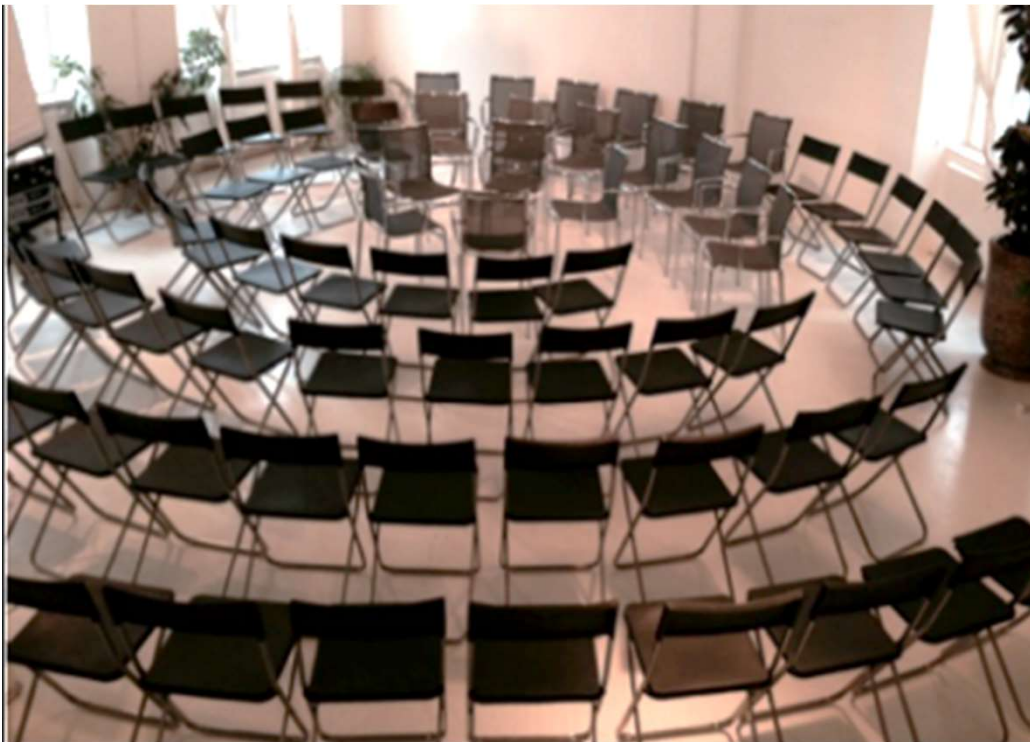
CARL
THE COMPETENCY
ASSESSMENT FOR
RESPONSIBLE
LEADERSHIP

CARL score: 63

Free Online Test

www.carl2030.org → take survey

PRACTICING CO-CREATION



**Collaboration is not
about gluing together
existing egos.
It's about the ideas
that never existed until
after everybody
entered the room.**

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Outside-in
co-creation

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Literature and support material:

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-Ufl>
- **Paul Polman on the SDGs.** Welcome Address to UNPRME Global Forum 2017: <https://youtu.be/EhbcJIphKAI>
- **True Business Sustainability.** Little Green Bags: (<https://www.youtube.com/watch?v=8rwjMc-Ziug>)

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THANK YOU

Feel free to contact me for more info, examples & advice

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