

Invitation for participation

Prototyping a Strategy Tool for Business based on the Gap Frame and Business Sustainability 3.0

Invitation

According to the Better Business Better World Report released by the Business and Sustainable Development Commission during the World Economic Forum in Davos 2017 pursuing the Sustainable Development Goals (SDGs or Grand Challenges) could create trillions in new market opportunities.

In order to tap into this potential, we would like to **invite you to prototype a strategy tool for business based on the Gap Frame and Business Sustainability 3.0.**

The Gap Frame and Business Sustainability 3.0

Over the years, the Business School Lausanne has conducted a variety of research developing an integrated set of tools for key stakeholders so that progress is not only possible but also measurable. The frameworks, typologies and assessments developed are:

- 1) **The Gap Frame:** A normative framework translating the SDGs into relevant measures for nations, sectors or businesses highlighting the gap of where we are today versus where we need to be so that all of us can live well on one planet. The Gap Frame can also serve as a guide identifying material issues.



- 2) **Business Sustainability 3.0:** True Business Sustainability applies to companies that have anchored the concept of the triple bottom line internally, offer products and services providing solutions to environmental and societal concerns and pursue an outside-in perspective.

BUSINESS SUSTAINABILITY TYPOLOGY (BST)	Concerns (What?)	Values created (What for?)	Organizational perspective (How?)
Business-as-usual	Economic concerns	Shareholder value	Inside-out
Business Sustainability 1.0	Three-dimensional concerns	Refined shareholder value	Inside-out
Business Sustainability 2.0	Three-dimensional concerns	Triple bottom line	Inside-out
Business Sustainability 3.0	Starting with sustainability challenges	Creating value for the common good	Outside-in
The key shifts involved:	1st shift: broadening the business concern	2nd shift: expanding the value created	3rd shift: changing the perspective

- 3) **The Collaboratory:** In order to solve these Grand Challenges and to identify market opportunities, different stakeholders need to be involved. A co-creative stakeholder engagement process is needed and will be applied while prototyping the Gap Frame and Business Sustainability 3.0



Objectives and process

To translate these frameworks, typologies and processes into hands-on, user-friendly pragmatic strategy tools for the business community, we would like to invite interested members of the UN Global Compact Switzerland and öbu to prototype them with the Business School Lausanne.

The prototyping process looks as follows:

- Selection of 4 to 5 companies interested in prototyping the Gap Frame and Business Sustainability 3.0 based on the completed application forms received.
- Half-day workshop with the selected companies: The objective of this workshop is to introduce the Gap Frame, Business Sustainability 3.0 and to share the objectives of the overall project and the approach that will be pursued. After the workshop companies will be ready to start preparing the one-day individual workshops.
- One day individual workshops with each of the selected company using the Gap Frame and Business Sustainability 3.0 prototyping a strategy approach to identify transformative innovation for the company to address the Grand challenges
- Closing workshop (half a day) with all participating companies, öbu and UN Global Compact Network Switzerland and possibly some critical stakeholders: Sharing and reflecting of non-confidential results.
- Based on the results the strategy prototype will be developed into a hands-on tool in order to serve any organization around the world, ebbing the path towards true business sustainability.

Benefits for participating companies

The participating companies of all sizes and different sectors will:

- Get access to new, application-oriented tools supporting them to focus on material issues and identify business opportunities or models contributing to Sustainable Development Goals
- Learn about different methods and approaches for engaging with internal and external stakeholders
- Be able to set impact oriented targets for relevant issues
- Contribute to develop an application-oriented strategy tool that can be applied by small, medium as well as large companies in Switzerland as well as internationally creating positive contributions to the Grand challenges.

Team

The workshops will be facilitated and organized by:



Katrin Muff

Dr. Katrin Muff is a thought leader in the transformative space of sustainability and responsibility at Business School Lausanne, where she acted as Dean from 2008-2015 until self-organization made such a title redundant. She since leads the Thought Leadership activities in the area of conceptual design. Under her leadership, the school focused its vision on entrepreneurship, responsibility and sustainability in education and research. Her business experience includes 10 years at ALCOA (GM in Russia, Industry Analyst for Global M&A in the U.S. and Business Analyst Europe), 3 years as Director, Strategic Planning EMEA at IAMS Europe (Procter&Gamble), and 3 years as a co-founder of Yupango, a coaching consultancy dedicated to start-ups and training management teams.



Barbara Dubach

Dr. Barbara Dubach has over 25 years of experience in business and sustainability. She is the founder and managing director of engageability a center for excellence providing advice to profit and non-profit organizations to follow a sustainable strategy for the benefit of all stakeholders and convening and facilitating stakeholder engagement processes. Her business experience includes 13 years at LafargeHolcim (former Holcim) in Belgium, Spain and Switzerland where she was seconded to the World Business Council for Sustainable Development as Advocacy and Communication Director and assumed the role as Senior Vice President for Sustainable Development for the Group. Since 2017 she is also a research faculty associate at Business School Lausanne.

Time frame

Schedule: Prototyping the Gap Frame and Business Sustainability 3.0

Project phases	2017											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
0 - Project initialisation												
<i>Kick-off meeting with UN Global Compact Network Switzerland and öbu (2.2.)</i>		◆										
<i>Call for participation to members of the UN Global Compact Network Switzerland and öbu (beginning of February)</i>		◆										
<i>Companies sign up/ apply (2.2 - 28.2)</i>		—										
<i>Selection of 4 to 5 companies (24.2 - 1.3)</i>			◆									
2 - Half day workshops with the selected companies												
<i>1st half day workshop with the selected companies on March 23, 2017</i>			◆									
3 - Individual workshops with selected companies												
<i>Individual workshops with selected companies</i>					—	—						
<i>Analysis of the individual workshop results</i>						—	—					
4 - Finalization of the pilot phase												
<i>Aggregation of the individual workshop results</i>								—	—			
<i>2nd half day workshop with all participants (tbd)</i>									◆			
5 - Scaling-up												
<i>Building a hands-on tool for business</i>									—	—		
<i>External communication</i>											◆	

Call for participation

Companies of all sizes interested in prototyping a strategy tool for true business sustainability as outlined above are kindly invited to indicate their interest by filling out the application form under the following [link](#) by February 28, 2017.

All applications will be reviewed and 4 to 5 companies of different sizes and from different sectors selected. Except for a dedicated and available team there are no further costs for the participating companies.

All companies will be informed about the results the latest by March 3, 2017 and the selected ones will be invited to the first workshop on March 23, 2017.

We look forward to your applications by **February 28, 2017**.

Action:

- ✓ **Complete application form before February 28, 2017 (link [here](#))**
- ✓ **Send an email to Barbara Dubach to confirm your interest: barbara.dubach@engageability.ch or contact her in case of questions.**

Application form:

Prototyping a strategy tool for business based on the Gap Frame and Business Sustainability 3.0

<i>Company</i>	
<i>Sector</i>	
<i>Size</i>	
<i>Address</i>	
<i>Contact person</i>	
<i>Position of contact person</i>	
<i>Telefon</i>	
<i>Email:</i>	
<i>What does sustainability mean for your business?</i>	
<i>What are the biggest societal challenges your company is facing?</i>	
<i>Motivation for prototyping the Gap Frame and Business Sustainability 3.0</i>	<input type="checkbox"/> Interested in learning more about the Gap Frame and Business Sustainability 3.0 <input type="checkbox"/> Using the GAP Frame as a tool to identify material issues <input type="checkbox"/> Learning about new stakeholder engagement processes <input type="checkbox"/> Exploring new business opportunities <input type="checkbox"/> Positioning the company as a positive force for good for society and the world <input type="checkbox"/> Others: _____
<i>What opportunities could true business sustainability provide to your business?</i>	
<i>Please describe your sustainability vision and strategy?</i>	
<i>Do you produce a sustainability report or an integrated report?</i>	<input type="checkbox"/> Yes If yes, since when: _____ <input type="checkbox"/> No If no, why not: _____
<i>Will your top management be involved in or informed about the project?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Will be sought after the prototyping <input type="checkbox"/>
<i>Is your company committed to implement meaningful results of the project?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Depends on the outcome of the project
<i>Any other comments</i>	

Date

Signature

Please complete the form by February 28 and tentatively reserve March 23, 2017 with your team (strategic management team members – ideally 4 persons) for a first workshop.