

# Building the sustainable firm

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*A framework for corporate  
transformation towards sustainability*

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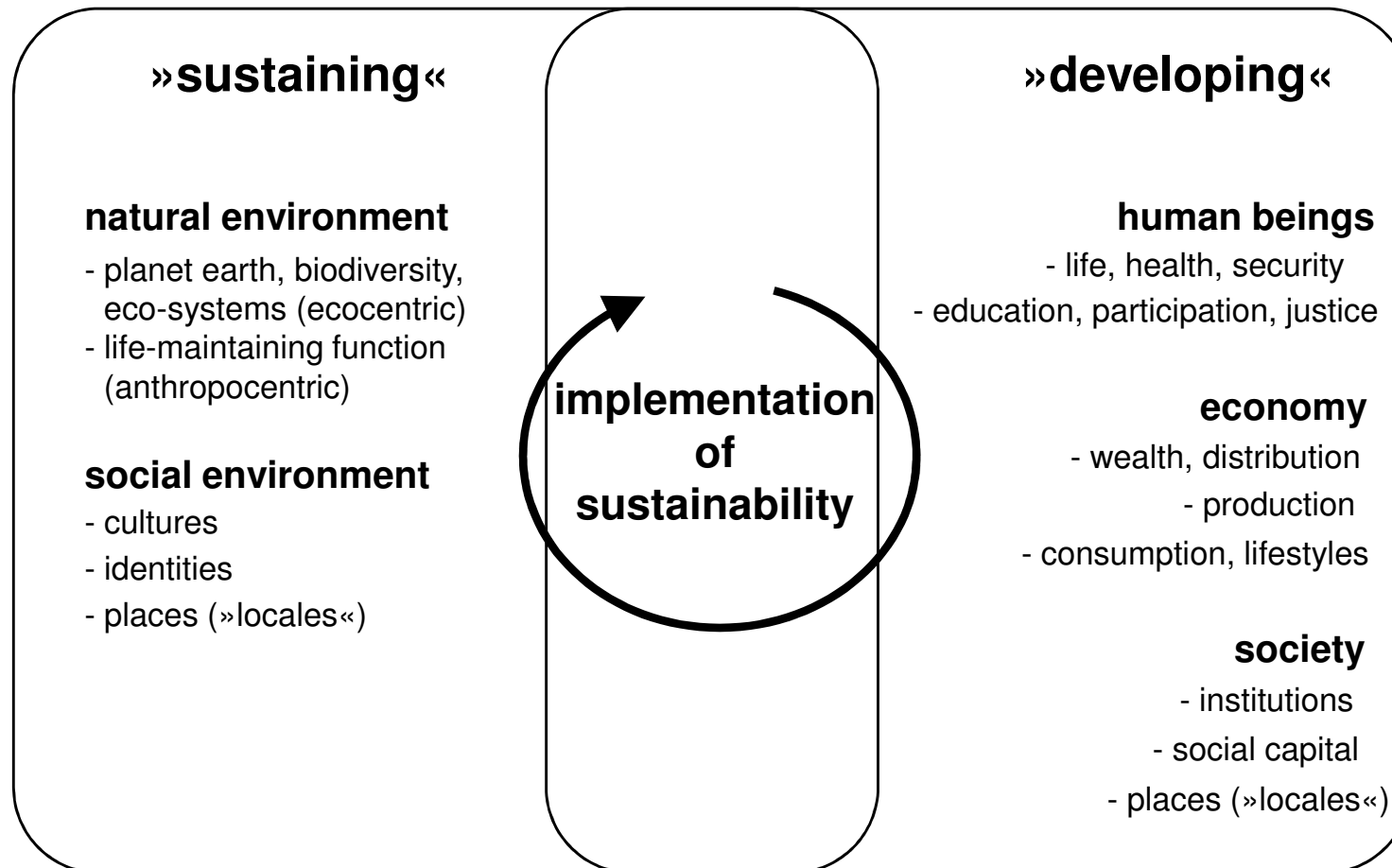
## Overview

1. Sustainable Development
2. Sustainability and the firm
3. Innovation and sustainability
4. Transformation path for the sustainable firm
5. Possible applications

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## Sustainable development

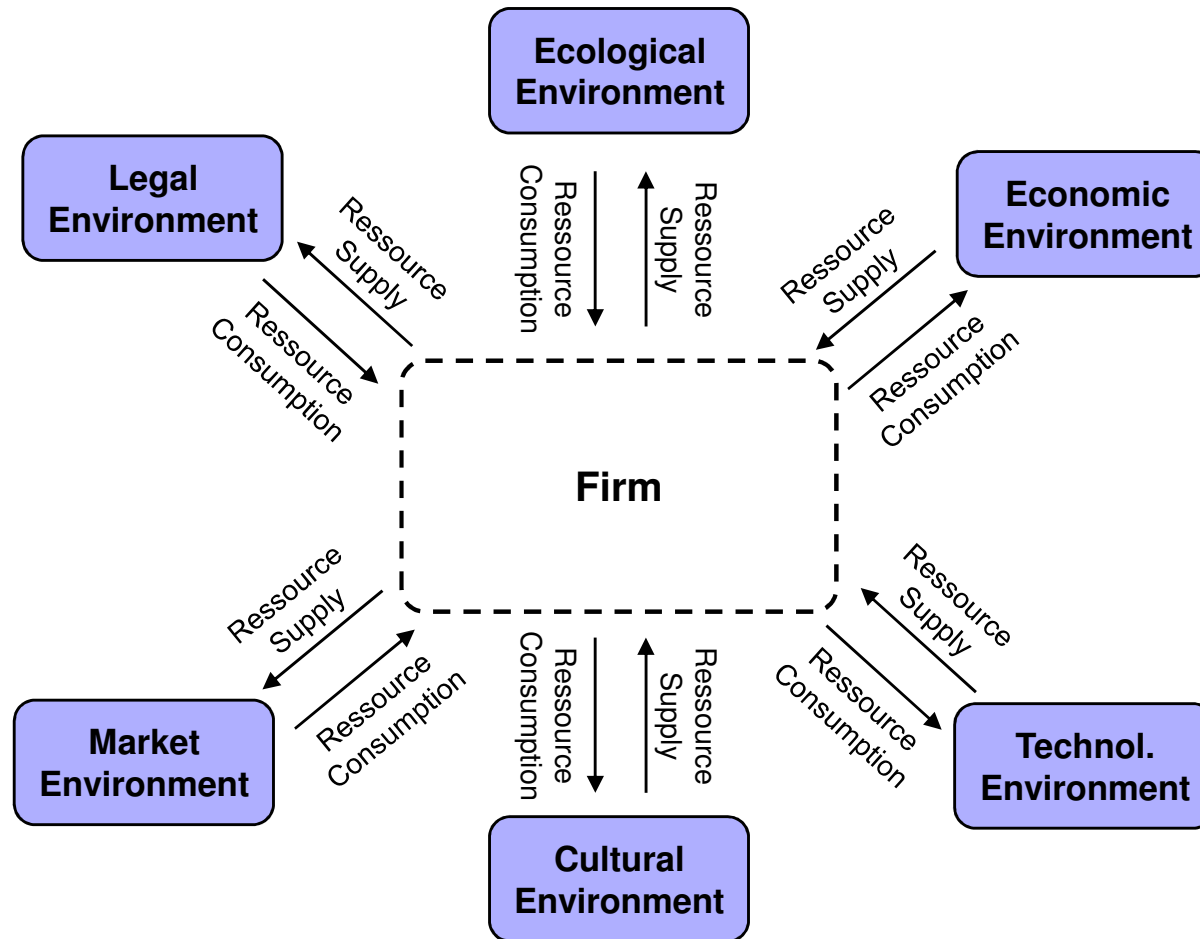


following  
Nat.Res.Council (1999)

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## Sustainability and the firm



Müller-Christ (2001)

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## Innovation and sustainability

*Adding »new things« instead of substituting existing solutions with sustainable solutions.*

*»Technological-ecological salvation« without accompanying behavioural and institutional innovations.*

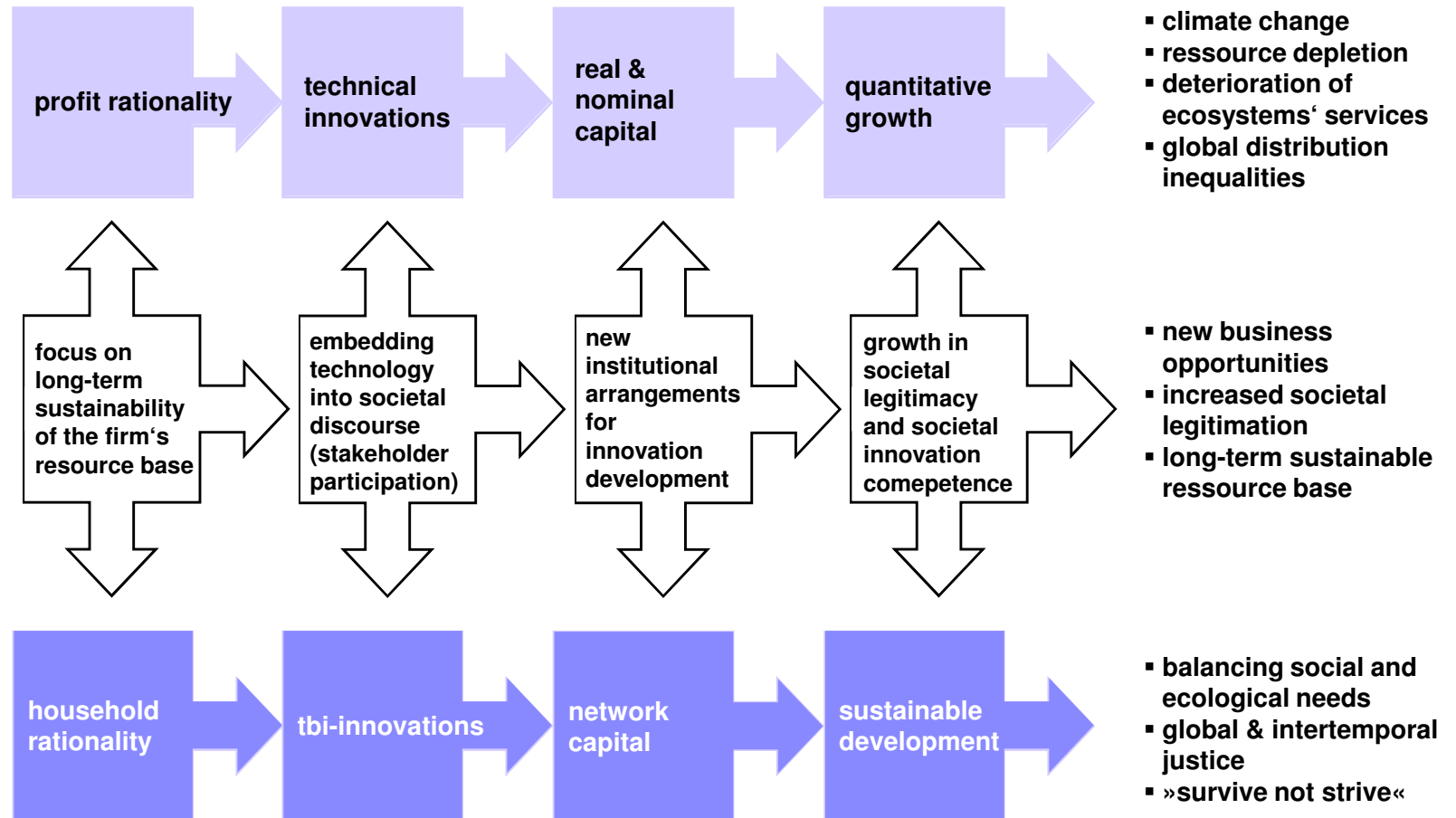
*In order to reach a solution a wider view of innovation has to be applied that comprises **t**echnical, **b**ehavioural and **i**nstitutional/organisational/structural innovations.*

*Innovation is more of a complex social process, combining the efforts of many innovators (innovative social networks). Therefore innovation, traditionally viewed only as technical innovation, is inseparably tied to social and structural changes.*

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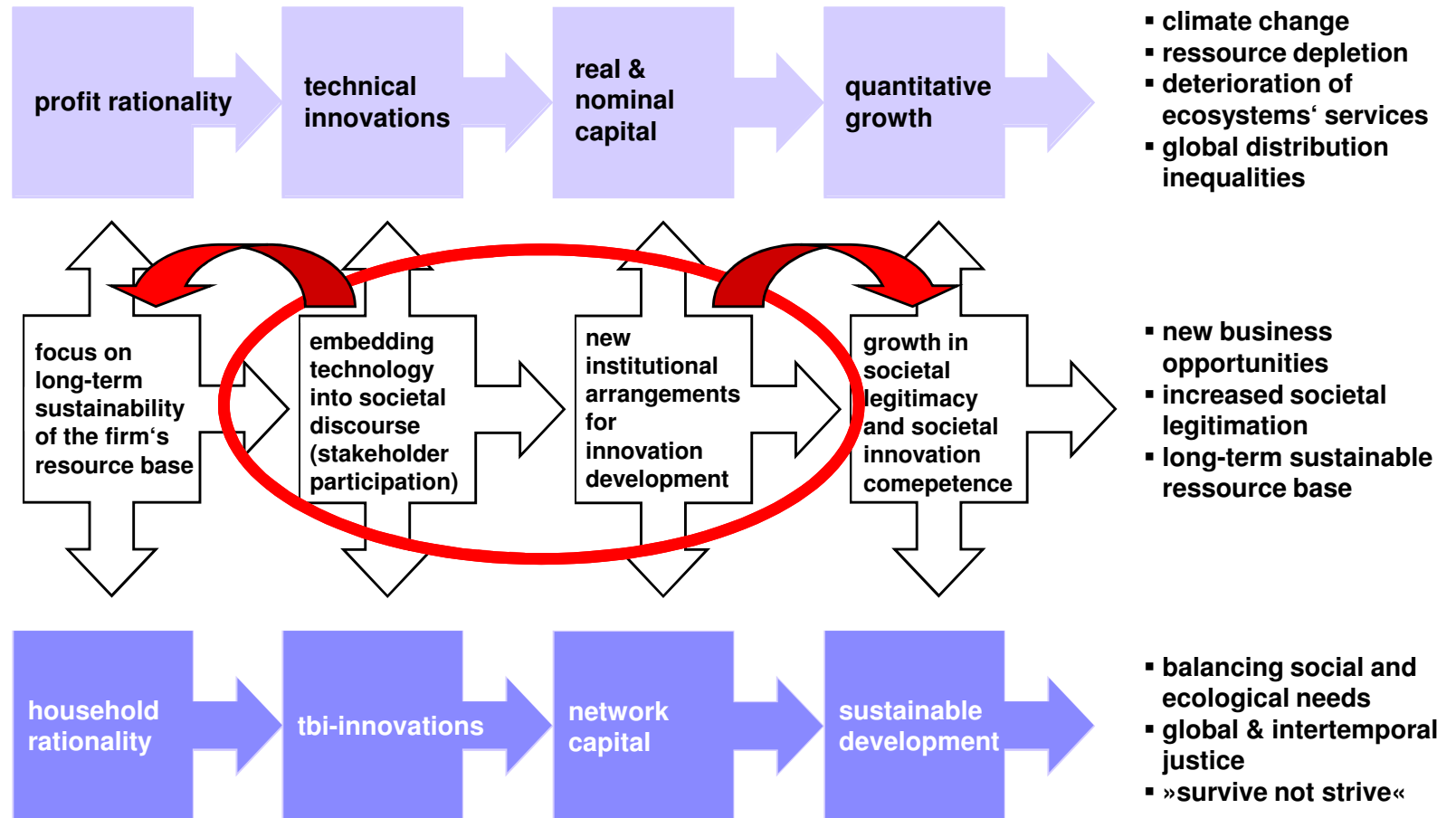
## Transformation path for the sustainable firm



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## Possible Applications

### 1. Focus on product development

*R&D activities are located at the interfaces of customers, societal stakeholders, production management and interfirm supply chain management*

*Rely on already existing concepts (DfE, LCA, CRM, SCM, and the likes.)*

### 2. Stakeholder management and dialogue play a central role in innovation management for sustainability.

*Building new innovation networks (“institutional arrangements”)*

*Creating societal competitive advantage (social & network capital)*



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## Possible Applications

To facilitate sustainable change in paradigms and outcomes through concentrating on already known tools, measures and processes and their application in existing contexts.

In other words: to change the game from within.

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**Thank you for your time and attention !**

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