Wrap-up

Rob van Tulder
May you live in interesting times....
THE NEED/CHALLENGE....
Mainstreaming.....

“The prevailing current of thought, influence, or activity”

main-streamed, main-stream-ing, main-streams

1. To integrate (a student with special needs) into regular school classes.
2. To incorporate into a prevailing group.
The playground...

THE NEED FOR SUSTAINABILITY IN SOCIETY: A SYSTEM IN CRISIS?
The road towards mainstreaming..

**CSR: Corporate societal responsibility:**
Co-creation conditions
- consumers/stakeholders
-- governments

**THE NEED FOR**

**SUSTAINABILITY IN SOCIETY:**
A SYSTEM IN CRISIS
The road towards mainstreaming...

THE NEED FOR SUSTAINABILITY IN SOCIETY: A SYSTEM IN CRISIS

Social enterprise:
- Co-creation conditions
  - consumers/stakeholders
  - governments (OECD report)

BIG companies

Startups
## SWOT Analysis

### Strengths
- Top Dow Jones Sustainability Index
- Management book of the year!
- Sustainable is the new cool
- New leaders; entre/intrapreneurs
- Inspiring examples (new sense-making)

### Weaknesses
- Top =? sustainable
- Complex business case
- Transformational leadership
- Partnerships (external alignment)
- Internal alignment
- Lacking regulation (social enterprise)

### Opportunities
- Technological possibilities growing
- Market creation (latent demand)
- Co-creation is easier in developed economies (competitive advantage of Netherlands)
- Social innovation will help us out of the crisis
- Emerging economies....

### Threats
- Mindset: sense of urgency is missing
- Slow/inadequate regulation
- Will go too slow (only low hanging fruit)
- Not enough students in masters on sustainability
- Emerging economies...
Two dynamic perspectives....

Preventing a Race to the Bottom

Enhancing a Race to the Top

What is needed?

Lowest common denominator

Best possible Approach?
# SWOT analysis: P-P-P?

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<th>PLANET (ENVIRONMENT)</th>
<th>PEOPLE (SOCIAL)</th>
<th>PROFIT (FINANCIAL)</th>
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**Mainstreaming achieved:**
The Sustainability Thesis award

- Development over the years
- Nominees
- This year’s winner
Sustainability companies: mainstreaming?

- General
- Break-out sessions
- Big – small: established – start-up
- small/social: intrinsically motivated
- big: [initially] extrinsically motivated
Mainstreaming: three tipping points

1. Classic
2. Defensive
3. Strategic
4. Societal; new economy

Societal responsiveness

Business case

Intrinsic

Extrinsic

Inactive

Active

Reactive

Proactive

Triggering event

Internal alignment

External alignment
Three tipping points [2]....

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<th>Business case</th>
<th>Liability</th>
<th>Responsibility</th>
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<td>new economy</td>
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![Diagram](chart.png)
There is [already] a business case....
Making sustainability mainstream….

- Research after twenty Dutch big ‘mainstream’ frontrunners
- Identification of 70 tipping points
- Cooperation Royal HaskoningDHV & Erasmus University
- 5 representatives today….
where are we in the transition: exciting times?

Discomfort zone? Or opportunity?
where are we in the transition: exciting times?

Opportunity! But also: necessity! New leadership needed!
Sustainability snacks and start-ups......

The power of social enterprise
Can they become mainstream?
Conclusion: two perspectives....

PUSHING: preventing a Race to the Bottom

PULLING: enhancing a Race to the Top

Mainstreaming inclusive business models: creative narratives and motto needed!
These are interesting times....

_in•ter•es•ting_ (ɪn'tɪr-ɪ-stɪŋ) adj. 1. capable of holding one's attention. 2. arousing a feeling of interest. 3. oh God, oh God, we're all going to die.