

LEADING SUSTAINABILITY TRANSITIONS: AN INTERNATIONAL BUSINESS PERSPECTIVE



Inaugural Address and Symposium Prof. Anna Sabidussi
Center of International Business Research

OPEN UP NEW HORIZONS.

HAN UNIVERSITY
OF APPLIED SCIENCES

International
School of Business

Leading Sustainability Transitions: An International Business Perspective

Prof. Anna Sabidussi

COLOFON

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INTRODUCTION



LEADING SUSTAINABILITY TRANSITIONS

On June 22, 2023, an international assembly of industry experts, researchers, educators, policymakers, students, alumni, researchers, scholars, and business representatives came together at the Symposium *Leading Sustainability Transitions: An International Business Perspective*, to explore pragmatic solutions for the seamless integration of sustainability into the corporate landscape.

This Symposium was hosted by the International School of Business Academy at HAN University of Applied Sciences in Arnhem, offering participants a one-of-a-kind networking experience that left them inspired by the theme of “Leading Sustainability Transitions.”

The event commenced with a welcome from Nicole Osentoski, Vice Dean of the International School of Business and Master of Ceremonies. Next, the Dean of the International School of Business, Arjan Keunen, and HAN Executive Board member Bridget Kievits, gave their speeches highlighting the relevance of the event for the International School of Business and for the HAN University of Applied Sciences as a whole. On a momentous occasion, Anna Sabidussi was inaugurated as the new Professor of International Business and Director of the Center of International Business Research (CIBR), marking the official launch of the research center.

During her inaugural address, Anna delved into the essential dimensions of transitioning toward sustainable business practices, shedding light on innovative pathways to navigate the transformative challenges essential for addressing the global issues of our time. She placed particular emphasis on the promising opportunities that emerge when businesses embrace the realms of economics, the environment, and society in unison.

Following her address, Anna engaged in a round table discussion with a panel of esteemed sustainability experts, including Jenny Wassenaar, CSO & SVP Global R&D at Trivium Packaging and Board Member of the UN Global Compact Network; Roger van Hoesel, General Manager of FoodX & Co-Founder of Ecosystem Navigators; and Jan-Joost Bosman, CEO of Royal Auping, a Certified B Corporation. This multidisciplinary exchange offered a comprehensive exploration of sustainability transitions as viewed through the lenses of international academics, industry leaders, students, educators, alumni, researchers from CIBR, and scholars from around the world.

These sustainability pioneers shared their invaluable experiences and insights, while the audience actively participated in the discussion, elaborating on the reflections shared during the inaugural address.

In the second part of the Symposium, the Center of International Business Research hosted a World Café session, featuring the CIBR research streams. The outcomes of this interactive session provided attendees with practical ideas and inspiration for integrating sustainable innovations into their business practices.

The day concluded with a palpable sense of enthusiasm and purpose. Participants carried with them not only the inspiration and ideas from the day but also a profound belief that sustainable business practices, driven by kindness and innovation, can address the pressing global challenges of our era. It was a day that underscored the transformative potential of collective efforts in shaping a more sustainable future.

This booklet serves as a repository of the valuable insights and knowledge shared during this dynamic event.

CHAPTER 1





HAN UNIVERSITY OF APPLIED SCIENCES

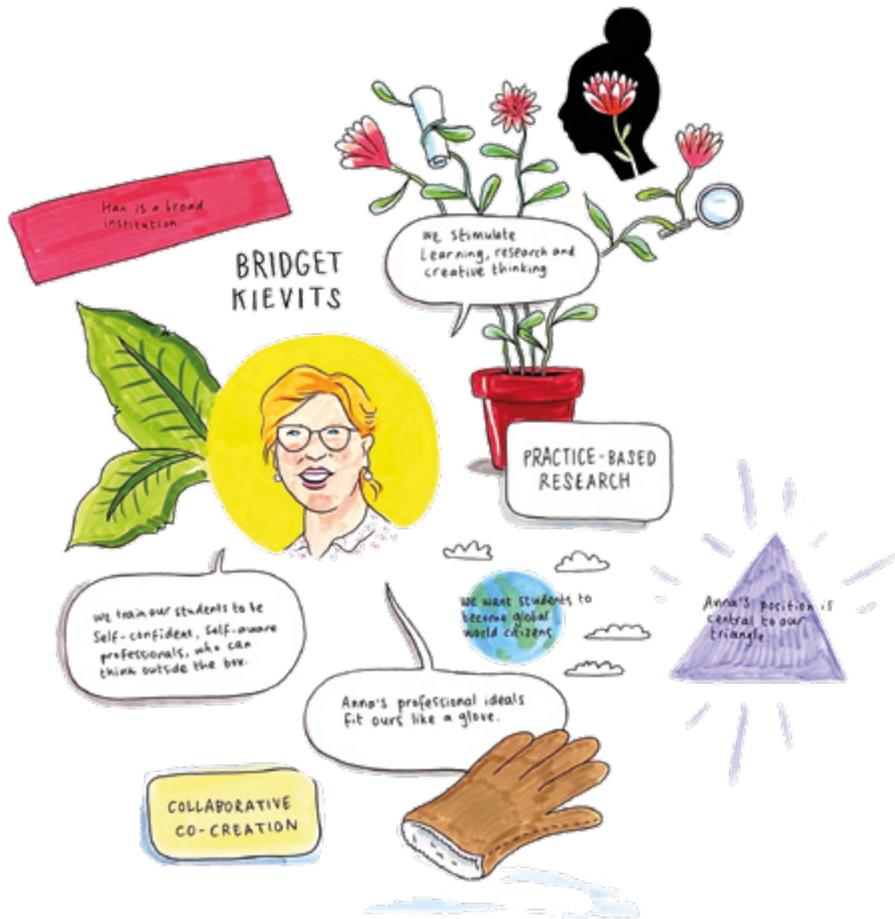
*Drs. Bridget Kievits, Member of the HAN
Executive Board*

HAN University of Applied Sciences is a “broad” university, which provides education on campuses in Arnhem and Nijmegen for over 37.000 students in 80 bachelor and master programs, as well as associate degrees. Together with our teachers, researchers, and partners in the professional field, we educate students to become aware, self-reflective professionals who are eminently equipped to innovate their work field. This requires a perspective that transcends disciplines and stimulates learning, creative thinking, and innovation, and we do this by combining education, practice-based research, and the professional field, in what we call The Triangle (“de Driehoek”, in Dutch). By doing so, we embody the HBO, Hoger Beroeps Onderwijs (which is the Dutch term for UAS).

So we have the B from “Beroep”, the professional field, in the middle: from day one, students are made part of the professional field.

The O (“Onderwijs”) of education is the basis: we qualify, and we educate. We train our students to be confident, self-assured professionals.

Lastly, the H (“Hoger”) of higher means it is higher education: it is not MBO, it is not academic, it is an adjective to professional: higher professional. It is precisely our practice-based research that gives meaning to this word “higher”.



Research has two crucial goals in our UAS:

1. *It enriches our education:* We want to enable our students to be able to think outside the box, to be able to expand their horizons, so they can contribute to solving issues from the professional field. We want them to be innovative and entrepreneurial. This is why research skills form a part of our curriculum.

Through our research, the professional practice enters our buildings, and because of it, our education remains up-to-date: teachers participate in current research and, together with the professors, they make sure that the results of research are incorporated in our education.

2. It *enriches and innovates the professional field* and thereby society at large. Research is increasingly linked to the big societal issues and to questions that are important to the professionals in the field. Thanks to the cooperation with the professional field in “the triangle”, we are able to permanently develop and innovate our education and our research within the context of changing professional demands, and in an ever-changing labor market.

Most of you are probably already familiar with this fact, but it is good to realize, that Professorships (in Dutch: *lectoraten*) have only become a reality in Universities of Applied Sciences since 2001. That means it is of relatively young origin, and it is still developing and evolving. At the same time, despite its relative youth, we have seen how much it has come to mean in enhancing the quality of our programs and ensuring the relevance and up to date-ness of our education.

In preparation for this address, I had a look at Anna’s website page and saw that the first question she addresses is: *How can we drive change in the way businesses operate to contribute to a more sustainable and equitable world for all?*

She also writes: *How can you as a company make strides toward more sustainable operations? This is not always easy. Practice can prove unruly, making sustainable developments difficult to embed. In our living lab, we create a context where professionals and organizations can design, experiment, and test innovative solutions that forge successful transitions to sustainability. In the process, our courses also train students to become global citizens of the future.*

In a nutshell, and of course this is no coincidence, this fits like a glove with our new Course Plan. This course plan is our strategic vision for the upcoming 6 years. Where are we heading as HAN? What are our most important goals, and what will that look like in 2028?

In describing that future, and what this will mean for our students and professional field, the core message is the same I see in this professorship: making a difference. We want to contribute to a sustainable, smarter and more social world; our focus points Slim, Schoon, Sociaal. By 2028, we want every student and every colleague to make a difference in societal issues, thereby contributing to tomorrow's world.

HAN aims to make a difference, to "open up new horizons". Anna's research does the same: in her research into sustainable transitions, she looks at the regional community, but also at the environment and the social aspects that come with it - as well as addressing the role of technology.

She also focuses on cooperation, collaborative co-creation, as she calls it. We know that the big issues we are dealing with today cannot be solved by individuals and specialists. We need to come together to work with different perspectives and skills to tackle the huge challenges that await us, be it climate, care, energy, or the big rifts in our society. It will only work if we do it together.

I think my point is clear: Anna's research is central to our triangle, and through it each component - education, research, and the professional field - is strengthened. In the process, it helps educate and develop young people to become aware, self-reflective global citizens who can make a difference. A very important goal, and between you and me, what I believe to be the core business of what we, as an educational institution, should be about. Educating young people to make a difference in their chosen field.



CHAPTER 2



INTERNATIONAL SCHOOL OF BUSINESS

Arjan Keunen, MA, Dean of the International School of Business

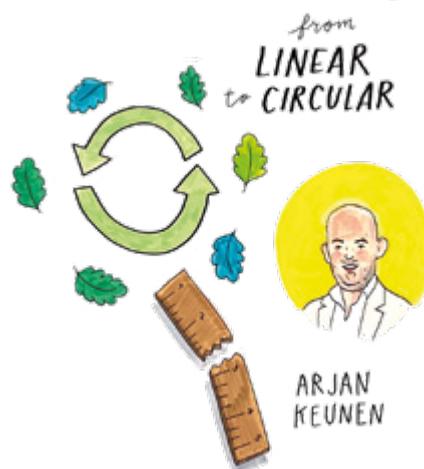
At the International School of Business, you find yourselves in a vibrant and truly international environment with students and staff from around the world. We offer bachelor programs in International Business and Business Communication, and as of September 2023, we offer a Master's program in Circular Economy. Our school has one research center: the Center of International Business Research (CIBR).

As an international business school, we strive to be at the forefront of societal, business, and educational changes. Our utmost priority is to ensure our students are fully equipped and feel at home in an ever-changing and challenging international business landscape.

Allow me to shed light on these changes and challenges. A shift in economic thinking is sweeping across society. It is crucial for our students to understand the environmental and societal consequences of traditional economic models and the significance of transitioning towards sustainable practices. The realization that resources are not infinite has led to a focus on sustainability and circularity, giving rise to value thinking and new economic models in the programs we offer. We, as ISB, are aware that we

educate for change and that we prepare students for sustainability transitions in the business world. Our graduates are the change agents of tomorrow.

Applied research plays a vital role in enriching our educational approach, ensuring we prepare the next generation of students effectively. It is imperative that we learn and understand how international businesses achieve success in sustainability transitions. We must comprehend the demands this transition places on individuals, organizations, and the ecosystem in which they operate.



The focal point of Anna's professorship and our research center lies precisely in this domain: the ongoing sustainability-driven transitions of business.

Our research center and the projects our researchers carry out play a central role in our school. The center serves as a channel, translating complex issues faced by these businesses into practical insights and valuable expertise for our students.

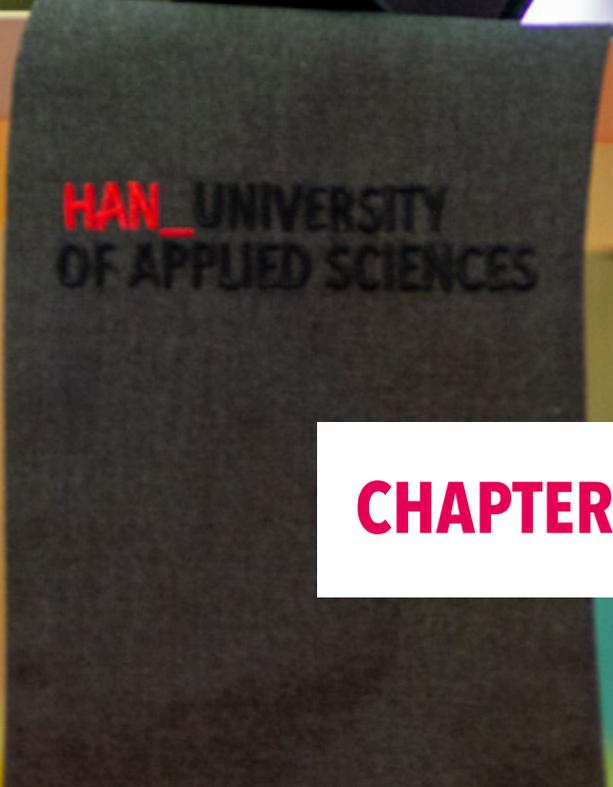
Needless to say, with the inauguration of Anna as a professor, we mark a significant milestone within our organization.



CENTER OF INTERNATIONAL
BUSINESS RESEARCH



INAUGURATION
PROF. ANNA SABIDUSSI



HAN_UNIVERSITY
OF APPLIED SCIENCES

CHAPTER 3



LEADING SUSTAINABILITY TRANSITIONS: AN INTERNATIONAL BUSINESS PERSPECTIVE

*Anna Sabidussi, Professor of International Business
and Director Director Center of International
Business Research*

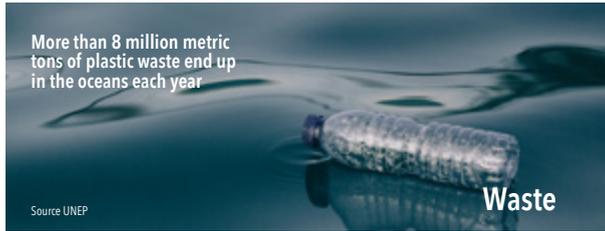
The reflection I would like to propose is grounded around just three key words: Leading Sustainability Transitions.

Let's delve into each of these words, beginning with "Sustainability".

3.1 SUSTAINABILITY

When we observe Earth from space, we see a lush, blue planet teeming with over eight billion inhabitants. However, upon closer examination, our shared home is plagued by many afflictions. Here are just a few telling statistics:

More than 8 million metric tons of plastic waste end up in the oceans each year



Source UNEP

Waste

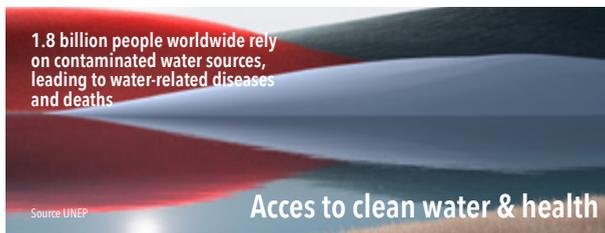
Outdoor air pollution causes an estimated 4.2 million premature deaths per year



Source UNEP

Pollution

1.8 billion people worldwide rely on contaminated water sources, leading to water-related diseases and deaths



Source UNEP

Access to clean water & health

700 million people are at-risk of being displaced as a result of drought by 2030



Source UNEP

Global warming

Wildlife population have plunged by an average of 69% between 1970 and 2018



Source WWF

Biodiversity loss

At least 50% of the world's population still lacks access to essential health services



Source WHO

Inequality

Many of these issues are interconnected and stem from human activity. They can be seen as symptoms of the malfunctioning of our economic system. Businesses play a pivotal role in either directly or indirectly contributing to the challenges our society faces, and they must actively participate in addressing these issues.

Embracing more sustainable business practices is not just an ethical responsibility; it is also a strategic imperative and an intrinsic aspect of business evolution. The good news is that businesses have the remarkable ability to drive positive change and shape a better future.

To illustrate this point, let me share a story from the fragrance industry: “The global perfume market is projected to grow from \$48.05 billion in 2023 to \$69.25 billion by 2030” (Fortune Business Insights, 2022).

The fragrance industry is truly global, sourcing natural raw materials from around the world. It works with both petrochemical derivatives and natural raw materials, the latter accounting for 30% of its ingredients. This industry boasts a global value chain involving over 60 countries in the sourcing of raw materials. Worldwide, the total production of essential oils averages around 300,000 metric tons, with the fragrance industry consuming approximately one-third of this.

One of these precious natural raw materials is Indian sandalwood, particularly the variety originating from Mysore. In the 1980s, extensive overharvesting and inadequate management nearly pushed this species to the brink of extinction. For the first time, an entire industry faced the limits of natural resources. While alternative sources and substitutes were available, none could replicate the unique olfactory profile of Mysore sandalwood.

To address this crisis, the industry took several steps. First, they limited the use of sandalwood, excluding it from some formulations and replacing it where necessary. Rumor has it that in desperation, perfumers even resorted to importing sandalwood furniture and destroying it to extract the essential oil required for fragrance production.

However, restricting use alone was insufficient, as sandalwood trees require at least 20 years to mature and must be completely cut down to extract the precious essential oils. This led to a continuous depletion of this natural resource.

The second step involved compensating for the damage by replanting new sandalwood trees on-site, preventing further depletion. These actions aligned with the principles of net-zero policies and ventured into regenerative practices, contributing positively to the environment and society. Western Australia, for instance, transformed into a vast sandalwood tree plantation, creating a new ecosystem and providing income to local communities.



The third step focused on fostering positive impact and regeneration for both the environment and society. A crucial lesson learned from this case is that environmental protection cannot be separated from social protection. To introduce sustainable business practices, environmentally sustainable practices must also address the well-being of communities. Environmental and social protection are not contradictory; they are intricately connected with business well-being.

Sustainability must be understood on three distinct levels, ranging from the mitigation of harm to the restitution of damage caused, culminating in the creation of positive impacts at both the environmental and social dimensions.

The "sandalwood" example is an illustration of how business can bring positive change and embrace sustainability transitions with success.

The sandalwood example is an illustration of how business can bring positive change and embrace sustainability transitions with success.

In the mid-1980s, the words "sustainable" and "business" were seldom used in the same sentence. The prevailing mantra was "Greed is Good," a notion that has been considered a driving force behind unbridled capitalism and the world's current challenges (Lavie, 2022).

Notably, this infamous phrase was inspired by a real speech delivered during the 1986 commencement at the University of California, Berkeley, by a later-convicted insider trader. It served as a warning to universities about their role and responsibility in educating future leaders.

Fast forward thirty-seven years, and it is heartening to see an executive board member of the European Central Bank raise awareness about the risks of an environmentally insensitive approach. It is worth noticing that 70% of eurozone bank loans are linked to nature-dependent companies, and 40% of eurozone banks have not properly assessed their exposure. "Destroy the planet and you destroy the economy". "This is not some kind of a flower power, tree-hugging exercise... this is core economics," he said. "Even if I couldn't care less about the planet, even if I couldn't care less about biodiversity, I would say the exact same things." (EBC, 2023)

It is not new knowledge that damaging the environment carries an economic cost. One example is the calculation of the economic cost of climate change. Regardless of the model used, it is more cost-effective to reduce greenhouse gas emissions than deal with the consequences of climate change impacts (see for example Figure 1, Pezzey and Burke, 2014).

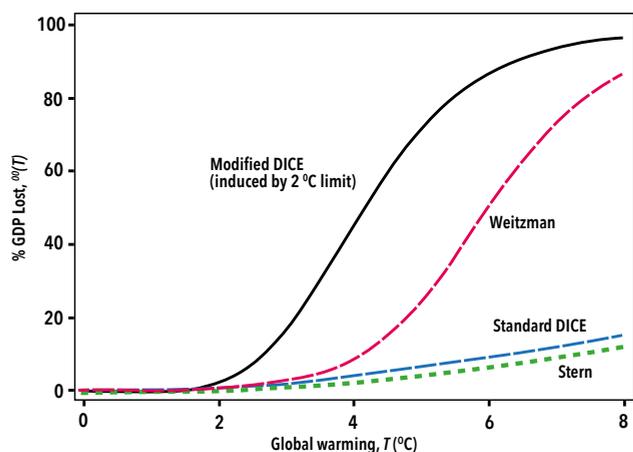


Figure 1 : Source Pezzey and Burke, 2014

So, are we trapped in a prisoner's dilemma? We seem to comprehend the collective benefits of transitioning to more sustainable business practices, yet we hesitate to bear the inconveniences ourselves.

Nonetheless, there are promising signs. Investments in clean energy are on the rise (see Figure 2).

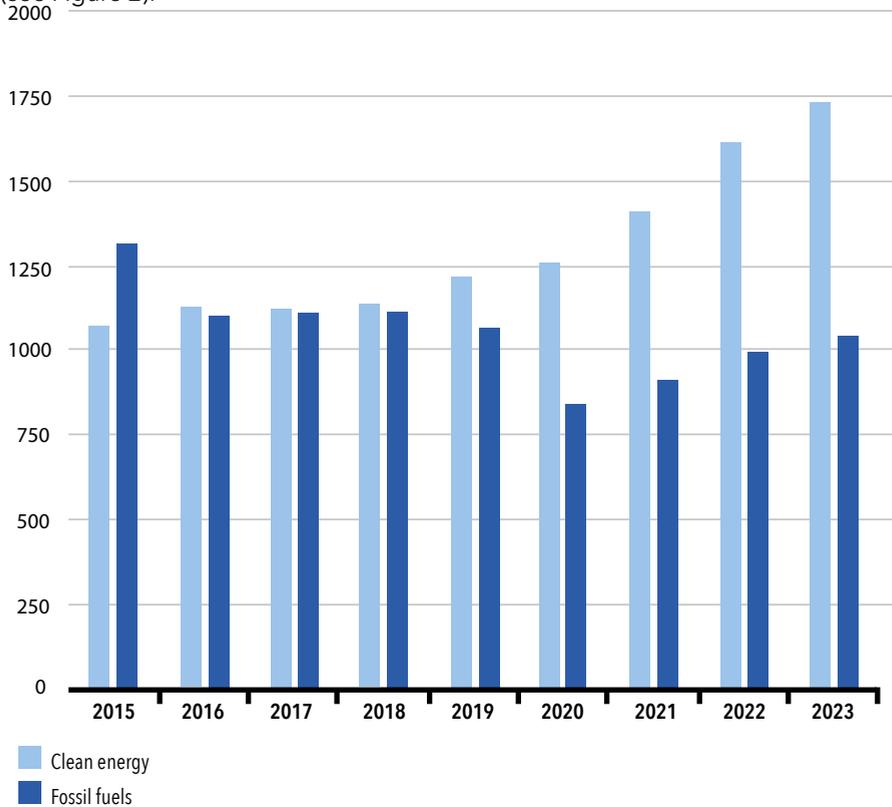


Figure 2: Source IEA, 2020

A 2019 survey among 500 major corporations estimated both the financial risks of climate change and the potential rewards of adopting sustainable practices. These corporations recognized the financial vulnerability arising from climate change to be just under \$1 trillion USD, while opportunities in environmentally sustainable sectors were estimated at around \$1.2 trillion USD (CDP, 2019).

Yet, despite these advances, current efforts remain insufficient. Scientists warn that we are on track for a catastrophic 3-degree Celsius increase in global warming. Urgency in sustainability arises from the recognition that time is of the essence. We cannot afford to procrastinate, and current government plans indicate a 16% rise in global emissions by 2030.

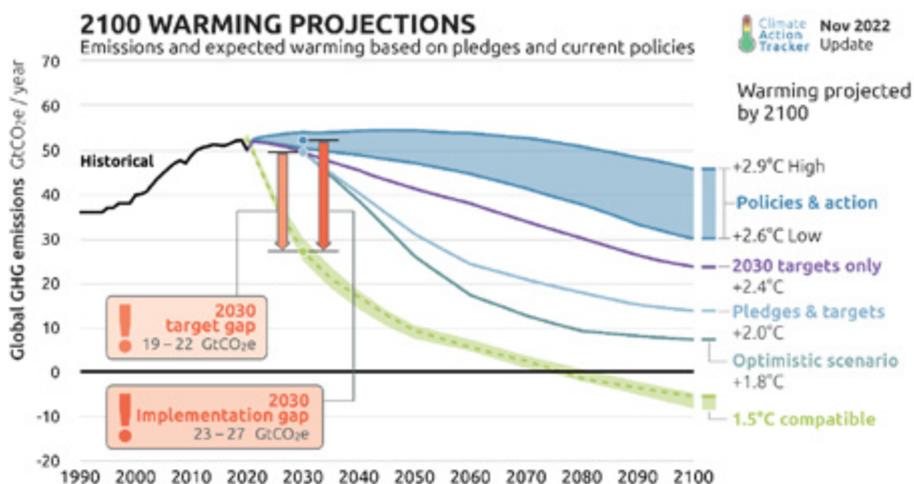


Figure 3: Source Climate Action Tracker, 2022

This situation raises questions: Is it greenwashing? Are we guided by the wrong indicators? We understand the collective benefits and possess the capability, yet something seems amiss with the transitions.

This brings us to the concept of **“Transitions”**.

3.2 TRANSITIONS

Transitions serve as the catalysts for transformation, enabling change. Is technology the answer? While technology has driven transformative innovation, it is not the challenge; competition is. From a climate perspective, where technology is developed and deployed may not be critical, but economic and political considerations play a significant role.

Recent research highlights that some of the key puzzles in climate change and energy transition reside in the realm of social sciences. The main obstacle to climate change solutions is not technological but social, with a mere 0.12% of funding allocated to social sciences. “Some of the key climate-change and energy transition puzzles are therefore in the realm of the social sciences” (Overland and Sovacool, 2020).

It is time to shift the narrative from addressing symptoms to targeting root causes. This transformative shift in problem-solving delves deeper into understanding the fundamental factors giving rise to these symptoms.

There are two approaches to sustainability transitions. The first focuses on identifying and rectifying unsustainable practices, such as integrating sustainable development goals (SDGs) into current business operations. However, critics of this approach argue that the results achieved have proven to be insufficient. In contrast, they advocate for a complete overhaul of systems and behaviors to ensure a sustainable future from the ground up. Movements like the degrowth movement and the economy of well-being exemplify this alternative approach.

It is time to shift the narrative from addressing symptoms to targeting root causes. This transformative shift in problem-solving delves deeper into understanding the fundamental factors giving rise to these symptoms.

While these two strategies may encounter varying degrees of challenges, the fundamental nature of these challenges remains consistent. Both approaches involve a transition from the current state of affairs to a different one.



For both, the primary challenge lies in the perception of a dichotomy, defined as "a division or contrast between two things that are, or are represented as being, opposed or entirely different" (Source: The Oxford Pocket Dictionary of Current English).

This perception gives rise to a contradiction between goals, such as venturing into new territories while maintaining profitability, striving for profitability and sustainability simultaneously, and balancing being good for business with being good for society and the planet. By addressing this dichotomy, we can pave the way for more effective and sustainable solutions.

These tensions manifest at various levels of interaction: at the personal level, the interpretation of sustainability varies based on cultural context; within organizations, the ability to implement change depends on the company's DNA and unique identity; the boundaries within and across ecosystems are becoming increasingly blurred and flexible; and the paradigms we embrace are shifting.

The encouraging aspect is that this is not a novel challenge. This dilemma also lies at the heart of economic debates, particularly concerning the role of firms.

The role of firms in the economic landscape has indeed been a subject of extensive debate. The field of strategic management has played a crucial role in challenging the assumption of perfect competition and recognizing the potential for competitive advantage. Theories related to dynamic capabilities and organizational learning have emerged to explain how firms create and capture value in the face of rapid change.

Strategic management has confronted these tensions at various levels, including the balance between disruptive innovation and leveraging the company's core strengths, the pursuit of cost-effectiveness versus differentiation for added value, and the exploration of global opportunities versus risk management.

It's worth noting that strategic management often places a greater emphasis on value creation rather than its equitable distribution, a fact that even I must acknowledge in my own earlier research as a young scholar. Nonetheless, the fact that strategic management as a research field has already addressed the challenges of apparent dichotomies implies that we possess a greater array of tools than we may realize to facilitate sustainability transitions.

This leads us to discuss the third word, **"Leading"**.

3.3 LEADING

A strong sense of urgency and a perception of unity, as opposed to division or dichotomy, are pivotal for the success of transitions, whether they're organizational changes, political shifts, or personal transformations. A perception of unity in the

A strong sense of urgency and a perception of unity, as opposed to division or dichotomy, are pivotal for the success of transitions

context of sustainability and business profitability is a critical aspect of modern business practices. This unity is centered around the idea that sustainability and

profitability are not opposed to each other but can be mutually reinforcing. Urgency compels individuals and groups to act decisively and promptly. The awareness of pressing needs drives them to commit resources and effort to bring about change. In today's dynamic world, urgency stimulates individuals and organizations to respond adeptly to swiftly evolving circumstances. In our previous example about the perfume industry, both high urgency and high levels of unity were simultaneously present.

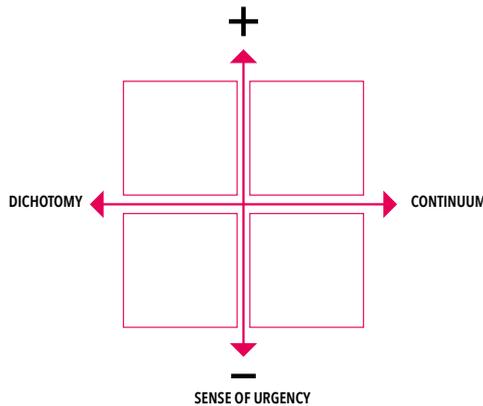


Figure 4 Source: Anna Sabidussi

There are reasons for optimism. Every individual contribution holds significance. In our research (Duysters, Lavie, Sabidussi and Stettner, 2020), we have pinpointed the factors motivating companies to undertake exploratory searches. Our findings underscore the importance of peers as a pertinent reference group for vicarious learning. Consequently, when we alter our own course, we set in motion a ripple effect that extends far beyond our immediate sphere of influence.

Supporting organizations in leading sustainability transitions is at the very core of our Center of International Business Research (CIBR) mission.

3.4 AN INTERNATIONAL BUSINESS PERSPECTIVE: WELCOME TO CIBR

At CIBR, we operate on the foundation of constructive dialogue and collaborative co-creation, utilizing data within a living lab framework.

At CIBR, we operate on the foundation of constructive dialogue and collaborative co-creation, utilizing data within a living lab framework. Our living lab provides organizations with a dynamic and interactive space for conducting pilot experiments, where they can harness valuable insights from high-quality research findings and data.

We actively engage with a diverse and highly qualified array of stakeholders, promoting multidisciplinary approaches.

Within the living lab, companies have the unique opportunity to interact with a wide spectrum of stakeholders, fostering multidisciplinary approaches. By integrating high-quality research findings and data into the living lab, companies are better equipped to make well-informed decisions and assess the potential impact of their proposed changes.

Our strength lies not only in the expertise of our research team but also in our extensive network of knowledge institutions, our esteemed partners, and the innovative projects driven by our students.

This is an embodiment of our collaborative endeavors, as we aim to work together to achieve meaningful impact.

THE CENTER OF INTERNATIONAL BUSINESS RESEARCH

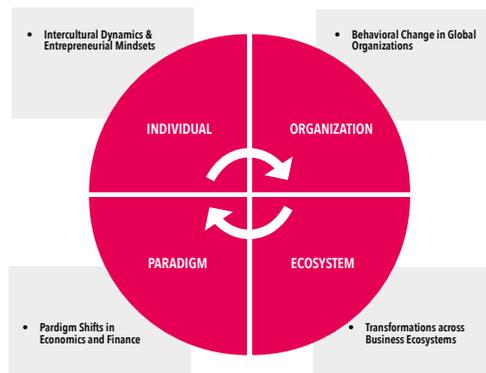


Figure 5 Source: Anna Sabidussi

Within our center, we concentrate on four pivotal intervention levels that are crucial for leading sustainability transitions:

Personal Level Research: This research avenue delves into the connections between international, intercultural environmental and entrepreneurial mindsets. We also explore the tools required to facilitate meaningful change at the personal level.

Organizational Level Research: Our objective is to scrutinize and enhance sustainability transformation plans. This involves pinpointing primary challenges within the organizational culture, structure and procedures that may hinder the progress of change initiative. Additionally, we work on strengthening communication skills to enhance the commitment to change in teams.

Ecosystem-Level Research: In this area of research, we identify and engage key stakeholders across sectors to formulate and put into action a sustainability network strategy. This entails establishing the necessary system-level procedures to ensure the successful implementation of sustainability initiatives.

Paradigm-Level Research: At the paradigm level, we focus on articulating the connections between economic, environmental, and social achievements, all while building a compelling business case for embracing transformative change.

These four levels are instrumental in driving the success of transitions, from individual mindsets to organizations and ecosystems, ultimately fostering a sustainable and holistic approach to change.

The field of Sustainability Transitions from an International Business Perspective is expansive. Therefore, defining its parameters becomes imperative to channel the research focus and ensure the generation of meaningful contributions to the knowledge domain, education, and professional work field. To achieve this, the research agenda is structured along four primary research lines.

Here, we illustrate these lines:

Research Line Intercultural Dynamics & Entrepreneurial Mindsets: In global professions, to support sustainability transitions, individuals, groups, organizations, and associations dispersed around the world need to collaborate and communicate. To have effective collaboration, communication is indeed key.

Communication primarily involves the language we employ. Thus, establishing a multilingual global community is crucial for fostering mutual understanding. Individuals and groups engage with one another through the lens of their unique cultural backgrounds, languages, beliefs, values, behaviors, customs, and attitudes. In a globalized world, international business professionals are constantly interacting with people from other cultures. To have a sincere understanding and set up effective collaboration, mutual understanding is fundamental. Promoting intercultural competences is essential to ensure that common goals are pursued with respect for each other's differences. This is particularly the case when addressing complex socio-economic factors related to sustainability. In the first place, what is sustainable in one culture may differ from what is sustainable in another context. Being "glocal" implies understanding local perspectives while embracing global challenges. Furthermore, being associated with entrepreneurial mindsets, it implies translating awareness into action in a responsible and constructive manner, creating win-win situations for the parties involved. Entrepreneurs are resilient and able to see and seize novel opportunities. This research line is in line with the previous professorship's research agenda. At the same time, it advances earlier approaches by focusing on the specific perspective of sustainability and the associated entrepreneurial initiatives.

The research line is focused on the individual level and therefore on the personal skills and competences that international business professionals need for leading and inspiring action towards sustainability. By cultivating these competencies, individuals can play a crucial role in creating a more sustainable future for present and future generations.

Research Line Behavioral Change in Global Organizations: From the specific viewpoint of organizations, transitioning to sustainable practices implies a deep modification of the ways an international business is conceived and operates. These changes alter the corporate identity by modifying strategy, business models, decision-making processes, manufacturing and production, operations, sales, and the relationship with their stakeholders. Customers and clients are also evolving in their demands, expecting companies they buy products and services from to look beyond mere profit. By contributing to the environment and to society, companies can create added value for their stakeholders, thus sustaining competitive advantage in the long run and developing resilience.

The research line is centered on the organizational level, considering how a business can be configured to integrate sustainability into the corporate DNA. In this way, we find pathways conciliating the apparent contradictions in pursuing both sustainability and prosperity.

Research Line Transformations Across Business Ecosystems: This research line considers interfirm relationships on a global scale. Organizations are embedded in multiple networks within industries or across sectors. In an interconnected world, the sourcing of tangible or intangible assets as well as consumption are spread across multiple countries. The current research agenda embraces sustainability and circular models while explicitly highlighting the need to integrate these initiatives in a broader ecosystem and across ecosystems. Circular economy principles are widely embraced as an effective approach to denote production and consumption processes that minimize waste and maximize value. This approach reduces CO2 emissions, limiting harmful manufacturing procedures and promoting restorative and regenerative activities. Several business networks (e.g. the MacArthur Foundation) invoke academia, practitioners, governments, and NGOs to redesign systems' solutions globally.

The research line concentrates on ecosystems in which businesses are embedded and therefore on the various networks of relationships that organizations orchestrate across the globe. Enabling collaboration, knowledge sharing, and the development of synergies is a powerful way to leverage joint opportunities for a more sustainable world.

Research Line Paradigm Shifts in Economics and Finance: Finance plays a fundamental role in the functioning of our world. Considering environmental, social, and governance (ESG) practices when making investment decisions has the potential to radically shift the ways businesses conceive their scope and purpose. By explicitly integrating sustainable dimensions into their investment choices, companies have an incentive to consider acting more responsibly with respect to their impact on the planet and society. This approach responds to the priorities set by the European Union for its members. Furthermore, rethinking our economic principles allows us to challenge the very assumptions that contributed to creating the inequalities and societal maladies we see in the world.

The research line embraces the economic system and proposes a rethinking of the

principles on which the functioning of our (western) societies is based. Prioritizing sustainable practices and reducing reliance on obsolete models can foster innovation, business resilience, social well-being, and preserve our natural resources.

Overall, these research lines allow international businesses to lead transitions towards sustainability. They integrate the individual, the organizational, the ecosystem, and the paradigm level: building on the synergies among these levels is essential for promoting sustainability and ensuring a more equitable and prosperous future for all.

Today, we stand at a pivotal moment in our shared journey towards a sustainable future. As professionals in diverse fields, we possess the power to shape the world and drive positive change. It is with great enthusiasm that I invite you to embark on a collective mission to embrace sustainability transitions and create a better world for generations to come.

In a time where challenges loom large, it is crucial that we recognize the immense potential we hold to drive transformative solutions. Sustainability transitions call upon us to integrate sustainable practices into our professional endeavors, reimagining the way we operate, innovate, and conduct business. By doing so, we not only enhance our own professional growth but also contribute to the greater good of humanity and the planet.

Leadership is much more than just a position, just or a job title, just wishful thinking, it is a choice, our choice.

Inspired by Stephen Covey

Leadership is much more than just a position, just or a job title, just wishful thinking, it is a choice, our choice.

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CHAPTER 4





PANEL DISCUSSION

During the Symposium, following Anna's keynote address, a panel of business experts engaged in a dialogue on sustainability transitions from their respective professional perspective. The panel consisted of:

- Jan-Joost Bosman, CEO of Royal Auping (Certified B Corporation)
- Jenny Wassenaar, CSO and SVP Global R&D at Trivium Packaging; Board Member UN Global Compact Network Netherlands
- Roger van Hoesel, General Manager of FoodX and Co-founder of Ecosystem Navigators

The panel discussion provided valuable insights into the world of sustainability, organizational change, and the trials faced by professionals in this field. The key topics that emerged during the panel discussion have been elaborated upon below.

Embedding Sustainability in Organizational

Culture: One of the central themes of the discussion was the necessity of integrating sustainability into an organization's core values. The panel stressed that even in a young organization, sustainability should be a fundamental part of its DNA. Jenny Wassenaar, for instance, sees herself as the conductor of an orchestra, with the goal of harmonizing sustainability initiatives across all functions within the company. The key takeaway here is the significance of making sustainability an intrinsic part of an organization's identity, irrespective of its age.

Sustainability should be a fundamental part of a company's DNA.

Articulating Responses to Change in Organizations:

The discussion emphasized the importance of having clear responses to change when attempting to transform organizations. The panel noted the difficulty in translating sustainability theory into practical changes. The need for a paradigm shifts in how organizations respond to change was a key point, with a recognition that it is a challenging but essential journey.



Motivating for Sustainability and Clear Language: The panel advocated a combination of intrinsic motivation and financial incentives to motivate individuals toward sustainability.

They recognized that people need to feel a sense of pride and accomplishment in their sustainability contributions. This combination approach can be effective in ensuring sustainable practices are embraced. Additionally, finding a common language that is clear and accessible was emphasized as an effective means of engaging employees and stakeholders in sustainability efforts. This is not trivial given the plethora of interpretations and terminologies in the sustainability debate.

Multilevel approach to Sustainability Transitions: A fundamental and crucial consideration during the debate highlighted the multifaceted nature of transitioning towards sustainability. Changes are required at the individual, organizational, and ecosystem levels. This reflects the broader research lines at CIBR on sustainability

and emphasizes the intricate transformations necessary to achieve sustainability goals. There is an important need for faster action and educating consumers about sustainability. Also, aligning with boards of directors and shareholders is crucial for achieving sustainability objectives. In fact, missionary work is needed to engage not only employees but also suppliers and consumers.

Role of Regulations: The importance of regulation in shaping corporate behavior and driving sustainability was discussed. Regulations may ensure that shareholders consider long-term sustainability over short-term profits. Regulation can be a driving force in pushing companies towards sustainable practices. The discussion touched on the concepts of justice and just transitions within sustainability efforts. This involved looking at the entire supply chain, identifying risks and opportunities, and considering the legal aspects of sustainability.

Collaboration: Collaboration allows companies to pool their knowledge, resources, and expertise to work towards common sustainability goals. This is particularly important when addressing complex and interconnected sustainability challenges that no single company can tackle alone. Collaboration among companies was seen as a way to overcome competition issues and pioneer change. The discussion highlighted the fact that ecosystems are not isolated entities but mutually dependent systems. The interconnectedness of business ecosystems and the potential for partnerships beyond traditional industry boundaries were also highlighted as a source of opportunities for both business practice and sustainability endeavors.

In summary, the debate emphasized the relevance of CIBR's research agenda in the current sustainability landscape. The research priorities set by CIBR are in tune with the real-world challenges and opportunities that professionals and organizations are facing as they strive to adopt more sustainable practices. The alignment between the panel's discussion and CIBR's research agenda underscores the importance of research in guiding and supporting the sustainability efforts of organizations and the broader business community.

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CHAPTER 5

WORLD CAFÉ

During the afternoon of the Symposium, a World Café was hosted to encourage diverse perspectives and foster international cooperation. In this setting, business representatives, policymakers, alumni, students, and academic partners from abroad came together and explored different yet interrelated themes of sustainable business transitions. These themes are connected to the CIBR research agenda and its four research lines. The World Café aimed to facilitate the exchange of significant insights and form new bonds over ideas, contributing to the global conversation on sustainable practices. Additionally, its purpose was to come up with implementable and actionable steps that participants could embed in their own professional activities. This way, the Symposium served as a catalyst for change, empowering attendees to make a positive impact in their respective fields and communities, and drive the transformation necessary to build a sustainable future for all.





1. INTERCULTURAL DYNAMICS & ENTREPRENEURIAL MINDSETS

Questions discussed at the table:

- How do cultural differences impact sustainability mindsets and practices in diverse geographies around the world?
- How can intercultural communication and collaboration be enhanced to promote sustainability initiatives?

Participants recognized the significance of both behavioral change and structural change as integral components of this transformation. They also emphasized the importance of transformational leadership, which requires an open mind and a deep understanding of others and one's own motivations.

Over the course of these discussions, effective communication emerged as a powerful tool for instigating change. The value of making stories relatable and personal, along with the use of visuals to convey complex ideas more accessibly, became evident.

Furthermore, the insights shared at this table not only reinforced the broader dialogue but also introduced some unique perspectives deserving of further exploration.

Participants emphasized the need for societies worldwide to protect the planet, reduce pollution, and minimize CO₂ emissions. Contrary to conventional wisdom, they contended that fostering prosperity, especially in nations like China, India, and African countries, could have positive environmental effects. It was suggested that

as societies become more affluent, there's an accelerated demand for actions addressing climate change. The Kuznetz income inequality curve also works for environmental degradation.

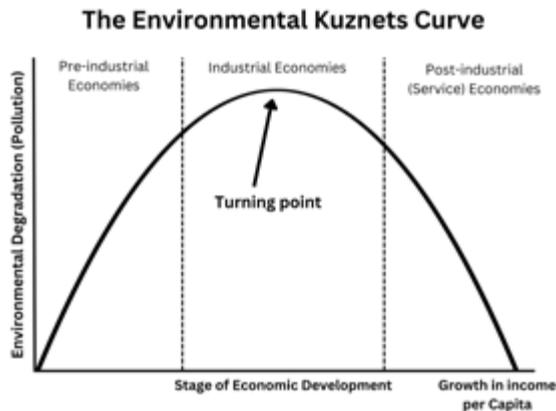


Figure 6: AJ Zwagerman

In line with sustainability, much of the conversation centered on climate change alarmism and its potential impact on entrepreneurial endeavors. The concern here was that excessive alarmism in Western societies might discourage entrepreneurial activities. Moreover, it was posited that this alarmism could be perceived as a strategy employed by the West to impede entrepreneurship in other regions, creating global economic imbalances.

The importance of positive narratives in sustainability efforts was a key theme, with one participant advocating for a hopeful outlook. This perspective underscored the significance of fostering a positive attitude and a belief in humanity's ability to shape a better future. Criticism was directed at past instances of alarmism, such as those associated with the Club of Rome, with concerns about their potential negative impact on developing nations.

The discussions referenced the historical Ehrlich-Simon wager, and there was a call for a modern equivalent to focus on pressing sustainability challenges. This suggested that structured challenges or bets could help bring critical sustainability issues to the forefront of public discourse.

A participant brought a cross-cultural perspective to the table, suggesting that cultures share common metanarratives that could be harnessed to motivate people toward a sustainable future. The observation was made that not all cultures share the linear Western concept of progress and decline; Eastern cultures, for example, may have more cyclical or ebbing-and-flowing views of time and development.

Lastly, the quote by Indira Gandhi resonated with many at the event, drawing attention to the link between poverty and environmental pollution: “How can we speak to those who live in villages and in slums about keeping the oceans, the rivers and the air clean, when their own lives are contaminated at the source? [...] Are not poverty and need the greatest polluters?” It underscored the idea that addressing poverty and need is pivotal to mitigating environmental problems, as people living in impoverished conditions often face contamination at the source.

Participants made a collective plea for more substantial language and a move away from tired clichés. Someone humorously expressed the sentiment as “Fewer buzzwords and more bees”.

These intertwined ideas, combining personal transformation and leadership with effective communication, collectively formed a roadmap for driving global change.

2. BEHAVIORAL CHANGE IN GLOBAL ORGANIZATIONS

Questions discussed at the table:

- **How can organizations overcome barriers to sustainable behavioral change and adoption of sustainable practices, such as resistance to change and competing priorities?**
- **What organizational factors and strategies are most effective in promoting sustainable behaviors among employees and stakeholders?**

The tables that discussed behavioral change in global organizations explored different strategies that could ignite this change. When defining current issues related to this theme, themes such as blurring boundaries and fostering a common vision surfaced. Participants recognized that leadership behavior plays a pivotal role here, as people are naturally hesitant to embrace change.

Moving onward from this, discussions revolved around empowering employees to take risks and experiment. A participant brought forth the concept of gamification, which would make sustainability an enjoyable and result-oriented endeavor. Encouraging initiatives and providing constant incentives became recurring themes, along with the delicate balance between sustainable and financial duties. Maintaining open communication between managers and employees was identified as pivotal as well. Participants also emphasized that intrinsic motivation and a keen awareness of the need to produce higher-quality products are crucial when it comes to fostering behavioral change steered towards more sustainable practices.

Lastly, the conversation was extended to the concept of ecological thinking, advocating for a shift from a linear to a circular economy. Here, participants found that we need to aim to create an environment where expressing ideas and listening to customers' voices is not just encouraged but deemed essential. It is necessary to foster a safe and open dialogue within an organization, sometimes deliberately excluding the 'money' coefficient from the equation, whilst emphasizing values and sustainability above all.

These interconnected ideas, spanning from internal cultural shifts to external ecological considerations, collectively provide a comprehensive vision for fostering change toward a more sustainable and inclusive future. But, alongside this, the importance of courage and effective leadership must be underscored, as well as the need for clear milestones and the value of non-financial Key Performance Indicators (KPIs). A 'Green Points' system to reward sustainable choices and standardized reporting on multiple levels, underpinned by relevant laws and regulations, remained central to this vision.

Participants pointed out that employees play a vital role in the sustainability equation, and there must be advocates for their empowerment through well-informed contributions, fun-driven change incentives, and a holistic approach. Collaboration, governance, and sustainability KPIs were also highlighted as essential elements. In this comprehensive approach, starting with small steps, celebrating successes, investing in education, and fostering open dialogues will be the guiding principles.

As global organizations strive for sustainability, what must be emphasized are compliance, the development of a skilled workforce, active connections, and effective communication. Throughout, the core mission here should remain to be raising awareness about sustainability, ensuring that the journey toward sustainability transitions is shared and effective.

3. TRANSFORMATIONS ACROSS BUSINESS ECOSYSTEMS

Questions discussed at the table:

- What innovative approaches and technologies are needed to catalyze ecosystem transformations?
- How can multi-stakeholder engagement be leveraged to favor ecosystem transformation for sustainability?



During the discussion, participants engaged in a comprehensive discussion, emphasizing the importance of reshaping the future by reconsidering profit, goals, and objectives in favor of impact-driven approaches. They acknowledged the pivotal role of technology and data in supporting innovation and transformation while at the same time being aware of the environmental impact that these technologies may have. A central focus was on the emergence of new business models, signifying a departure from traditional practices. Governance, legal frameworks, and regulations were deemed crucial for creating a conducive eco-system environment for these innovative models to flourish.

Participants utilized the tablecloth to visually represent their shared key concepts and ideas. The core idea that emerged was the importance of connecting people and companies in their networks, fostering a level playing field, and creating awareness at all levels. In the 'Middle Circles' of discussion, participants explored strategies for a sustainable future, including the adoption of a de-growth business model and the necessity of supervision and legislation to guide sustainable practices. Regeneration, emphasizing ecosystem and resource restoration, was a recurring theme.

From the 'Outer Circles,' an interesting concept known as the 'Green Fireplace' emerged, where best practices, whether local or global, are shared. The EU Action Plan and Green Social Bonds were identified as actionable steps toward sustainability. 'In the Loop' initiatives, which emphasized resource efficiency and circular economy principles, were also discussed.

Participants recognized the importance of sharing best sustainability practices, transitioning from ownership to a sharing economy, and adopting a cradle to cradle approach that minimizes waste. Practical solutions like the 'Sharing economy' and composting were underscored as effective ways to reduce environmental impact. Dietary shifts, including a move towards non-meat products, increased fruit and vegetable consumption, and smaller selections for improved consumption patterns, were also on the agenda. The 'Too Good to Go' app and composting were noted as pathways to more sustainable practices. Longevity lifetime assessment' was discussed, emphasizing the value of assessing products and practices over their lifespan.

Furthermore, participants emphasized the importance of hearing the ideas of younger generations and integrating their perspectives into sustainability efforts. These diverse concepts and ideas, stemming from the core to the outer circles of discussion, collectively contribute to a comprehensive vision for a more sustainable future.

4. PARADIGM SHIFTS IN FINANCE & ECONOMICS

Questions discussed at the table:

- **How can high GDP growth rate and UN sustainable development goals be simultaneously pursued?**
- **What are the paradigm shifts necessary to integrate sustainability into mainstream finance?**

Guided by the questions above, participants engaged in an exchange that spanned a wide spectrum of topics. The discussions encompassed everything from education and systemic change to legislation and reevaluating the significance of GDP growth rate. Education emerged as a cornerstone and as a catalyst for transformative shifts. Participants emphasized the necessity for systemic structural chan-

ge, highlighting that mere adjustments to existing systems might not be adequate. Calls were made for revised legislation to facilitate sustainable practices.

In a departure from conventional wisdom, participants questioned the relentless pursuit of GDP growth rate as the primary economic objective. They advocated for exploring new KPIs to more accurately gauge societal progress. Concerns were voiced regarding the myopic focus of corporations on short-term profits and a compelling case was made for a shift towards long-term planning.

The spotlight was also on the service industry, with a particular focus on tourism and its implications for sustainability. This discussion extended to the issue of high prices within the organic food industry. Participants contemplated how the increased spending power of people could be harnessed to support sustainability goals, but they did so cautiously, acknowledging potential conflicts of interest.



Furthermore, the attendees called for the formulation of a comprehensive long-term plan that extended beyond immediate gains. They believed that to bring about change at a societal level, it was essential to revise government marketing strategies to better align them with sustainability objectives. This holistic vision for a more sustainable and equitable future encompassed a wide range of ideas, from

educational reform to legislative changes, and from rethinking economic metrics to understanding the dynamics of various industries.

The discussions at this gathering were visually represented on a tablecloth, using three concentric circles to categorize the ideas. In the 'Inner Circle,' economic concerns were the primary focus, leading to critiques of capitalism, concerns about infinite growth on a finite planet, and the perils of overconsumption. As the conversation expanded into the 'Middle Circle,' participants addressed a variety of issues, including gender diversity and inequality. Sustainable choices like shifting from purchasing to renting or sharing were highlighted. The importance of non-financial KPIs and clear recycling and reuse instructions were emphasized. They also suggested going beyond the conventional 'people, planet, and profit' approach, highlighting social marketing, the idea of 'spending money to make money,' and diversifying markets. The concept of 'system thinking' was identified as essential for addressing complex challenges, and the value of 'Green Points' was recognized.

In the 'Outer Circle,' participants delved into broader structural and systemic changes necessary to support sustainability. They advocated for establishing a robust legal framework and governance practices. Building partnerships and fostering a culture that prioritizes sustainability were seen as crucial. Behavioral change was a recurrent theme, as well as the need for different measures of value, focusing on stakeholder value rather than shareholder value. Reducing overproduction and eliminating harmful subsidies were viewed as ways to promote sustainability. Participants also explored the idea of changing the currency and transforming ownership into partnership models to encourage long-term thinking. Paying for negative externalities, such as environmental impacts, was considered as an approach to address sustainability challenges.

These diverse concepts and ideas, ranging from the inner circle's economic critique to the middle and outer circles' systemic and structural recommendations, collectively contributed to a holistic vision for a more sustainable future.

A FINAL REFLECTION: THE POWER OF KINDNESS

During the plenary discussion about the insights from the World Café, an additional thought-provoking perspective on sustainable development emerged: the

power of kindness. A fundamental connection emerged between our commitment to sustainable practices and kindness.

Kindness involves empathy and compassion for others, including those who are distant from us either in terms of geography or time. When we extend kindness to others, we inherently care about their well-being and welfare, which aligns with the principles of sustainable development. The concept extends beyond considering other human beings and embraces other species, thus addressing the needs of all our planet's inhabitants.

The concept extends beyond the present moment. It encompasses a concern for the well-being of future generations. By adopting sustainable practices today, we show kindness to those who will inherit the world we leave behind. This emphasizes the intergenerational aspect of kindness.

Acts of kindness often have a ripple effect. When we make sustainable choices and consider the welfare of others, it inspires others to do the same. This ripple effect can lead to a collective movement towards sustainable development, resulting in positive outcomes for the environment, society, and future generations.

Furthermore, kindness fosters collaboration and solidarity. It encourages individuals, communities, and nations to work together for the common goal of a sustainable and prosperous future for all.

In essence, the power of kindness in the realm of sustainable development is a profound recognition that our actions and choices have far-reaching consequences. Ultimately, embracing kindness as a guiding principle empowers all of us to drive positive change.





CHAPTER 6



RELEVANCE OF THE RESEARCH AGENDA: BUSINESS INSIGHTS

Collaboration with esteemed business partners is central at the Center of International Business Research, integrating professional practice, applied research and education, in a triple helix approach.

In the contributions¹ below, you will read perspectives brought forward by experts from the professional field, focusing on their personal drivers for sustainability, what their company has achieved in sustainability, and what, according to their perspective, is needed in their industry and sector to be more successful in sustainability.

The insights shared below are gratefully acknowledged.

1. Order of contributions appears alphabetically (by last name)

AZAR SAFARI, MSC **ESG RESEARCH MANAGER AT MORNINGSTAR SUSTAINALYTICS**

My personal driver for sustainability is durability. The capacity to sustain both the planet Earth and the cultural heritage passed down to us as a human race. It's challenging to pinpoint a single element as the primary motivator for pursuing sustainability. While the preservation of what matters most to us is ingrained in the consciousness and subconsciousness of everyone, individuals have different priorities.

My commitment to sustainability arises from a desire to actively contribute to "securing the future". Globally, the main driver is often protecting the environment by preserving the current ecosystem and safeguarding our natural resources. However, from my perspective, achieving this goal becomes challenging if we disregard the importance of people. Having well-informed, well-educated, and fully aware societies plays a vital role in this regard. It's essential to recognize that societies should benefit maximally from the objectives of sustainability, ultimately contributing to a more balanced world.

I am generally proud of being a part of contributing to the integration of sustainability elements as core investment factors. I believe our company's most significant achievement lies in enabling investment decisions rooted in sustainability, all backed by data-driven information that seamlessly aligns with business language and culture. In simpler terms, sustainability is no longer an abstract concept or mere wishful thinking. Thanks to ESG data providers, it has evolved into a comprehensible, quantifiable, and actionable source of guidance.

Moreover, our company, alongside a select few others, has taken the lead in prioritizing sustainability elements that were previously overlooked or received less emphasis as key metrics for evaluating a company's performance; such as gender equality at the board level, in the workforce, and within senior management positions. These aspects are now considered equally important as other factors when assessing a company's impact.

Having more rigorous, well-defined, and structured methodology frameworks is crucial for ensuring the accuracy of data. Furthermore, alignment among various data providers is essential. Investors must ensure that there is minimal divergence between data providers in terms of criteria and data collection methods. Otherwise, ESG data, as a source of sustainability information, could potentially lose its credibility.

PETER REMCO VELLINGA, MSC SENIOR SUSTAINABILITY MANAGER BENELUX AT BASF

I have been working in the chemical industry my whole life. Over the course of your career, you get a better insight in what is really important to you. And to me, that is realizing that our industry has an impact on people, society and the environment. This is why I chose to work in HSE (health, safety, environment) and sustainability roles for the last 15 years now. It is our responsibility to understand this impact, reduce the negative impacts, and grow the positive contribution, towards ourselves and towards the society we operate in. And the chemical industry has the knowledge, the people, and the scale to make a real impact.

That is also why I chose to work for BASF, the biggest chemical company in the world. We take this responsibility, have integrated sustainability into our strategy, and have set clear targets. But we also show and share how we deliver on those promises. Our CEO, for instance, has repeatedly presented our ambitious Carbon Management Plan to our investors during our Capital Markets Day. Not only reporting on our progress towards our targets, but at the same time showing a forward-looking road map how we will deliver on the long run and what upfront investments will be needed.

This leadership and transparency is needed to make the necessary transition. As society we need to understand and be transparent about the enormous effort, costs, and systemic changes necessary to make this a success. Especially in the chemical industry we see this needs commitment and involvement of all parties in the value chains. Even when BASF can invent new chemistry to recycle materials, we need to engage with waste management companies to supply the feedstock, we need customers to develop and market new products, and we need to engage



with governments to rethink legislation, as it is still based on a linear economy and sometimes poses hurdles for closing the loop, instead of supporting it.

The above clearly links to 'transforming existing ecosystems and business relations' that is chosen by CIBR as one of the research lines. Indeed, the chemicals industry enters into new relationships and works with partners they never cooperated with before. At the interface between chemical companies and waste management companies, for instance, we see large differences in culture, size of investments, risk appetite, planning time horizon, quality control procedures etc. etc. It requires understanding and adaptation on both sides to make cooperation work. I am sure the activities of the Center of International Business Research can add value here to accelerate the transition.

**JENNY WASSENAAR, MSC
CHIEF SUSTAINABILITY OFFICER AND SVP GLOBAL R&D AT TRIVIMUM
PACKAGING**

The signs are all around us. The earth is changing, and our industry is changing too. I am eminent that we must control the global temperature rise. According to NASA, at 1.5 degrees Celsius warming, about 14 % of Earth's population will be exposed to severe heatwaves & more than 70% of Earth's coastlines are expected to experience sea-level rise, resulting in flooding, erosion, and other adverse impacts on ecological systems.

Now imagine, we can make a change. A big change! One that will touch the lives of billions. Not only those living now, but generations to come. A change that will help safeguard our fragile ecosystem and protect life on earth. I am ready to challenge the limits of what we can do together, benefitting of our Customers, Planet and People.

To lead the sustainability agenda in an international company is an exciting challenge. Trivium Packaging operates more than 50 production locations worldwide and with about 7500 employees we generated a revenue of 3.3 billion USD in 2022. The sustainability team is relatively small, just 5 people. Which means that my role is not actioning our sustainably trajectory but coordinating it and making sustainability not only part of my DNA but of the whole company. Together with all our employees in >60 countries we action our joint sustainability agenda. This move-

ment is what makes me super proud. We are all in this together. In the 3 years that our company exists we have proven our progress through for example our EcoVadis Platinum status which is only given to the top 1% of the >100.000 companies investigated.

The concept of Sustainability is wide and can have completely different meanings or interpretations depending on your background and geographical location. However, one thing is consistent, a truly sustainable future cannot be built in a single company alone. Companies must work together with value chain partners to create solutions that are improving the environmental impact continually. To do this, there are three key areas every business can evaluate, strengthen, and expand within as they work towards a more sustainable future within themselves and together for the greater good.

One of the most instrumental areas a business can implement sustainable practices when it comes to their own business is in the supply chain. Working with suppliers and customers to implement sustainable practices starts by knowing where your company can best improve. From there, develop a due diligence process that helps your organization best identify and work with partners that share your values and commitment to acting responsibly and sustainably.

Next, develop a (supplier) code of conduct that clearly identifies your company's expectations for your supply chain partners. This document can touch on a wide range of issues, from human rights to anti-bribery and fraud, to modern slavery prevention, health and safety, and business integrity.

Lastly, follow the guidance of industry-leading sustainability rating providers, such as the Carbon Disclosure Project (CDP) and EcoVadis. These organizations provide baselines that help companies measure the progress of their goals and targets. Combining these processes with training and KPIs can help make sure your organization and your suppliers stay engaged and on track together.

Particularly relevant for my organization is the focus of research line 4 which embraces the economic system and proposes a rethinking of the principles on which the functioning of our (western) societies is based. Prioritizing sustainable practices, reducing reliance on obsolete models can foster innovation, business resilience, social well-being and preserve our natural resources. Currently at Trivium Packaging we are preparing for the new upcoming legislation around the Corporate

Sustainability Reporting Directive (CSRD). Together with the finance department we are evaluating where our gaps are and how we can close these in the coming years. Since sustainability reporting can be done in several ways, I will keep an eye out on the developments of this research line at the HAN as I think guidance and centralization of standards would be best guided by independent research organizations.

To shape a sustainable future for everyone now and generations to come, we must act, so be courageous and be kind, since: You contain what matters!

JACK WASSER, MSC PROGRAM MANAGER RENEWABLE ENERGY AT BRABANT DEVELOPMENT AGENCY

Throughout my personal career I have been strongly committed to stimulate innovation and create valuable impact for a sustainable future. So far, I have been fortunate to work in many different roles across various companies to foster new collaborations, share knowledge and create synergies among different stakeholders. In my experience as a Program Manager Renewable Energy, concrete and well defined pilot testing of new alliances and novel technologies has proven to be very effective for both individuals and organizations to learn and ultimately make the change while reassessing their ecosystem as well. By balancing these interests in a protected test environment, we can ultimately deliver added value for the benefit of all stakeholders. This approach also allows participants to learn from their peers and gain expertise in line with their own transition profile. Therefore, it's my personal conviction that a well thought out test environment delivers scalable solutions and potentially accelerates e.g. the energy transition.

I am proud to work for our company because we play an important role in a selected number of transition themes, including the energy transition. Over the past 40 years my company invested in both start-up and scale-up companies (so-called ventures) as well as project finance. We provide significant co-funding in terms of equity and subordinated loans to actively govern companies and projects during the early phase of a venture or project in renewable energy. As a private company we have 2 public shareholders (Province of North-Brabant and the Ministry of Economic Affairs & Climate). Engaging in bespoke new technologies of renewable energy and developing business cases around renewable energy projects with a

higher than average risk profile demonstrates our role as an early phase investor. Consequently, we aim to provide easy access for refinancing by regular market participants at a later stage, hence apply an exit strategy for ourselves. Finally, released funding is reinvested in new ventures and projects (revolving funds).

Moreover, we offer low-threshold training programs to improve the readiness level of young companies to lower the entry for investments. In this way Brabant Development Agency (BOM) has been instrumental to either develop new markets and also accelerate innovations. Additionally, we attract foreign companies to extend their footprint and strengthen our local ecosystem. We are also engaged as a partner in (inter)national innovation coalitions and programs to develop new markets around e.g. hydrogen and new solar technologies.

The future success of the energy transition relies on at least a number of specific conditions; (1) introduction of new legislation facilitating established energy communities to share production, storage and consumption of renewable energy on a local level, (2) well-organized local energy communities to ensure a professional level of governance (e.g. park managers within business parks), (3) willingness of local entrepreneurs to engage in a joint and integral effort to produce, store, and exchange renewable energy, (4) pro-active engagement of local grid managers to provide technical solutions avoiding local grid congestion both for supply and demand of renewable energy. This includes allowance of energy grid flexibility solutions leveraging current unused grid capacity.

To a greater or lesser degree we observe market failures on these topics which significantly delay or obstruct the energy transition process apart from the task to build more physical grid capacity by the national and regional grid managers. Therefore, we need a joint and concerted approach on the shorter term with all different stakeholders to overcome these issues and become more successful in sustainability transitions.

Collaboration, knowledge sharing and creating synergies are key topics to leverage joint opportunities. Subjects across all 4 CIBR research lines are important, however, transformations across business ecosystems are key for my organization because this theme typically addresses those three key topics. Taking an integral and collaborative approach is instrumental to build a new sustainable energy landscape enabling integration of national base load facilities with local and regional energy communities.



CHAPTER 7



RELEVANCE OF THE RESEARCH AGENDA: ALUMNI INSIGHTS

As a business school, we strive to educate our students into becoming changemakers, giving them the knowledge and practical skills to make a difference in their chosen field of work. We are proud to say we have a vibrant alumni community, consisting of the thousands of people who have graduated from our academy throughout our 20+ years of existence. In the following reflections, our alumni of the International School of Business will elaborate on their personal viewpoints regarding sustainability transitions, ranging from their personal drivers to what they believe is necessary in their industry and sector.

NICOLE AGUERRE, BA
COMMUNICATIONS OFFICER AT THE EUROPEAN FEDERATION OF FOOD
SCIENCE AND TECHNOLOGY

I personally believe that sustainability represents respect.

Being respectful to our planet, people, flora and fauna. Therefore, I always think 'sustainably' whenever I have to make a choice. I want to make this world a better place for future generations and I think companies have the power (and duty) to start taking responsibility.

As a nonprofit organization, all the projects we work on are EU funded and they all promote sustainability. These projects vary from sustainable and transparent supply chains, sustainable alternative proteins, promoting healthy and sustainable diets, etc. I can honestly say that I am proud of every project, as they all have somehow the aim to promote and educate about sustainability in different areas in the food industry, not only for professionals but also for consumers.

In general, in the food and agriculture sector, there is the need for more transparency and communication to make sure we can also educate consumers on what they are eating and the food they choose. Another issue is collaboration between industry leaders, professionals and policy makers. It is crucial to work together to make sure we can create a more sustainable and transparent food chain.

Currently, there are different issues that need collaboration - think of the never ending agricultural situation in The Netherlands (farmers against government), the lack of transparency regarding the NutriScore (research what it really means!), the new ongoing debate about cellular meat...and the list keeps going.

ENNO VAN GEEL, BBA
ONLINE MARKETEEER (WITH FOCUS ON SEO) AT ROYAL AUPING

I find inspiration in the countless innovative solutions and initiatives emerging worldwide, nationally, or even locally. The growing movement for sustainability demonstrates that change is possible and that we can build a more sustainable future through collaboration, technological advancements, and policy changes.

Ultimately, my personal driver for sustainability is rooted in a genuine desire to make a meaningful impact, to ensure a brighter and more sustainable future for generations to come. I am proud to be working for a company where sustainability is already ingrained in the DNA when it was founded (135 years ago). Besides that there are some milestones which make me immensely proud:

- Royal Auping is a B-corp company;
- Making products which are 100% (or nearing 100%) circular;
- Very successful campaign (awareness) on waste mattresses create in our industry on year by year basis

However, what is needed in the industry and sector is more stringent regulations on recycling and/or stricter regulations on product development (with recycling/circularity in mind). See example below with regards on mattresses, the amount of waste it currently creates:

Mattresses are one of the largest contributors to household landfill waste worldwide due to their complex composition of materials glued together. In the Netherlands alone, about 1.5 million mattresses are discarded and thrown away every year. Many mattresses end up in landfills, 2/3 of which are incinerated.

My main take away from the symposium is that the business leaders present encounter all sort of problems in the past - currently and in the future. Even though these problems arise which mostly are of the following:

- Supply chain complexity
- Cost implications
- Regulatory compliance
- Consumer expectations and reputation management
- Innovation and technology adoption
- Collaboration and stakeholder engagement

Even though there is no "easy answer or solution", business leaders and companies keep pioneering in sustainability, because there is no alternative for our planet and without it, doing business would be useless anyway.

Be kind, and let your actions speak louder than your words.

A photograph of three women sitting around a table in a meeting room. The woman on the left has curly hair and is wearing a patterned jacket. The woman in the middle has long brown hair and is wearing a black shirt with a name tag. The woman on the right has long dark hair, glasses, and is wearing a white shirt. They are looking at a document on the table. In the background, other people are visible, and the wall has blue and yellow horizontal stripes. A white box with the text 'CHAPTER 8' is overlaid on the bottom left of the image.

CHAPTER 8



THE CENTER OF INTERNATIONAL BUSINESS RESEARCH

Meet the team! Here at the Center of International Business Research, we are facilitating organizations, leaders, and educators to co-create solutions and address pressing local and global challenges, fostering a transition toward sustainable change. Our international group of researchers are continuously developing more knowledge around our areas of expertise. We are proud to collaborate with partners from around the world to co-create meaningful solutions.

In the contributions below, our research team² will introduce themselves showcasing their diverse backgrounds and skillsets, as well as elaborating upon what their personal and professional drivers for sustainability transitions are.

You can follow our work collectively on [LinkedIn](#). Additionally, you can find the work of each individual researcher on Google Scholar and/or ResearchGate.

2. Order of contributions appears alphabetically (by last name)

MARJON ELSHOF, PHD CANDIDATE

Currently, I am working as a researcher, senior lecturer, and project leader EFMD program accreditation. I was co-applicant and researcher in the Comenius Fellowship research project "Going International from Within" and I am currently working on research topics in the field of Internal Communication. I am about to start my PhD research on the role of internal communication in commitment to change in the context of sustainable business transitions.

In my role as a lecturer and researcher, I am deeply passionate about educating the future generation. Our business and communication students play an important role in transitions to a more sustainable future and it is our task to equip our students with the knowledge and skills necessary to address complex sustainability challenges in their future positions. With my research activities I aim to contribute to future-proof education.

My PhD research is centered on the role of internal communication in commitment to change in the context of sustainable business transitions. In transforming business operations towards sustainability, the process of managing change is crucial. My doctoral thesis will focus on understanding how employee's behavior can be enhanced in order to integrate sustainability effectively within the organization.



RABIA FATIMA, PHD

I am lecturer of finance at the International School of Business, and as a researcher at CIBR. I hold a PhD in Business and Economics from the University of Cagliari (Italy). My PhD research work primarily focused on identifying the facts regarding “how sustainable finance is becoming mainstream”. Prior to my PhD, I served as a Lecturer at Iqra National University (Pakistan).

My research interests center around the fields of social and sustainable finance, alternative finance, impact investing, climate risk, and social impact bonds. I am passionate about exploring innovative ways to transition toward a sustainable future. In my opinion, innovative sustainable financial practices have the potential to play a pivotal role in fostering positive societal change and mitigating environmental challenges.

In addition to my academic pursuits and research interests, I have actively engaged in knowledge exchange and networking within the international academic research community.

I am thrilled to join this esteemed institution and the CIBR team, as my future research focus is to work on high-impact research projects that significantly contribute to the development of a more sustainable and inclusive financial system.

MOHSEN GHANADZADEH, PHD

I am a lecturer in Finance, Statistics, and Data Analytics at the HAN International School of Business, and a researcher in Sustainability Transitions at the Center of International Business Research (CIBR). I joined HAN in September 2022. Before joining HAN, I had previous teaching and research experience at ESSEC Business School in France, where I earned my Ph.D. in Finance. My expertise lies in Empirical Corporate Finance and Governance, Sustainability and ESG Investing. My research projects, particularly in Sustainable Finance, Shareholder Voting, Ownership Structure, Family Firms, Executive Compensation, and Policy Evaluation, contribute to CIBR by enriching our understanding of corporate dynamics and governance mechanisms. My work addresses the evolving landscape of sustainability transitions, exploring the intersection of financial practices and environmental, social, and governance considerations. This aligns with CIBR’s commitment to advancing research on international business with a focus on sustainable practices and global impact.

HUGO GOBATO SOUTO

With a background in quantitative finance and risk management, I have always been drawn to the intricate relationship between financial systems and broader societal and environmental challenges.

From my perspective as a research assistant, I'm having the privilege of delving into the world of neural networks and sustainability in business and finance. My current research projects allow me to explore innovative approaches to forecasting realized volatility and examine how advanced computational techniques can inform sustainable financial decision-making.

Simultaneously, my role as a student has afforded me the opportunity to immerse myself in diverse academic pursuits, from advanced Bayesian statistics to ESG portfolio management. These experiences have honed my quantitative skills and equipped me with a robust foundation to address the complex challenges posed by sustainability transitions.

In both roles, I am driven by a desire to bridge the gap between finance and sustainability, leveraging my quantitative and analytical abilities to contribute to a more equitable and environmentally conscious future. I firmly believe that by redoubling our efforts to integrate sustainability principles into financial systems, we can pave the way for a more resilient and prosperous world. My journey continues with an unwavering commitment to research, learning, and action, as I strive to make a meaningful impact in the realm of finance and sustainability transitions.

ROBERT GOEDEGEBUURE, PHD

My background is in econometrics and (official) statistics. At Statistics Netherlands, I developed systems for international statistics, which became the basis for my PhD on the impact of internationalization on the Dutch economy. From 2000 to 2015, I worked at Maastricht School of Management (MSM), as professor in international business. I continued my work on international competitiveness and the related theme of High-Performance Organizations (HPOs), mainly in the context of emerging economies. In 2015, I started my own business, which includes research via international PhD-programs in partnership with international universities and business schools. Since 2019 I am also working at HAN as senior researcher, with a focus on data science applications and digital transitions.

My current research on HPOs extends to the role of organizations in regional, national, and international eco-systems. Knowledge of transition trajectories of organizations, contributes to better decisions by decision-makers.

In my view, the main source of innovation is the individual organization. While large organizations possess the means to effectively innovate, the role of young, small organizations, not impeded by history, should not be underestimated. Over the decades, I have participated in several government bodies to conduct and evaluate studies on the Dutch innovation system.

Research at the level of organizations includes the attitudes and motivations of organizations, as revealed in the skills & competences required according to their vacancy announcements. Ultimately, organizations can only thrive if they are responsive to the needs of their employees and customers!

SANNE DE HINGH, BA

I am the process coordinator for the Center of International Business Research. In my role, I strive to facilitate and create an environment in which the team works effectively together to obtain their best research outcomes.

My background is in International Relations, including international economy, with a main focus on Latin America. I studied this at Leiden University. During my times in Latin America, both during my studies and later when I served as a translator for local communities, I saw the devastating results of climate change and the real impact it has on the people living at the forefronts. This further instilled in me the core value for this topic to form the base in all aspects of my personal and professional life. Later, during my work as a coordinator at the local Public Health Services (GGD), I helped teams navigate the fluctuations of covid as they passed through the Netherlands. Here, I discovered my drive to contribute to effective work practices and team building.

The world of international business has a great challenge lying ahead of them, with the absolute necessity to transition to a regenerative and circular economy. I believe CIBR and ISB offer incredibly value contributions here, actively participating in the changes needed for the world of tomorrow. Through its four research lines, CIBR covers all aspects of what is needed to truly make our economic practices transition towards sustainable ones, that care for the limits of our earth and the needs of humanity.

ANNEMOON KENTIN, MSC

Driven by a passion for both food and sustainability, I, Annemoon Kentin, have dedicated my career to making a meaningful impact in the agribusiness and commodity sector. With a Master's in International Development Studies, I have delved into research in the palm oil industry, analyzing the framing of problems and solutions by the global platform the RSPO and the Indonesian Palm Oil Association.

My professional journey spans over seven years in the certification industry, where I gained in-depth knowledge of the cocoa, coffee, and tea supply chains and their unique sustainability challenges. This experience has not only enriched my understanding but also fueled my commitment to promoting sustainable practices within the agricultural sector.

Currently, I am an educator at the International School of Business, where I've been teaching intercultural awareness and sustainability courses for four years. In this role, I aim to impart insights on the importance of embracing diverse perspectives on sustainability. I am particularly intrigued by how various cultures perceive and prioritize sustainability, and how we can collaborate effectively across cultural boundaries.

My curiosity extends beyond the classroom, continuously exploring viewpoints on sustainability to better understand the challenges and potential solutions.

AMBREEN MALIK, PHD

I joined ISB and CIBR at HAN University of Applied Sciences in August 2023. Earlier this year, I completed my PhD with a focus on "transformational organization change from employees' psychological perspective". Prior to joining HAN, I gained teaching and applied research experience in HEIs (higher education institutions) of the United Kingdom and Pakistan. My research interests include sustainable business transformations, employees' psychological behaviors, and human resource development in the wake of Sustainable Development Goal: 8 "Decent work and economic growth". Personally, I believe in "inclusiveness, equity, and diversity," which require major organizational changes at all levels. My current and future research plans at CIBR are identifying the underlying psychological behaviors due to disparities at workplaces and developing awareness for goals alignment between change agents (policy makers, organizational level), and change recipients (employees, individual level) for a sustainable change implementation.

About myself, I was born and raised in a small village of Pakistan and left my home at the age of sixteen, overcoming all the gender and economic obstacles on my way. Spent 14 years of my life in student and shared accommodations around the world for my higher education and professional development. My life choices made me an ambivert, adaptable, who is open to new experiences, has a solution-oriented approach, because “where there is a will, there is a way”.

KRISTINA MANSER, PHD

I work as a senior lecturer and researcher for the International School of Business. I hold a Bachelor degree in International Business from HAN University of Applied Sciences and the ESCE Paris, a Master degree in Marketing and a PhD from Radboud University Nijmegen.

After finishing my PhD in 2013, I have worked for ten years in various coordination and lecturer roles at the HAN. Since February 2023 I am part CIBR and the research line Behavioral Change in Organizations. I am looking forward to connecting my insights gained during my PhD with new research topics related to sustainability transitions.

My inner drive and motivation is to make the world we live in better - for a sustainable future. In order to do so, we need to understand sustainability transitions better. Only then we can educate society better to make well-informed decisions regarding sustainability issues. After all, we want our students to make a difference and set good examples; they can only do so when they have the right tools at hand. Therefore, it is vital that our research feeds our education and students are equipped with up-to-date knowledge and skills.



As a researcher at CIBR I am interested to find out how organizations can make sustainable transitions happen, what the role of the employees as an individual and in a team setting is and which contextual factors are important to take into consideration. Transitions are complex and there are a lot of factors to investigate further in order to understand how behavioral change is reached.

NIKOS MISIRLIS, PHD

I am a computational social scientist with a background in software engineering and social media analytics, holding a PhD from the University of Macedonia, Greece, School of Applied Informatics. My research interests include data analytics, structural equation modeling, and behavioral analysis. Currently, I research corporate behavior and sustainability, focusing on predictive models for sustainable practices.

Since 2006, I have taught at institutions worldwide, including the United States, the United Kingdom, Greece, and the Netherlands. Sustainability transitions are a prominent research agenda, and I'm committed to applying my academic knowledge to address challenges in businesses adopting sustainable practices.

Sustainability is a pressing issue, with climate change and resource problems threatening our well-being. Predictive models aiding companies in adopting sustainable behaviors are crucial. This research aims to contribute to a sustainable society for future generations, involving stakeholders, policymakers, and managers.

Research Agenda: Behavioral Change in Global Organizations

Unified Predictive Model for Corporate Sustainable Transition: Investigate how organizational factors influence sustainable practices adoption. Combining psychological traits with statistical modeling, the goal is a predictive framework for sustainable transition, assisting organizations effectively and collaboratively in taking action.

Sustainable AI use in Businesses: Explore Sustainable AI use in business, investigating virtual and augmented reality benefits. The goal is to facilitate businesses in developing digital products, incorporating them into decisions, and creating an innovative environment.

Global Citizenship for Business School Students: Conduct an extensive literature review on global citizenship among business school students. Identify key themes, trends, and gaps to create a unified framework, preparing future leaders to pioneer sustainability.

Repositioning Research Centers Towards Sustainability: Develop a systematic approach for repositioning research centers toward sustainability, using a Dutch University of Applied Sciences as a case study. Identify strategies and challenges, providing insights and recommendations for integrating sustainability into research centers' agendas and activities.

AMIR MORADI, PHD

I am a finance-minded, Environmental, Social, and Governance (ESG)-driven researcher/lecturer with a background in finance, business, and mechanical engineering. I obtained my PhD in finance from a Paris-based consortium of three triple-accredited business schools in France. I have earned level I and level II of the Chartered Financial Analyst (CFA) certifications. I also hold the ESG Investing certificate from the CFA Institute. My research interests include ESG investing, AI in finance, crypto assets, financial crises, and corporate finance.

My personal mission is centered on leaving a better world for future generations, especially for my son. I believe that businesses have often focused too narrowly on profitability, overlooking their impact on the environment, society, and people. If academics and experts collaborate to define a more balanced set of Key Performance Indicators (KPIs) that take into account ESG factors, we can encourage companies to achieve a more equitable balance between profitability and their broader social and environmental responsibilities.

My research agenda is oriented toward the identification and exploration of paradigmatic transitions within the realms of finance and economics, with particular attention directed toward the transformative influences stemming from ESG considerations and Artificial Intelligence (AI).

In the initial facet of my research, my concentration converges upon an inquiry into ESG disclosure practices and an analysis of the ramifications of ESG metrics on

corporate entities. I believe that these changes are prompting companies to reconsider their core principles and emphasize sustainability in their operations.

In the subsequent dimension of my research, I am exploring the application of neural networks in finance-related topics. I am convinced that AI can help us create innovative models that drive progress and enhance the ability of businesses to adapt to evolving challenges.

INGRID VAN ROMPAY-BARTELS, PHD

Growing up in Brazil, I have seen with my own eyes how the Amazon is disappearing due to consumerism and human behavior. My personal drive for sustainability transitions is to foster intercultural shifts towards sustainability principles by encouraging ecological literacy and alternative perspectives for maintaining the planet.

As Senior Lecturer and Research Fellow, I focus on intercultural competences essential for developing global citizenship and increasing understanding of the interconnectedness of humans' responsibility towards everything on our planet. This has been and remains my focus: I have an extensive track record of grants, publications, and international and national conferences regarding Global Citizenship and Intercultural dynamics.

Global citizenship helps us understand the impacts of actions and that the changes and adjustments need to come from someplace higher than just an individual level. We need intercultural competences to put ourselves in the shoes of others; when you learn to work with people from different cultures effectively, you can collaborate to find long-term solutions for the well-being of humans and our environment.



In 2019, I began an extensive literature review in higher business education, resulting in a Global Citizenship model which the HAN has adopted for their own policies. The model outlines competencies for addressing challenges linked to sustainable business practices, locally and globally. The model is published in the peer-reviewed academic Journal of Transnational Management and is open source. For the next few months, I will be translating this model for use in business.

In 2022, I was awarded the Comenius grant for the project 'Raising Global Citizens at Home', in which students develop global citizenship competences by working in diverse project groups on International Business assignments tied to the United Nations' Sustainable Development Goals.

Agents of change must embrace the necessary human skills and mindset to manage 21st-century problems to impact society positively. Addressing such challenges will call for collaboration between research, the professional field, and education.

ARTAK VARDANYAN, MIB

I have been a lecturer for the International School of Business since 2019. Moreover, I am the chair of Marketing department and I am a member of Degree Committee. I hold a Master's degree in International Business.

After completing my Master's degree in 2007, I worked in the FinTech sector (Financial Technologies) for 12 years. In these 12 years I worked in the Netherlands (Rotterdam), Lebanon (Beirut), Hungary (Budapest), Spain (Barcelona) and France (Paris) and held various positions including business development and project leader, senior business consultant, senior product manager, digital marketing and product development director. In 2019 I have decided to have a radical career change and joined HAN as a lecturer. I teach Digital Marketing, Sustainability and Strategy Development, Innovation and Technology. I also coach GPR (graduation projects), and traineeships for 3rd and 4th students.

My passion in research are in the areas of transformative leadership, sustainable and circular business models, and brand development strategies based on archetypes. Moreover, since sustainability transitions and circularity are such pressing issues for organizations, my objective is to connect these above mentioned topics with the sustainability transitions to help these organizations to address their global and local challenges and bring meaningful change to our lives.

ASIMINA VLACHAKI, MSC

I am a professional lecturer/researcher with a robust teaching background and extensive international experience in academia, specializing in Economics. My educational journey includes a Research Master in Economics from Tilburg University, complemented by a Master of Science in Economics from the University of Macedonia, Greece.

My contribution as a Lecturer at HAN University of Applied Sciences includes teaching a range of courses in International Business, supervising internships, graduation theses, and coaching students. Notable roles include being a member of CIBR and the Curriculum Committee for ISB.

Previous roles encompassed being a lecturer in Finance at Tilburg University and an academic researcher in Economics. Additionally, I served as a teaching assistant in Economics at Tilburg University and the University of Iowa, USA, and I am grateful to have been honored with the CentER Annual Excellent Teaching Award for the best Teaching Assistant in Economics (Graduate Program) at Tilburg University.

In terms of research interests, my focus lies in sustainability within the food industry in developed economies. I offer expertise in applied research within the private sector, considering cross-country and cross-industry factors in tailored company analyses. Key topics of interest include protein transition (exploring alternative sources of protein), circular agricultural food practices, individualized nutrition, and the labeling of sustainable products according to global legislation across countries with varying national regulations and import restrictions. Furthermore, I aim to highlight ways to improve utilization in nutrition security, addressing life-threatening factors such as obesity. My personal drive stems from the profound impact of food on long-term health.

AMI WANG, PHD CANDIDATE

I am a lecturer at the International School of Business at HAN University of Applied Sciences and a member of the team at the Center of International Business Research at the same university. My research focuses on developing effective strategies to enhance social impact and promote sustainability transitions within the context of high-tech startups. The world is currently grappling with numerous sustainability challenges, ranging from the consequences of climate change to the alarming

decline in biodiversity. Sustainability transitions involve significant transformations in established industries, socio-technical systems, and societies, all aimed at adopting more sustainable approaches to production and consumption. I am passionate about applying these sustainable approaches to address these pressing global challenges. Previously, I pursued my doctoral studies in Strategy and Innovation at the Department of Business Administration at Radboud University. My educational background includes a Master's degree in Economics with a specialization in Financial Econometrics from Texas A&M University and a Master's degree in Finance from Queen's University. Prior to my studies in the United States, I held the position of senior financial analyst at a leading biotechnology company in China, where I developed a strong interest in technological innovation for future sustainable development. Outside of my research commitments, I enjoy playing Jazz harmonica, Shakuhachi and reading books.

YIQI WANG, PHD CANDIDATE

Over the past two years, teaching and conducting research have become integral aspects of my life. Despite previous roles as a head teacher in China and a regional trainer in Canada's hospitality industry, my passion for education persisted. Following my MSc. in International Management at Tilburg University, I became a lecturer at the International School of Business at HAN. Meanwhile, I am pursuing my Doctorate degree in International Business.

Having lived, studied, and worked in various countries, including China, Canada, Sweden, and the Netherlands, for over 17 years, my experiences shaped my interest in sustainability transitions, particularly in corporate social responsibility (CSR). As an educator, my mission is to empower students as global citizens, equipping them to navigate challenges in today's intricate business landscape while instilling a deep commitment to ethical conduct and social responsibility.

My research agenda focuses on the intersection of Internationalization and CSR, specifically examining emerging market multinationals' (EMNEs) CSR performance during international expansion. The primary objective of my research is to explore the CSR performance of such companies in response to host-country pressures and home-host country differences during international expansion. I aim to contribute to understanding how EMNEs navigate internationalization challenges by incorporating CSR into their strategies, shedding light on behavioral changes necessary for effective sustainability transitions within global organizations.

ANN WOLTER, PHD CANDIDATE

I received a BA (hons) in Economics at Lanchester University in the UK and a Diplom Betriebswirtin from the Fachhochschule Aachen, Germany. I then had a successful career in investment banking in Frankfurt. I later went on to study Financial Economics MSc at the Radboud University Nijmegen. I am a senior lecturer in Finance, Logistics at Arnhem Business School since 2011. I have guest lectured at Reutlingen ESB Business School, Rheinwaal University Kleve in Germany and Plekhanov University Moscow and am currently lecturing in the Master of Circular Economy. I am a PhD student in sustainability at Bolton University, UK.

Current fields of interest focus on:

- Innovation and sustainability in the supply chain.
- Reverse globalization and disruption.
- Sustainable innovation.
- Circular strategies.
- Integrated reporting

XUYAN YUN, PHD

I am a researcher with interests in the science of human behavior change. My background is psychology and I have research experience in cognitive neuroscience. People make decisions based on the information they receive from the social environment. Behavioral science is practiced not only in everyday life but also in business environments. For example, people make decisions when purchasing goods and services. Those decisions can be influenced by, for example, the appearance of the product, the way how the product or service is advertised. Behavioral science investigates the patterns of consumer behavior and examines the factors that influence those decisions. This can be used to promote the sustainable development of companies in the long run, such as less plastic consumption and the recycling of product packaging. On the other hand, it provides a glimpse into improving waste management efficiency by showcasing successful strategies and initiatives, offering valuable insights for societal improvement. Behavioral science is also practiced as a leverage to understand human decisions regarding health, and thus can reduce disease burden on society by providing the health policymakers with intervention information such as food choices and efficient health care delivery. Behavioral science also attracts me when studying it in a cultural context. Globalization requires transferrable knowledge while taking cultural differences into consideration.

ALEXANDER ZWAGERMAN, PHD

Between 2009 and 2019 I worked in China, where I got my PhD in comparative literature. This is not a field we directly associate with business, to say the least. I have found it incredibly useful, though, since in business, as in life, our identity is based on the stories that we tell ourselves and others.

As one of the two First Year Coordinators at the International School of Business I often interact with students who are concerned about the future. Sometimes this can be their own study progress, but the more I talk with them, the further we get in discussing the future of our way of doing business, how we can turn around the central questions about sustainability and ask how we can use free market economics and what Schumpeter called 'creative destruction' to make the world a better place.

I am a great believer in free markets. Free markets can be more successful than governments - and have been more successful historically - in solving many of our human problems. However, problems associated with sustainability have often been seen as a form of market failure (think of public goods and externalities). For example, in the traditional view, many environmental problems are caused by decision makers who reduce their costs by polluting those who are downwind or downstream. I would like to combine my interest in the stories that we tell by promoting a positive narrative and see how people from different cultures use narratives to promote a sustainable future. Cultures vary widely in how they tell stories about the future, but there are also surprising similarities - one seems to be a preference for positive narratives to explain and harness change.



ACKNOWLEDGEMENTS



I would like to take a moment to express my heartfelt gratitude to all those who have made the Symposium possible and memorable. The support and encouragement I have received throughout this journey has been truly humbling, and I am deeply thankful.

I would like to express my profound gratitude to the Board for their trust in appointing me to the position of Professor of International Business. I am honored and humbled by this opportunity to contribute to the University's vision and goals.

My gratitude also extends to the Dean, the Management Team and all my esteemed colleagues at ISB. I am fortunate to be surrounded by such a talented and dedicated team. To all our students, who are our ambassadors and the leaders of tomorrow.

The success of the International Business chair lies in the collective efforts of our exceptional group of CIBR members. I want to express my special thanks to all the passionate and dedicated researchers who continuously strive to advance our research agenda and make it impactful and relevant. I assure you that I will always be there to support you in your endeavors.

I would also like to express my appreciation to my fellow HAN professors. I look forward to continuing and expanding our interdisciplinary collaborations

Our work would not be meaningful without the invaluable collaboration of companies and professionals. I extend my sincere gratitude to all the organizations that have joined us on this journey, sharing their insights and partnering with us to lead sustainability transitions. Your support and engage-

ment are vital to our mission, and we are grateful for the opportunity to collaborate with you.

In particular, I would like to express my profound gratitude to the esteemed Panel Members, who generously shared their invaluable experience and insights with us during the Symposium. Their wisdom and expertise have inspired all of us to make a positive impact in the world. Their presence has made the event truly exceptional.

To the professors who have played a significant role in my professional development and who have honored me with their presence at the Symposium, I express my deepest gratitude. Their mentorship and guidance have been invaluable, and I am forever grateful for the knowledge and wisdom you so generously shared since my PhD.

I would also like to extend a heartfelt thank you to all my co-authors for our collaborative projects. I cherish the intellectual exchange we have shared, and I am grateful for each and every one of you.

I want to express my gratitude to all of you present at the symposium—our esteemed students, alumni, professionals, and academic partners from around the world. Together, we can create a brighter future for academia and society at large.

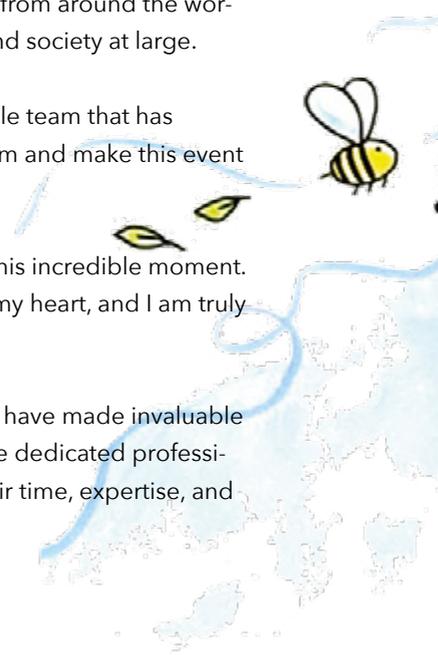
I would also like to acknowledge and commend the incredible team that has worked tirelessly for many months to organize this symposium and make this event possible.

Once again, thank you to everyone who has contributed to this incredible moment. Your support, encouragement, and presence have touched my heart, and I am truly grateful for the opportunity to share this day with you.

Furthermore, I extend my heartfelt gratitude to all those who have made invaluable contributions to the creation of this booklet: This includes the dedicated professionals, alumni, researchers, and colleagues, who invested their time, expertise, and unwavering effort in its development.

Thank you all, and may we embrace the future with hope.

Anna





ABOUT THE AUTHOR

Anna is a Professor of International Business at HAN University of Applied Sciences and serves as the Director of the Center of International Business Research. In this role, she sets and leads the research agenda for the International School of Business (ISB). Her research focuses on exploring value creation through collaborative endeavors for the transition towards regenerative business practices. At the core of Anna's approach is the establishment of knowledge-sharing platforms. This collaborative environment aims to harness synergies arising from diverse skills and experiences. Anna brings two decades of experience in higher education and business practice with partners in Europe, the UK, North America, South America, the Middle East, and Asia.

Since her PhD at Wageningen University, on a joint NWO project in collaboration with the Utrecht School of Economics, Anna's teaching style has earned her recognition; she has been nominated and awarded as the best lecturer at WUR, where she was an Assistant Professor of Corporate Finance. In her previous directorship roles, she was an Assistant Professor at Eindhoven University of Technology, Associate Professor of Innovation of Entrepreneurship, and Director of the Competence Center of Innovation and Entrepreneurship at Tias Nimbis, where she combined research, education, and the creation of regional initiatives and networks for entrepreneurial innovation.

Anna has also held positions as a Visiting Professor at Tilburg University and Professor at Avans University of Applied Sciences, where she has contributed to advancing both theoretical understanding and practical applications of International Business for professionals. Anna systematically leads projects funded by national and international organizations. These projects bring together global companies, start-ups, universities, knowledge institutes, and government agencies from around the world. Anna has also worked with think tanks advising European policy. Over the years, she has created value by connecting competence development programs with a research agenda that evolves business practice in various industries such as high-tech, energy, finance, agri-food, manufacturing, fashion, textile, luxury, and beauty, biopharma, and creativity. In addition to her academic and business experience, Anna has worked as a qualified management consultant and is the founder of two international startups. Anna's contributions extend to books and publications in prestigious journals such as the Academy of Management Journal, European Management Review, Industry & Innovation, Technology Analysis and Strategic Management, Computers in Human Behavior, Journal of Engineering and Technology Management, International Journal of Technology Transfer and Commercialization, International Journal of Entrepreneurship and Small Business, among others, showcasing the depth and breadth of her scholarly work.