

Advancing the Profession – From Environmental to Sustainability Management
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Advancing the Profession

From Environmental to Sustainability Management

22nd – 23rd March 2010

Centre for Sustainability Management
Leuphana University Lüneburg

6th Environmental Management Leadership Symposium



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Scope of the Symposium

With “Advancing the Profession: From Environmental to Sustainability Management” as the central theme of the 6th Environmental Management Leadership Symposium (EMLS) a clear statement is made:

Not only is there a need to further integrate the management of ecological and social challenges and opportunities with a company’s economic business goals. There is also a need for educating highly skilled professionals, who are sufficiently qualified to develop and implement innovative solutions and manage the dynamic facets of their professional field.

Corporate sustainability management clearly is interdisciplinary making it quite a demanding task to accomplish. Moreover, the ever evolving expectations from a sustainability manager’s role are far from having been fully framed yet. That is why a good understanding and definition of a sustainability manager’s profession cannot be accomplished without an ongoing discourse between business professionals providing their valuable hands-on experience and researchers exploring and analysing scientific advancements in the field of sustainability management.

Throughout the 6th EMLS about 60 handpicked professionals and scientists are invited to discuss and further determine the sustainability manager’s role. A mix of plenary sessions and workshops allows for intensive exchange of ideas and opinions with experts on an international cross-company and academic level.

Additionally to presenting the advancements of corporate sustainability management in larger MNEs such as Hyundai Motor Company, Deutsche Post DHL and Accenture, the symposium offers insights into struggles that small and medium-sized companies face with regard to implementing corporate sustainability management. Furthermore, the symposium highlights a sustainability manager’s various fields of operation, may it be in terms of supply chain management, material and energy flow accounting, socio-controlling, communication through financial ratings and rankings, driving sustainable consumption through innovative ideas, biodiversity management or the development of an alternative business model for sustainability. As the central thread we will promote the debate how to improve the education of change agents for sustainability to make them capable of facing the present and upcoming challenges of corporate sustainability management.

We are looking forward to discussing these very important issues with an international community and hope that the generated know-how will spread from Lüneburg into all parts of the world. Please find further information about the symposium workshops and participants on subsequent pages and at: www.leuphana.de/csm

Thank you for your contribution and welcome in the “Hansestadt Lüneburg”!

*Prof. Dr. Stefan Schaltegger,
Marianne Esders, Dorli Harms*



Sponsoring & Cooperating Partners

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Programme at a Glance

Monday, 22nd March 2010

8.00	Registration and Coffee
8.20	Welcome and Mission of the Day <i>Prof. Dr. Stefan Schaltegger, CSM Lüneburg</i>
8.40	Introductory Speech - Prof. John Morelli <i>"Managing for Sustainability: An Environmental Manager's Focus on Environmental Sustainability"</i>
9.00	Workshop Session I (W1-W4)
10.30	Academic Keynote Speaker <i>Prof. Dr. Stefano Pogutz, Bocconi University</i> <i>"Integrating Sustainability into Management Education: Awareness, theories and models, competencies and techniques to prepare managers for the 21st century challenge"</i>
11.00	Corporate Keynote – Hyundai Motor Company <i>Dr. In-Mo Cheong & Prof. Dr. Ki-Hoon Lee</i> <i>"Managing Carbon Footprints in Supply Chain Management: The Case of Hyundai Motor Company"</i>
11.30	Lunch
13.00	Workshop Session II (W5-W8)
14.30	Coffee Break
15.00	Moderator Workshop Consolidation
15.30	Consolidation Presentations Day I
17.30	Closing of the Day
19.00	Direct shuttle to symposium dinner

Tuesday, 23rd March 2010

8.15	Coffee
8.45	Mission of the Day <i>Prof. Dr. Stefan Schaltegger, CSM Lüneburg</i>
9.00	Workshop Session III (W9-W12)
10.30	Coffee Break
11.00	Corporate Keynote – Deutsche Post DHL <i>Dr. Winfried Häser, VP External Stakeholder Dialog</i> <i>“Sustainability and Sustainability Management at Deutsche Post DHL”</i>
11.20	Academic Keynote Speaker <i>Prof. Dr. Stefan Schaltegger, CSM Leuphana</i> <i>“Capacity Building in Corporate Sustainability – What is needed to Advance the Profession?”</i>
11.40	Consolidated Discussion
12.00	Lunch
13.00	Workshop Session IV (W13-W16)
14.30	Coffee Break
15.00	Moderator Workshop Consolidation
15.30	Consolidation Presentations Day II
17.30	Topic Review and Outlook
18.00	Symposium Closing

Workshop Topics

Monday, 22nd March 2010

Workshop Session I

- | | |
|-----------|--|
| W1 | From CSR and environmental management to sustainability management
(S. Schaltegger, R.12.1) |
| W2 | Multiple bottom line thinking
(A. Tencati, R.12.6) |
| W3 | Sustainable consumption and sustainable corporations
(M. Csutora, R.12.9) |
| W4 | Environmental services for SME's: Cooperative approaches to sustainability
(S.B. Wolcott, R.12.10) |

Workshop Session II

- | | |
|-----------|--|
| W5 | A focus on environmental sustainability: Is it enough?
(J. Morelli, R.12.1) |
| W6 | Socio-controlling within enterprises
(F. Dubielzig, R.12.6) |
| W7 | Integrating social responsibility into environmental management systems
(M. Abdullah & L. Greenwood, R.12.9) |
| W8 | Corporate material and energy flow accounting
(T. Viere, R.12.10) |

Tuesday, 23rd March 2010

Workshop Session III

- | | |
|------------|---|
| W9 | Eco-services, markets and business strategies
(S. Pogutz, R.12.1) |
| W10 | Climate change challenges and supply chain management
(K.-H. Lee, R.12.6) |
| W11 | An exploration of disparate missions served by the sustainability manager
(A. Bliss & L. Greenwood, R.12.9) |
| W12 | Corporate social responsibility in small and medium sized enterprises
(G. Zilahy & S. Milton, R.12.10) |

Workshop Session IV

- | | |
|------------|--|
| W13 | New generations of environmental SMEs – Their future perspectives
(S. Kerekes & S. Luda, R.12.1) |
| W14 | Business models for sustainability
(F. Lüdeke-Freund, R.12.6) |
| W15 | Sustainability communication through financial rankings and ratings
(J. Münster, R.12.9) |
| W16 | Educating change agents for sustainability
(C. Hesselbarth, R.12.10) |

Workshop sessions are one hour and thirty minutes in duration and outlined for intensive discussion within small groups. Throughout the symposium there will be four workshop sessions in rooms 12.1, 12.6, 12.9 and 12.10 to be found in building 12. After each workshop session time to consolidate and document the workshop findings will be given. Workshop objectives and findings will be presented and discussed within the final plenary sessions of a day.

W1: From CSR and Environmental Management to Sustainability Management

Prof. Dr. Stefan Schaltegger (Room 12.1)

Centre for Sustainability Management (CSM)

Leuphana University Lüneburg

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General Description of the Topic

In continental Europe, sustainability management developed from a strong movement and academic discourse in corporate environmental management since the 1980ies. As a difference the US and Anglo-Saxon development towards sustainability management seems to be influenced mainly by societal and ethical issues, expressed in approaches like corporate citizenship and corporate social responsibility (CSR). For the last couple of years these developments have been approaching each other. This is also expressed in the corporate and media practice which use a variety of terms interchangeably. However, going back to the history and looking at the sources, theories, motivations and key foci of the activities which are discussed under these terms shows that substantial conceptual differences exist between CSR and sustainability management. These differences have a fundamental impact on the understanding of the key topics of corporate sustainability and of the role of corporate sustainability managers.

Description of the Workshop

The workshop aims at analyzing a) the roots and differences between different approaches and paths towards corporate sustainability, and at identifying the consequences these differences suggest for the role of sustainability managers. The goal of the workshop is to discuss and jointly develop a clearer picture of working areas for sustainability managers which derive from the different development paths and requirements of corporate sustainability. The analysis may also help to describe the needed knowledge and necessary know-how to define the different "jobs" of corporate sustainability management.

Stefan Schaltegger

Dr. Stefan Schaltegger is professor of Management, founder and head of the Centre for Sustainability Management (CSM, since 1999) and the world's first MBA in Sustainability Management (since 2003) at Leuphana University Lüneburg, Germany. He is currently vice-president research of the university (2006-2010). In 2007 he received the environmental award of the German Association of Environmentally Conscious Companies (BAUM) in the category science.

W2: Multiple-Bottom-Line Thinking

Prof. Dr. Antonio Tencati (Room12.6)

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General Description of the Topic

Triple Bottom Line (TBL) is a widely accepted approach to assess and measure corporate performance according to a sustainability perspective. But in order to capture a real picture of an organization's behaviour is TBL enough? Can sustainability be measured according to three separate elements (i.e., the economic, social, and environmental dimensions)? Or different methodologies are needed which go beyond the TBL agenda and are able to take into account multiple stakeholders' concerns? This Workshop intends to provide an insightful contribution to the definition of more appropriate systems and measures to control and assess the overall corporate performance.

Description of the Workshop

The starting point of the Workshop will be the presentation of an innovative approach to corporate performance measurement based on a stakeholder framework. The underlying idea is that the capacity of a firm to continue operating over time and creating value depends on its relationships with critical stakeholders. That is, corporate sustainability depends on the sustainability of the relationships of the firm with the different stakeholder groups. Therefore, a change of perspective and thinking is needed: Companies have to map and monitor the entire set of their stakeholder relationships according to a *multiple bottom line* approach.

During the Workshop we will try to identify relevant stakeholder groups (including the natural environment) and coherent key performance indicators in order to monitor an organization's performance trends. The session will be interactive and participants will be involved in this process of definition of a possible *Tableau de Bord*.

Antonio Tencati

Antonio Tencati is assistant professor of Management and Corporate Social Responsibility at the Institute of Technology and Innovation Management, Department of Management, Università Bocconi, Milan. He is a senior researcher at SPACE, the European Research Centre of Università Bocconi on Risk, Security, Occupational Health and Safety, Environment and Crisis Management, and a member of the CSR Unit, Department of Management, Università Bocconi. He is also a member of the Business Ethics Faculty Group of the CEMS-MIM (Community of European Management Schools – Master in International Management) Programme. His research interests include business management, management of sustainability and corporate social responsibility, environmental management, innovation and operations management. His recent articles have been published in *Journal of Business Ethics*, *Business Strategy and the Environment*, *Business Ethics: A European Review*, and *Corporate Governance: The International Journal of Business in Society*.

W3: Sustainable Consumption and Sustainable Corporations

Prof. Dr. Maria Csutora (Room 12.9)

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General description of the topic

Consumption is responsible for a significant share of the ecological footprint and pollution. In several countries the GHG emission of public households has already exceeded that of the industry. While industry has already done enormous efforts in improving eco-efficiency, rebound effects from growing consumption offset those gains. A European study, completed in May 2006, shows that products from only three areas of consumption - food and drink, housing, private transportation - together are responsible for 70-80 percent of environmental impacts of private consumption, food alone responsible for more than 40 percent. These fields involve a number of industries through supply chain and spillover effects. Certain industries, usually considered less harmful to the environment, have spillover effects. Induced spillover effects go far beyond what companies realise as supply chain effects (e.g. tourism). A research line at our department deals with revealing these spillover effects and calculating the total induced impacts of industrial sectors based on the extended Leontief matrix and the methodology worked out by Bicknel (1998) and Wiedman et al. (2005).

"The issue of sustainable consumption and changing consumption behaviour is often overlooked from a business perspective." (Kong et al. 2002) At household level sustainable consumption means changing the lifestyles. To the business/industry, sustainable consumption means greening supply chain, improving eco-efficiency, greening the products and even more important, providing information through marketing. There are only rare examples of research trying to catch the relationship between the two (see Kong et al. (2002), Mont (2004) and Michaelis (2003). Still it is evident, that businesses have some responsibility in marketing lifestyles and also has some means to induce change.

But can we make a business case for sustainable consumption?

The topic of the workshop

The introductory part of the workshop will deal with spillover effects of industries. The workshop is intended to reveal new ways of how companies may influence lifestyles and induce change towards more sustainable consumption patterns. Solutions must go far beyond on green labelling of products or green inventions on partial areas and must include

- collaboration with consumption oriented NGOs
- higher involvement of stakeholders
- marketing lifestyles, not just products
- radical product and process innovation
- new systems including service economy, dematerialisation, shared use, etc.

Big companies have much more marketing power than governments in influencing fashion, lifestyle, what and how we consume. How shall we reformulate environmental goals when sustainable consumption gets into the picture? How much companies are trapped in their current networks of interests and how much they can influence change? How can companies drive consumers inert to environmental issues towards more responsible purchasing or lifestyle? What are the tools to be employed? Who are the stakeholders in this process? What are the opportunities and the obstacles the sustainability manager have to face? The goal of the workshop

is find out what business can do in influencing consumption patterns, discussing the available tools and gathering good examples for this shift.

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Maria Csutora

Maria Csutora is an associate professor at the Department of Environmental Economics and Technology. Formally she also worked as an associate professor for the Technical University, vice director of the Hungarian Cleaner Production Centre and as an instructor for the Rochester Institute of Technology. Her latest company consultancy projects covered four country introduction of environmental management accounting in paper and in chemical companies, CSR for Electrolux, Social Impact Analysis Guidebook for MOL Oil company, Environmental accounting for DENSO, and reverse logistics for the Hungarian Mail Company. Recently she is coordinating a big international project, titled Sustainable Consumption, Production and Communication, financed by the Norwegian Fund .

W4: Environmental Services for SME's: Cooperative Approaches to Sustainability

Prof. Dr. Scott B. Wolcott (Room 12.10)

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General Description of the Topic

Small and medium-sized enterprises (SMEs) are the backbone of most national economies, representing between 30 to 60% of GDP. Overall, 99% of companies are SMEs. These businesses are also thought to be responsible for around 60% of all carbon dioxide emissions and 70% of all pollution (Marshall Report, 1998). SMEs often have major problems with limited resources, limited knowledge, and limited technical capabilities to manage any negative environmental impacts. Yet, under these conditions small businesses are expected to not degrade the environment and increasingly to engage in environmental improvement.

Description of the Workshop

SMEs are increasingly expected to be sustainable but generally do not have the resources to do the job well. This workshop will evaluate sustainability issues facing SMEs and how these small businesses could work together to achieve societal goals that include staying "in" business. Case studies, such as "Strategy Choice and Environmental Challenges in Small to Medium Sized Auto Services Firms" (Wilbon et al., 2008) have been evaluated to determine what

motivation exists for SMEs to group together and the successes that have been achieved. Not surprisingly, the motivation to improve environmental sustainability for these auto services firms was provided through regulatory pressure. The SMEs banded together initially to protect each other from forced closures and citations. In the process, the members increased eco-literacy, improved the health and safety of their employees, and improved practices, albeit legal, that were not environmentally or economically efficient.

The intent of the workshop is to generate a set of conditions under which it makes good sense (environmental, economic, etc.) for an SME to look for partners for a cooperative approach to solving sustainability issues.

Scott B. Wolcott

Professor Wolcott is a professor and the program chair in RIT's Civil Engineering Technology program. His Environmental Management Leadership Initiative (EMLI) research foci relate to evaluating the skill sets required to be a successful environmental manager and the development of appropriate undergraduate curriculum to prepare future environmental managers. Research interests outside of EMLI include living wall applications for aqueous treatment, reduction of disinfection by-products in drinking water, and precipitation trends in stormwater management. Prior to joining RIT, Mr. Wolcott was employed as a senior civil/environmental engineer at firms specializing in environmental issues such as hydroelectric power, stormwater management, and hazardous waste site remediation. Scott holds a Master of Science degree in Civil Engineering from the State University of New York at Buffalo and is a registered professional engineer in New York State.

Workshop Session II

W5: A Focus on Environmental Sustainability: Is it enough?

Prof. Dr. John Morelli (Room 12.1)

Environmental, Health, and Safety Management Department
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General Description of Topic and Workshop

Of the three concepts: economic sustainability, social sustainability and environmental sustainability, only the latter can exist in the absence of the other two. The moderator will present an argument that as a consequence, anything that contributes to environmental sustainability, contributes to overall sustainability and further that if we consider the places that we live and work and play in our definition the environment, then there is indeed significant overlap with social and economic concerns. The challenge to the group will be to help delineate the boundaries of responsibility within which the environmental manager can most appropriately contribute and assess the value of the argument.

John Morelli

Ph.D. Environmental Science, State University of New York -- Environmental Science and Forestry (SUNY ESF)
MS Environmental Resource Engineering, SUNY ESF
BS Engineering (Environmental) and Public Affairs, Syracuse University
Licensed Professional Engineer (PE), NYS Registration
Diplomate of Environmental Engineering (DEE), American Academy of Environmental Engineers

Dr. Morelli is a professor of environmental management and chairman of RIT's Department of Civil Engineering Technology, Environmental Management and Safety. His principal areas of interest include voluntary, strategic environmental management and progressive development of the environmental management profession. He was the lead developer for both RIT's BS degree in environmental management, established in 1991 and its MS program in environmental, health and safety management, launched in 1997. Professor Morelli is also the founding director of the Environmental Management Leadership Initiative and symposium series.

W6: Socio-Controlling within Companies

Dr. Frank Dubielzig (Room 12.6)

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General Description of the Topic

Social issues like poverty, demographic transition, child labour and discrimination describe fundamental problems of global society. Past business examples show that not managing so-

cial issues systematically can lead to business risks and missed business opportunities. However, existing concepts support companies only partially in approaching these challenges. Furthermore, companies often neglect social topics or management of these issues is carried out unsystematically and accidentally.

The new concept of socio-control is seen as a possible solution to the described situation. Socio-control is a management concept that can support companies in systematically identifying, assessing and controlling relevant social topics. The approach consists of a circular controlling process including the modules "goal setting", "planning", "decision", "implementation" and "checking", which are supported by the module "information supply und communication". The approach helps to systematically analyse the relevance of social topics for a company's success. Identified important topics enter the further modules of the circular controlling process. Questions to be explored: What is the general logic of the concept of socio-control? What are some of the main tasks for managing social aspects and how does the concept of socio-control tackle these tasks?

Description of the Workshop

With the concept of socio-control a new approach for the management of social aspects is introduced. A general overview of the concept will be given, and central elements of the approach are going to be discussed. The workshop aims at introducing participants to the concept of socio-control and familiarise them with analysing the business relevance of social topics as well as possibilities for displaying social topics by indicators.

Within an introductory presentation a general overview on the concept of socio-control will be given. During the discussion phase some of the central tasks for systematically managing social issues will be examined. In the first part of the discussion experience and opinions of participants with regard to these tasks will be gathered. These will be supplemented by information on how the concept of socio-control tackles these tasks. Based on the gathered information the relevant parts of the concept will be reflected and a common position with regard to meeting the tasks shall be elaborated.

Participants are expected to dig into this new approach and one participant will be assigned the role of the workshop assistant. The assistant will, in collaboration with the moderator, document the workshop, consolidate the findings and present them to the attendees of the symposium.

Frank Dubielzig

Frank Dubielzig, PhD, worked as a researcher at the Centre for Sustainability Management, Leuphana University Lüneburg, from 2003 until 2009. Besides his research on the management of social issues he has worked as a tutor in the MBA Sustainability Management and other projects. He is on parental leave since December 2009.

W7: Integrating Social Responsibility into Environmental Management Systems

Prof. Lisa Greenwood (Room 12.9)

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Ms Mai Abdullah

Graduate Student, Rochester Institute of Technology, New York

General Description of the Topic

There are increasing expectations for organizations to operate in an economic, environmental, and socially responsible way wherever they operate. Consequently, there is a growing need for practical guidance to integrate social responsibility into existing organizational mechanisms for managing impacts of the organization's activities, products and services. Strategic environmental management systems, such as ISO 14001 and EMAS can be used for this integration.

Description of the Workshop

This workshop will explore the correlation between the proposed ISO 26000 Social Responsibility standard, and the ISO 14001 Environmental Management System (EMS) standard to evaluate the efficacy of using the EMS standard to implement social responsibility.

This workshop will focus on one of the seven core subjects in the proposed ISO 26000 Social Responsibility standard.

Lisa Greenwood

Professor Greenwood is a full-time lecturer in RIT's Environmental, Health and Safety Management and Environmental Management and Technology programs. Her EMLI research foci relate to embedding organizational and societal value in corporate environmental management systems, and investigating methods for incorporating social responsibility as a measure of organizational excellence. She is a U.S. Delegate to ISO Technical Committee 207, a representative member of the U.S. Technical Advisory Group on Environmental Management, and an alternate representative member of the U.S. Technical Advisory Group on Social Responsibility. Prior to joining RIT, Ms. Greenwood served as International Environmental Standards Coordinator for United Technologies Corporation -Pratt & Whitney Aircraft Division. She holds a Master of Science degree in Environmental Engineering from the University of New Haven, and a Bachelor of Science degree in Environmental Management from RIT.

Mai Abdullah

Ms. Abdullah is a graduate student in RIT's Master of Science program in Environmental, Health and Safety Management, and holds a graduate assistantship in the Civil Engineering Technology, Environmental Management and Safety Department. She has Bachelor of Science degree in Environmental Studies from Sudan, and previously worked as an environmental, health and safety coordinator in the private sector. Her research interests are sustainability and social responsibility.

W8: Corporate Material and Energy Flow Accounting – An Essential Concept for Integrated Sustainability Management?

Mr Tobias Viere (Room 12.10)

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General Description of the Topic

Material and energy flow accounting is best described as a systematic approach to account for physical inputs, outputs and stocks of processes, production units, plants, companies or

even entire value chains. Tracking and balancing all (important) material and energy flows of a system for a certain period establishes a physical bookkeeping and basis for accounting. The information provided can be used in various tools of environmental and sustainability management, for instance life cycle assessment (LCA), corporate and product carbon footprints, and sustainability reporting. Furthermore, assigning costs to material and energy flow systems is likely to result in revised monetary figures that challenge assumptions of conventional cost accounting. In practice, however, most material and energy flow related issues are dealt with separately from economic management and accounting. Even some integrative approaches like material flow cost accounting (MFCA) are usually applied by environmental managers and engineers, not by management accounting or control. Hence, material and energy flow accounting often fails to meet the integration challenge of sustainability management, i.e., to approach social, ecological and economic challenges simultaneously and to integrate these into conventional, economically oriented management.

Description of the Workshop

The workshop will highlight the role of corporate material and energy flow accounting for sustainability management, particularly with regard to its integration into conventional management. Questions to be explored during the workshop are: What are the basic elements of corporate material and energy flow accounting? How do they link to conventional accounting?; What are the technical, organisational and individual barriers of implementing material and energy flow accounting and of integrating it with conventional (cost) accounting? How could these be overcome?; What are typically the professional background and skills of environmental and sustainability managers in this field? What skills would be required in addition? After an introductory presentation the workshop participants will be split up in smaller groups and elaborate the topic on basis of brief case study examples and further reading. They will discuss the essentials of corporate material and energy flow accounting and reflect on implementation and integration challenges and barriers before drawing conclusions on the desired background and skills of environmental and sustainability managers in this field. Ideally, workshop participants have some experience and knowledge in quantitative measures and methods of environmental and sustainability management. As the workshop is intended to explore the topic from different viewpoints, a diversity of professional and academic backgrounds (environmental studies, engineering, accounting, business studies) is desirable.

Tobias Viere

Tobias Viere is a senior consultant at ifu Hamburg GmbH and a research fellow of the Centre for Sustainability Management, Leuphana University Lüneburg. Material and energy flow analysis and optimization, life cycle assessment, material flow accounting and eco-efficiency are important aspects of his work. He is involved in several transdisciplinary research projects and is a member of ISO's international working group on material flow cost accounting.

W9: Ecosystem Services, Markets and Business Strategies

Prof. Dr. Stefano Pogutz (Room 12.1)

Institute of Technology and Innovation Management
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General Description of the Topic

Ecosystems components and processes provide services that are critical for humans, overall human welfare and life. The Millennium Ecosystem Assessment has classified these services into 4 main categories: goods obtained from ecosystems (e.g. food and freshwater); regulating services (e.g. climate regulation); cultural services (e.g. recreation and tourism) and supporting services (e.g. nutrient cycling). Corporations affect ecosystems and the services they provide while at the same time depend on them. Ecosystems services are not yet assessed and valued, but damaged ecosystems pose different risks to companies and their supplier/clients in term of: increasing scarcity and costs of raw material, undermining the company brand and image, reducing the firm license to operate. At the same time linking ecosystem services to business offer new opportunities to companies. Key questions are:

- What are ecosystem services?
- How is the company contributing to ecosystem services degradation?
- How is ecosystem services degradation affecting your company performance?

Description of the Workshop

The workshop aims at analyzing the implication for business activities related to ecosystem degradation. Based on recent research and on some reports published by WRI and WBCSD, the objective of the workshop is to favour a discussion on the types of risks that unhealthy ecosystems can pose to corporations and their performance, as well as exploring new business opportunities. Moreover, a methodology to review ecosystem services, the degree of firm impact/dependence, and the implication for sustainability strategies will be proposed and discussed. Practical examples will be provided. Active participation will be encouraged through questions and short cases discussion.

Stefano Pogutz

Stefano Pogutz is tenured researcher and professor of Management, Department of Management, Institute of Technology and Innovation Management, at Bocconi University, Milan, Italy. Since 2009 he is the Director of Bocconi first level Master on "Energy and Environmental Economics and Management". He is a senior researcher at SPACE, the Research Center on Risk, Occupational Health and Safety, Environmental and Crisis Management and member of the CSR Unit, Department of Management, at Bocconi University. Since 1997 he is a member of the "Business and the natural environment" Interfaculty Group of the CEMS – MIM (Community of European Management Schools – Master in International Management). Since 2009 he is the Chair of the Interfaculty Group.

W 10: Climate Change Challenges and Supply Chain Management

Prof. Dr. Ki-Hoon Lee (Room 12.6)

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General Description of the Topic

The strategic importance of supply chain management has been increasing during the past two decades. Companies utilize the supply chain in order to become more competitive as a whole. Recently, we can observe that climate change-related issues, in particular, carbon management and assessment have a direct and indirect impact on supply chain management and the competitiveness of corporations. The greenhouse gas (GHS) emissions or carbon protocol initiatives suggested ways of corporate accounting and reporting of CO₂. The key aspect here was that both direct and indirect carbon emissions have to be taken into account in corporate operations and supply chain management. For example, carbon footprint has been coined as a term in which the GHG emission balance of a product is to be stated. Carbon footprint plays a major role in the question of how products bearing a carbon label are to be labelled, and whether they can be designated as practically emission-free by the use of appropriate compensation measures. Some institutions attempt to establish a certain form of measurement and collection of data. Examples include a Public Available Specification (PAS 2050) from BSI and updated version of Life cycle assessment (LCA) by ISO and SETAC. Understanding carbon management issues in supply chain management has become an important strategic issue for many companies.

Description of the Workshop

The main objectives of this session are to explore and discuss the identification, measurement of a carbon footprint, and the related issues in supply chain management: i) Identification and measurement carbon emissions in supply chain; ii) Carbon accounting, LCA or any other related tools to measure carbon emissions in supply chain; iii) Carbon footprint of products and carbon labels on products.

The expected outcomes of this session will include:

- To increase our understanding on climate change challenges and supply chain management
- To obtain the-state-of-the-art approaches and tools in carbon management and supply chain management
- To share and exchange 'real-world' experiences with participants

For these outcomes, it is desirable for participants to participate actively in discussion with real experience, cases and different insights. During the workshop, an introductory presentation by the moderator, organized group discussion, and wrap-up comments will be followed.

Ki-Hoon Lee

Ki-Hoon Lee is Professor of Sustainability Management at Centre for Sustainability Management (CSM), Leuphana University Lüneburg, Germany. In April 2010, he will hold a professorship in Strategic Management at Griffith Business School, Griffith University in Australia.

W11: Perspectives on Sustainability Management: An exploration of disparate missions served by the sustainability manager

Prof. Lisa Greenwood (Room 12.9)

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Dr. Alexis Bliss

Graduate Student
Rochester Institute of Technology, New York

General Description of the Topic

There is a growing trend in industry to appoint sustainability managers and officers in response to the mounting call for sustainability reporting, transparency and business continuity strategies. However, the expectations for these positions vary widely regarding focus on corporate responsibility, environmental compliance, public relations and profit.

Description of the Workshop

This workshop will examine job descriptions for sustainability managers in order to compare and contrast industry perceptions of this role with our perceptions as environmental managers, and will attempt to answer the following questions:

- What does industry perceive as the role of the sustainability manager?
- What do we, as environmental managers, perceive as the role of the sustainability manager?
- What portion of that industry-perceived role is currently within the purview of the environmental manager?

Lisa Greenwood

Professor Greenwood is a full-time lecturer in RIT's Environmental, Health and Safety Management and Environmental Management and Technology programs. Her EMLI research foci relate to embedding organizational and societal value in corporate environmental management systems, and investigating methods for incorporating social responsibility as a measure of organizational excellence. She is a U.S. Delegate to ISO Technical Committee 207, a representative member of the U.S. Technical Advisory Group on Environmental Management, and an alternate representative member of the U.S. Technical Advisory Group on Social Responsibility. Prior to joining RIT, Ms. Greenwood served as International Environmental Standards Coordinator for United Technologies Corporation -Pratt & Whitney Aircraft Division. She holds a Master of Science degree in Environmental Engineering from the University of New Haven, and a Bachelor of Science degree in Environmental Management from RIT.

Alexis Bliss

Dr. Bliss is a graduate student in RIT's Environmental, Health and Safety Management and Environmental Management and Technology program. Her research interests are oriented toward exploring and optimizing the relationship among sustainability, human capital, and corporate performance metrics. She holds a Ph.D. in musicology from Brandeis University.

W12: Corporate Social Responsibility in Small and Medium Sized Enterprises

Prof. Dr. Gyula Zilahy (Room 12.10)

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Prof. Simon Milton

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General Description of the Topic

The recent turmoil in the literature relating to the different aspects of Corporate Social Responsibility (CSR) often neglects the impact CSR may pose on the operation of Small and Medium Sized Enterprises (SMEs). While at a first glance SMEs seem to behave in a more responsible way compared with their multinational counterparts by nature, they too have to deal with issues relating to better performance in this important domain. Health and environmental issues, as well as the contribution to public well-being in the form of tax payments poses important questions to these organisations even if they differ somewhat from the usual problems of larger organisations.

At the same time SMEs have to face a new era of 'responsible' large organisations, which may provide them with both benefits and new challenges.

Description of the Workshop

A recent research project undertaken by the Corvinus University of Budapest looked at existing literature within the field of SMEs and corporate responsibility and implemented an empirical survey aimed at collecting data on the CSR performance of American and Hungarian SMEs. Questions aimed at the information available to SMEs on social responsibilities, their motivation factors for implementing relevant measures and existing barriers to a more widespread use of the tools available to them.

The presentation will summarize the first results of the empirical survey and will try to provide an overview of how SMEs see themselves relating to this important field. It will demonstrate what SMEs understand by Corporate Social Responsibility and what activities they undertake in the field. Also, the impact of the CSR activities of multinational organisations on SMEs will be discussed along with topics related to the environmental and social performance of SME in comparison to larger organisations.

Based on these finding some preliminary conclusions will be drawn for both corporate managers and environmental/economic policy makers.

W13: New Generations of Environmental SMEs - Their future perspectives

Prof. Dr. Sándor Kerekes Dsc (Room 12.1)

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Ms Szilvia Luda; PhD Candidate; Corvinus University of Budapest

General Description of the Topic

Small and medium size enterprises in the majority of transition countries are short on financial capital. Thus, new entrepreneurs start their activity using „second hand” equipment, even in the case of green field investments. Using older but „cheaper” technology and equipment is economically and ecologically inefficient. As a consequence, the profitability of these industries is very low. Banks are unwilling to loan to them, or only at high interest rates. SMEs very often improve their production line step by step and finance this from their own savings. Production lines consist of different units according to the age of the equipment. Merging them into one production line is extremely difficult, because they are different not only in terms of age but in production capacity as well.

Such „step by step” development increases production costs and decreases material and energy efficiency and creates additional pollution as well. Some parts of the production line may be state of the art, but even these parts are combined with inappropriate fittings, etc. which lessens overall environmental performance.

This is the experience of the past, but because of the great euphoria about bio fuels over the last decade, as a reaction, a totally different SME sector has started to emerge in Europe: the renewable energy business. This is an “industry” for which entrepreneurs are wanted. Anybody can invest in a renewable energy business under good financial conditions. This market is surprisingly totally supply driven. Big corporations offer wind power units or biofuel production units and are seeking investors or entrepreneurs. The market is growing basically because of EU support and the national regulatory regimes and subsidies for renewable energy.

Description of the workshop

In our workshop we discuss how far these renewable energy investments are profitable and sustainable in long run. The question is whether it is possible to create and actually operate them in a socially, economically and ecologically sustainable manner.

We chose a rape oil manufacturer which operates in a small village (Szedres, in Hungary) far away from any industrial centre. The “company” - called Ecoflex - integrates rape oil pressing into the ambient agricultural structure. They have taken sustainability aspects into consideration. Their primary aim was to locate the works at a place where the input (rape) can be produced within a 50-60km zone, reduce environmental charges and also reduce transport costs. The 5000 tonnes of rape which is annually produced, and the logistic activities and related work and number of jobs created is notable. Rape oil is currently sold to produce Biodiesel, exclusively on the Hungarian market. If Hungarian laws made it possible, by virtue of its quality it could also be used locally as fuel for agricultural machines.

The settlement's heat energy is supplied from a pellet boiler, using rape pellets which are produced locally. The pellet is mostly sold for feeding purposes for the local ranchers and fodder mixers, so in the end rape pellets are utilised as useful by-products.

The business plan looked basically good and the owners found a market for their product, but the influence of a fluctuating crude oil market almost killed them last year. In our paper we analyse not only the business model of this SME but its role in the sustainability of the village as well.

W14: Business Models for Sustainability

Mr Florian Lüdeke-Freund (Room 12.6)

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General Description of the Topic

Growing interest in business model concepts is currently recognized in business and management sciences. After a period of primarily practical discussions, mostly in the field of internet business, academic contributions to general fields like e.g. organisation development or market strategy have emerged. But only little effort has been made to investigate if business model concepts could also enrich research on, and practice of, sustainability management. Occasionally, researchers from this field point to the importance of business models. They start to recognize the business model as an important driver of corporate sustainability, especially in cases where companies try to improve their sustainability performance strategically with a long-term perspective: "True corporate sustainability requires an integration of all three sustainability dimensions into business management, *which can even lead to business model transformations* to secure sustainable operations in the long-term." (Weber 2008, 248; emphasis added) However, besides general statements only few extensive thoughts can be found in academic and practical literature to this day.

Approaches to create "business cases for sustainability" can be based on a broad set of concepts and instruments for sustainable organisation development (Schaltegger & Wagner 2006). To be useful for economically driven organisations these concepts and instruments must contribute to ecological and social improvements while simultaneously reducing operative costs, increasing turnover, enhancing reputation, and supporting innovations (BMU et al. 2007, 16). Tackling these challenges requires new perspectives and approaches, and sometimes even radical and transformational measures. Here, the "power of business models" (Shafer et al. 2005) comes into play since corporate strategies and business models can be "applied" in a complementary manner to achieve radical and transformational results.

Against this background, the proposed workshop will address questions such as: "What is a business model and how can 'business model thinking' contribute to sustainability management?"; "How to apply 'business model thinking' in order to create 'business cases for sustainability'?"; "What's my business model – how can I improve it in ecological and social terms?"

Description of the Workshop

In workshop 14 – “Business Models for Sustainability” – the concept of “business model thinking” will be introduced to participants. Therefore, a practical business model concept will be proposed. This concept will be contrasted to normative, strategic, and operational management in order to reveal its idiosyncratic strength and utility for practitioners’ purposes. The objective is to propose “business model thinking” as a powerful but yet neglected concept of sustainability management. The first interactive part (“What’s Your Business Model?”) helps understanding and applying “business model thinking”. Participants will be asked to sketch their actual business models and to present them to the workshop group. In a second interactive part (“Rebuild Your Business Model!”) participants will be asked to consider and improve those aspects of their actual business models which are of greatest importance to ecological and social concerns. Practitioners will explore “business model thinking” as a powerful concept of sustainability management; academics will get acquainted with an innovative and dynamic research field.

Additional Information

The following conceptual aspects will be dealt with in the BMfS workshop:

- *Business models in the context of corporate sustainability management:* The business model as managerial concept – Distinguishing the business model from strategy – Interplay of business model and strategy – Implications for strategic management – In need of a ‘new perspective’ for corporate sustainability management?
- *Business model rhetoric and concepts in corporate sustainability contexts:* Locusts’ and honeybees’ business models – Different markets, different business models
- *A generic template for business models for sustainability:* The business model’s scope and its management – The business model’s elements and their relationships – Approaching ‘strategic business model management’

Schedule:

- Introduction to topic, objective, and method of workshop [20 minutes]
- Interactive part I: “What’s Your Business Model?” – Using the proposed concept to sketch and present participants’ actual business models – All participants individually [30 minutes]
- Interactive part II: “Rebuild Your Business Model!” – Identify, improve, and discuss business model aspects being of greatest ecological and social relevance – Small groups [30 minutes]
- Summarize findings: identification of consensus, open points, need for further discussion; formulate professional position statement [10 minutes].

Florian Lüdeke-Freund

Since late 2006 I am working as a research assistant at the Centre for Sustainability Management (CSM) where I also carry out my PhD research. Before working at the CSM I studied Economic and Social Sciences with an emphasis on Environmental Economics. At the CSM I am involved in different research projects and in teaching Sustainability Management and Sustainable Entrepreneurship courses. After finishing mandatory doctorate studies in 2007/08 I began working on my dissertation with a focus on the emerging field of business model concepts and their relations to corporate sustainability. Both topics are narrowed down to a very current area: Business Models in the Context of Corporate Sustainability – From Rhetoric to Concepts and Applications. As this title implies, this research recognizes the facts that knowledge of business model concepts is of increasing importance for corporate management, both in

practice and science, and that an appropriate integration to sustainability management is still missing.

Literature

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W15: Sustainability Communication through Financial Rankings and Ratings

Mr Jan Münster (Room 12.9)

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General Description of the Topic

Today it is increasingly understood that sustainability management is more than just a cost factor or fulfilling stakeholder demands. Sustainability has become a value driver for a company's business activities. Looking at it from a practical business perspective there is a change going on with regard to the perception of sustainability. One aspect that is perceived as promising is the relationship between financial markets and the sustainability communication strategy of a company. There is a growing demand for sustainability performance information, which evaluates competitiveness especially with regard to reputation and risk management. Since this "rising market" of corporate sustainability performance measurement is a challenge for every company, sustainability ratings and rankings play a major role and have become an instrument supporting the decision making of analysts and investors. One of the most crucial aspects in this setting is the process of communication itself. However, today corporate sustainability communication is still kind of a "black hole". The communication process is often not

based on a clear strategy and does not meet the expectations of rating agencies, the company and other actors.

Hence, understanding this communication process by identifying the key drivers and constraints with the help of explanatory models of the field of communication theory and business sciences becomes of increasing relevance for the business success of companies.

Description of the Workshop

Throughout the workshop the communication process between companies and sustainability rating agencies will be presented as a concept involving institutions with different understandings of sovereignty in interpreting performance data of companies and their relevance for performance measurement.

Various theoretical communication approaches in the field of sustainability will be defined and the importance of integrating other concepts such as components of new institutional economics for generating a better understanding of drivers and constraints in the process of communication will be outlined.

Questions to be explored throughout the workshop are:

- How can the communication process successfully be utilised for the generation of more acceptance of sustainability management and its role as a value driver?
- What are the main constraints and drivers on both sides, the sender and the receiver side, within the sustainability communication process?
- What are the skills necessary for an environmental/sustainability manager to manage a company's participation in such a stakeholder oriented communication process?

Acting in this field requires a broad understanding of the system within which the communication process takes place. There exist various interpretations of key performance indicators indicating the content of communication, the degree of sensitivity of information, its political relevance and the relevance of competitiveness of information. Institutions tend to claim for their sovereignty of interpretation, but how can a compromise be reached from this perspective?

The workshop aims at creating awareness for the need to not just act out of an economic perspective of understanding this value oriented communication process. A focus will lie on dealing with this complex construct by using consolidated findings from communications theory and by creating benefits for sustainable development.

Jan Münster

Jan Münster is a researcher in the field of sustainability management and communication. He owns a master degree in environmental sciences.

From 2005 to 2007 he has been working for the Center for Sustainability Management at the Leuphana University where he was involved in setting up the first international university MBA in corporate sustainability management.

Since 2007 he has been working for Volkswagen in the department of environmental strategy and mobility. Key aspects of his work are sustainability reporting and non financial oriented ratings and rankings. Alongside, Jan Münster is working at the INFU at Leuphana University to receive a PhD in the fields of sustainability communications.

W16: Educating Change Agents for Sustainability

Dr. Charlotte Hesselbarth (Room 12.10)

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General Description of the Topic

The relevance of sustainability-oriented learning and education for sustainability has been discussed in literature for several years (e.g. de Haan & Harenberg 1999, Gärtner & Hellberg-Rode 2001, de Kraker 2007, Sterling 2007). In 2002, the United Nations General Assembly proclaimed the period from 2005 to 2014 as the World Decade of Education for Sustainable Development (UN 2002). The widespread agreement that sustainable development of society and the economy requires sustainable development of corporations has increased public awareness for the importance of management education.

Currently an increasing number of sustainability-oriented educational concepts and programs for almost any target group can be observed. Nevertheless, regarding management education and vocational training, the vast majority of programs, studies and courses are conventional ones. In general, learning in professional context is still functional learning which is oriented towards socialization and vocational goals that do not take account of sustainability. There is a poor fit between the dominant mechanistic, disciplinary and reductionistic educational paradigm and our experience of urgent societal challenges associated with increasing complexity, interdependencies, and multi-perspectivity.

Against this background and the requirements for lifelong learning and effective multipliers for sustainability, comprehensive higher education for (prospective) executives and managers, which is in line with the vision of corporate sustainability, proves to be crucial. As sustainability management usually demands organizational change, highly qualified and motivated change agents are requested in order to catalyze and accelerate company's transition to sustainability.

Theoretically, modern universities are particular potential and critical important places for educating change agents for sustainability (Stephens et al. 2008). Based on these considerations, the paper instances the University of Lüneburg (Germany) that has run through a restructuring process towards a "sustainable university" in recent years (Michelsen/Adomßent & Godemann 2008). Since 2004 the university and its Centre for Sustainability Management (CSM) has offered the worldwide first MBA program in Sustainability Management to working professionals and (prospective) decision-makers (Schaltegger & Petersen 2009). The study concept contains a combination of factual knowledge, both general and specific management soft skills as well as competencies to organize and lead interdisciplinary projects. The educational objectives refer to individual, organizational and societal level. As a result, this modern approach and application-orientated study overcomes disciplinary narrowness as well as identified deficits in management education. Change agents are enabled to promote and implement corporate sustainability successfully in order to improve social and ecological performance in accordance with economic objectives.

Description of the workshop

This workshop is held to debate about the manyfold challenges of sustainability and the consequences for higher education and training. Academics and practitioners will have the op-

portunity to discuss the complex competence profile of change agents for sustainability. Participants are requested to bring in their experiences with effective educational approaches to train skills and competencies required.

Charlotte Hesselbarth

Charlotte Hesselbarth obtained her Diploma Degree in Business Administration in 2001, with specialization in Sustainable Management, Marketing, and Human Resource Management. After her studies she worked as a research assistant at the chair of personnel and organization at the Martin-Luther-University in Halle (Germany). In 2003 she joined the chair of corporate environmental management at Martin-Luther-University in Halle. She finished her PhD-thesis "Impact of the EU Emissions Trading Scheme on Corporate Sustainability Management" in 2008. Since July 2009 Charlotte Hesselbarth works at the Centre for Sustainability Management (CSM) at Lüneburg University as coordinator of the MBA Sustainability Management. Her main research interests are: Economic instruments of environmental policy, Emissions Trading and carbon management, CSR, Human Resource Management and (Higher) Sustainable Education.

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General Information

Symposium Venue

Leuphana University Lüneburg
Main Campus - Auditorium 5
Scharnhorststraße
21335 Lüneburg



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Name badges will be given to you with registration. They serve as your admission to lunches and coffee breaks.

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There will be an emergency phone at the reception desk at all times. In case of emergency, please call telephone code:

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The Organising Committee does not accept responsibility for individual medical, travel or personal insurance. Participants are strongly advised to take out personal insurance on their own.

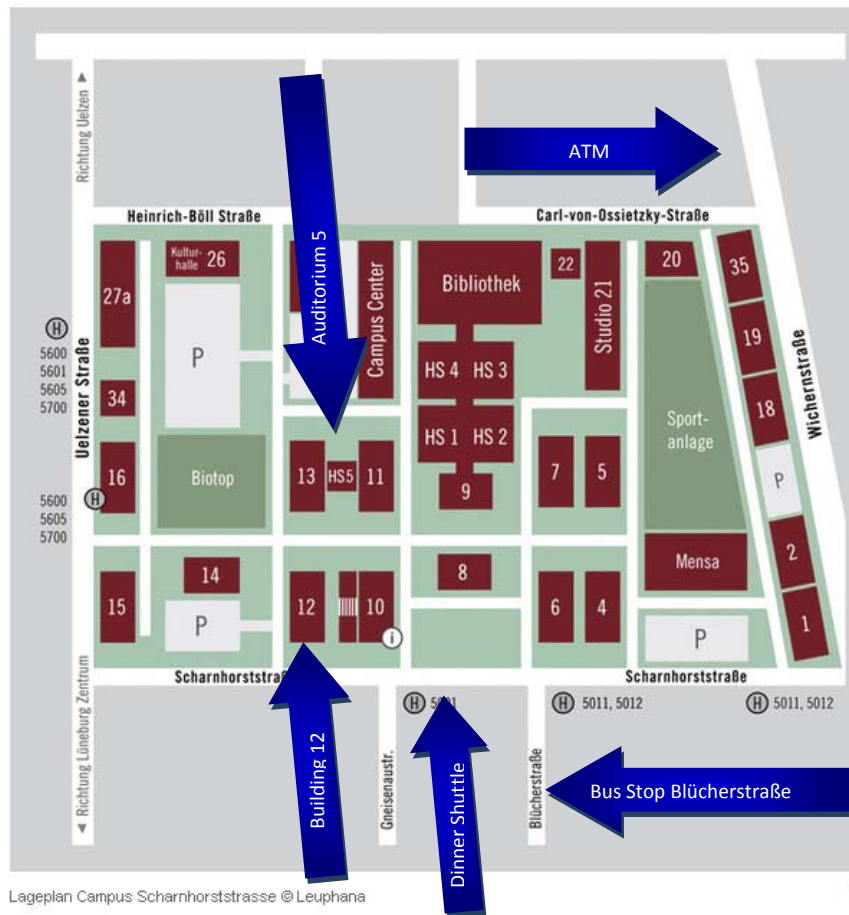
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Wireless internet will be available on the campus throughout the entire symposium. Please use the access WLAN-LEUPHANA

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How to get there?

From the city centre to Leuphana University main campus by public transport:

At main station take bus 5011(direction Rettmer/Häcklingen) or 5012 (direction Bockelsberg) to main university campus.

Get off the bus at bus stop Blücherstraße.

Walk the street and cross Scharnhorststraße.

Auditorium 5 and building 12 will be to your left.

No Smoking Policy

Please remember that smoking is not permitted inside the university buildings.

Official Language

The official language of the symposium is English. No simultaneous translation will be provided.

Public Transport

Both buses (5011, 5012) going to main university campus operate within HVV-Area. A single ticket valid for one person and one trip costs 1,70€. Round or return trips are not permitted and single tickets are not transferrable. Buy a ticket from any ticket vending machine or bus driver. Time schedules are available at www.hvv.de

Reception

The reception where you receive your name badges and symposium documents is located in Auditorium 5. Registration & Coffee will take place between 8.00h and 8.20h on Monday morning. Please be on time to enable an uninterrupted symposium opening.

Registration

Should you decide to attend the symposium dinner on Monday evening and you are not yet registered, please inquire Ms Dorli Harms or at the reception desk if there are still places available.

Symposium Dinner

Monday evening's symposium dinner will commence at 19.00h at Mälzer Brau- und Tafelhaus, Heiligengeiststraße 43, 21335 Lüneburg

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For more information please have a look at www.leuphana.de/csm

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