smo

Mainstreaming sustainable business

20 years Business-Society Management, 20 year impact?

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Most corporate leaders are no longer asking 'why' they should become sustainable. Corporate concerns have slowly moved towards 'how' 'what' and 'when' questions: how to achieve sustainability in business models, what topics to focus on and in what sequence best to 'walk the talk' (when). **Not profit maximization but value creation has become the leading challenge** for small and large corporations alike. How to achieve this ambition in a financially sustainable manner, however, is far from settled. Society is becoming increasingly unpredictable and trust is limited.

Companies are being stimulated to take an active role in addressing society's "grand challenges" such as formulated in the Sustainable Development Goals. Business schools are being challenged to make sustainable business their core business. They have to organize research and teaching around sustainability issues, not as a luxury – as an add-on in functional areas of management – but as a core and integrative activity. The legitimacy of business schools increasingly depends on how they support the value creation role of business towards society.

This book covers 20 years 'coming of age' of a discipline and a department. It reveals the unfolding narrative of the **Department of Business-Society Management (B-SM)** at the Rotterdam School of Management and the way staff, students, and practitioners interacted in defining and studying topics of relevance over the years. The Department of Business-Society Management was founded in 1998, in the aftermath of major ecological issues such as the Brent Spar affair (1995 - Shell) or in the middle of unfolding fraud scandals like Enron (2001). The department has been at the forefront of these developments from an educational and scientific angle. It has combined scientific rigor and societal relevance, while at the same time teaching relevant skills and insights to students. It currently has more than 100 Master students and a research programme that is considered 'excellent' by independent visitation committees. This can be considered a major achievement. But like in the "real world', this position has not necessarily been the result of an intricate planning exercise. The department and its teaching and research program are the result of **dynamic interaction** between academic staff – many of whom have moved on – and students, practitioners, and alumni. Due to its mandate, the department operates at the interface between science and society.

This book provides testimony of the way the discipline has evolved. It follows in the footsteps of the **department members** and their research priorities and initiatives – such as the set-up of **expert centres**. This book also considers how **students** have shaped the field through their collective action (by applying or not applying for the master) and are currently shaping society in a wide variety of occupations and activities. A selection of the more than 1200 **alumni** were invited to write a personal account of their experience with the master and to describe how they apply the gained insights in their current occupations. Finally, the book considers the **future of the discipline**, of sustainable business, and the department along the personal views sketched by some of its present faculty members.

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This book is the result of a collaborative effort of the present staff of the department of Business-Society Management together with the wider community of more than 1200 alumni around the world. All contributions are written on personal title. Contributions are intended to provide a personal or organizational 'narrative' as a way to provide insights in the way a discipline has developed over a sustained period of more than 20 years as well as how the discipline might progress over the coming years. The collected stories show that the envisaged constructive interaction between 'business and society' requires supply and demand over longer periods of time in which an interdisciplinary department at a leading business school can organize research and teaching as well as scientific and societal rigor and relevance - arguably - in a more impactful manner than isolated and specialized efforts. This book has been made possible in particular because of the timely, competent and energetic support of Ronny Reshef and Wobinna van Damme.

SMO COMMUNITY MEMBER
We invite new members of all ages to join the SMO community for € 99,95 per year. You will automatically receive four SMO publications per year, free entrance for the annual SMO Members Day, a monthly newsletter and discounts for events organised by SMO. As an SMO community member you are strongly involved with our institute and you will be updated about developments in society and business. You can sign up on the website www.smo.nl or you can call member administration: +31 (0)85 065 54 85.

SMO publishes scientific analyses, bundles and reviews on the interface of society and business. This SMO publication concerns a special edition that covers all five pillars of SMO.

"To forget one's purpose is the commonest form of stupidity."
F. Nietzsche 1844 – 1900

The Foundation for Society and Enterprise (SMO) and the department of Business-Society management/RSM Erasmus University (B-SM) are not only institutional related, we are also ideological soulmates. Therefore, SMO is honored to dedicate this publication to our, respectively, fifty and twenty year anniversary!

An anniversary is the time to look back, and to look ahead. This is exactly what this book in front of you is about. It shows the relevance of B-SM since it was established in 1998 and explains why it will prove to be relevant towards the future: B-SM is an international gateway into the field of CSR and business ethics. As the contributions of the alumni in this publication show, B-SM educates people for key positions in society. However, it also acts in a field that needs continues exploration of its purpose and boundaries.

This already becomes clear when we open our daily newspaper or news apps. Both corporate organizations and governmental institutes are struggling to balance out the cost and benefits of stakeholders, shareholders, employees or citizens. Continuous changing economical conditions, ethical paradigm shifts and the physical limits of our hometown earth, are just some factors that add to this difficulty. With the rise – and recognition – of startups in our societal and business ecosystem over the last 10 to 15 years, a whole new terrain of (C)SR and business ethics became available, a big part of which still needs exploration.

'*Mainstreaming sustainable business*' is a collection of contributions from B-SM alumni and scientists, many of whom SMO is happy to work with on a regular basis. The contributors to this book do not just have their bright minds in common. They also share an inexhaustible urge to question conventions, a Rotterdam-like will to role op their sleeves, and the belief in cooperation for the improvement of society. Be it as a scientist, entrepreneur, policy makes, corporate manager, freelancer or in any different role.

On behalf of everybody that benefits from the contributions they have made to the field of CSR, SMO thanks the people that are or have been involved with B-SM over the last two decades. We greatly admire your wisdom and energy! Special thanks and congratulations go to Rob van Tulder and Ronny Reshef for their efforts to bring this book into existence: we look forward to our future cooperation.

Kees Klomp
Directeur Instituut SMO

Part I

THE DEVELOPMENT OF A DISCIPLINE

INTRODUCTION

Scientific disciplines never develop in isolation. They are organized by universities in 'departments'. The wider scholarly community organizes peer groups in "Academies" and around journals to share and develop knowledge. Scientific departments further advance along the research, teaching and consultancy (also dubbed community 'service delivery') that can be organized by bringing together communities of academic professionals in one building. The close physical proximity – in theory - makes it possible to better organize the "supply side" of knowledge creation and diffusion. The more robust, reliable, and relevant knowledge can be accumulated and intermediated, the more a discipline can develop.

Whether an area of research *becomes* 'institutionalized' in a university, however, is also strongly influenced by tradition, previous disciplinary developments, and career possibilities related to publications and funding strategies. The organization of the scientific profession thereby suffers from sizable conservatism – often favoring mainstream thinking over out-of-the-box thinking and serving established interests rather than exploring new themes. This makes it difficult to develop new venues of research and training within established institutes. The danger of marginalization for more ambitious and timely initiatives looms large. The story of teaching and research on sustainability at mainstream business schools proves a case in point. Let's consider this story shortly.

In the 1990s, many business schools initiated dedicated chairs in (Business) Ethics – often as an annex to one of the more established disciplinary areas such as Strategy or Marketing. These chairs were also initiated as a response to the proliferation of corporate scandals and the growing awareness that corporations had a 'fiduciary duty' to society. This duty was largely interpreted as producing goods and services that did not have negative impact on customers. This brought about a wave of research on ethical dilemmas of corporations. The *Journal of Business Ethics* (founded in 1982) became the platform for publications, but with a relatively low impact score. The impact score refers to the importance attached by other (management) scholars on the discourse covered by a particular area of research. A low impact score of a journal also discourages aspiring scholars to engage in research projects. Their career depends on the ranking of the journals in which they can publish.

Research and teaching on sustainability issues therefore never reached 'mainstream' status in this period. Philosophers were hired to give courses on 'ethics', political scientists were hired to give courses on 'governance', and sociologists were asked to engage in 'non-profit' or 'volunteer' management. The leading management platform - the *Academy of Management* - initiated a group called 'social issues in management', which occupied a relatively marginal status in the larger community of business scholars. Societal issues in the management journals were generally referred to as 'non-market' issues – subliminally making sustainability issues 'non-issues' in mainstream management thinking.

Following this start-up phase, the academic discourse in business schools on the societal position of companies became organized along two frames; that actually separate 'business' from 'society':

- *Business 'and' Society*: This was the name given to the leading journal in the area (already issued in 1960, but only gained popularity since the 1990s; followed by related publication platforms such as the International Journal of Business and Society (IJBS) first issued in 2009).
- *Business 'in' Society*: A leading platform of companies and academics called Academy of Business in Society (ABIS) was founded in 2001. The leading journal is Corporate Governance (subtitled the International Journal of Business in Society)

In both frames, as well as in other areas of management studies, society primarily constitutes a 'context' variable that companies should consider when developing strategies.

The Rotterdam School of Management (RSM) adopted a fundamentally different approach without actually realizing how different this orientation was. The Department of 'Business-Society Management' was founded in 1998. The idea was that the focus of scholarly attention of a management school should be on the *interaction* between business and society (which is why the dash is used). Business not only accommodates society and operates *within* a given context but actively influences society as well. Business is influenced by societal institutions but also creates them, for better or for worse. This perspective implied that ethical and societal questions should not be an 'add-on' to existing functional areas of management, but a key area of multi-disciplinary research and teaching. Organizing a separate department, so the idea was, could institutionalize relevant insights and methods from a large number of scientific disciplines with the aim not only to limit corporate scandals, but to enhance the positive contributions of companies to society. This object of research and teaching would also imply that other levels and units of analysis beyond the corporate level had to be taken into account.

Adopting a name with an intriguing dash (-) is of course, by no means a guarantee for organizing a well-functioning department, let alone for contributing to the development of an integrated discipline. The first part of this book covers the departmental narrative related to the history of the Department of Business-Society Management (B-SM). It describes the various phases of development and some of the challenges it faced. Two chapters are written by four professors who were involved in setting up this department. They all held various positions such as department chairs, research fellows, centre pioneers, treasurers, or master coordinators. These two chapters cover the general geneology of the department in interaction with societal and academic developments along two lines: (1) The general development of the department (and the faculty), (2) with special attention to the inclusion of the topic of corporate communication.

CHAPTER I

DEVELOPING THE SOCIETAL DIMENSION OF A BUSINESS SCHOOL: THE PAST, PRESENT AND FUTURE OF THE B-SM DEPARTMENT AT RSM

CHAPTER 1:
DEVELOPING THE SOCIETAL DIMENSION OF A BUSINESS SCHOOL: THE PAST, PRESENT AND FUTURE OF THE B-SM DEPARTMENT AT RSM

Authors | Muel Kaptein, Lucas Meijs and Rob van Tulder

Introduction: context matters, but history also matters

The Department of Business-Society Management (B-SM) focuses on issues such as social responsibility, sustainability, non-profit management, corporate communication, and ethics. The Department has become an established part of the Rotterdam School of Management (RSM). After successfully integrating the B-SM perspective into other traditional fields of business education and research, the major challenge for the next decade is to move this forward to a truly integrative perspective on how private organizations, businesses, NGOs, and a diverse set of partnerships can play an effective role in tackling grand societal challenges.

The history of the Department is closely linked to the reception of business by society. Media play an important role in the 'market for knowledge' on sustainable business. Over the years, trust in corporations has increased and decreased following incidents and scandals – as has been the case for trust in governments, NGOs, the media, and even science over time. The start-up phase of scholarly thinking on corporate *responsiveness* to societal worries (CSR 1.0) started in the 1990s, when major triggering events occurred around oil spills and human rights violations. No country or region was spared. Major questions were raised about the responsibility of companies for their own (mis)behaving and fiduciary duty to society. In 2001 the Social Economic Council in the Netherlands anticipated that companies would engage in CSR primarily for fear of losing reputation (and thus societal legitimacy).

In a next phase, incidents still occurred, but structural factors also became apparent: scandals were increasingly related to whole sectors such as finance, the oil industry, but also to whole value chains in particular in commodities (with very poor labour conditions). During this period, rapid globalisation created growth possibilities, but also increased risk and turbulence. In the Netherlands, fraud in the construction sector shocked the country in 2001-2005. The financial crisis of 2007 made the broader public around the world realise that there might be major flaws in the way whole sectors took up responsibilities. In 2012 the collapse of a garment factory in Bangladesh with more than 1,000 deaths reiterated the dark side of international value chains. In the middle of the 2002-2013 period, the Edelman Trust Barometer revealed a crisis of leadership with companies but also with governments (Edelman Trust, 2007). So, the need for a more strategic approach to corporate *responsibilities* was born (CSR 2.0). Well-known business scholars started to talk about the 'fortune at the bottom of the pyramid' (C. K. Prahalad) or the need to think in terms of shared value creation (Michael Porter and Mark Kramer).

Around 2013-2014 a new agenda was introduced aimed at setting global goals and addressing 'grand challenges' also by companies. The Sustainable Development Goals were embraced in September 2015 on the basis of a three-year multi-stakeholder engagement process in which companies, NGOs, governments, and knowledge institutions participated to set a number of universal positive goals for 2030. In December of the same year the Paris Climate Agreement was signed. The Paris Agreement's long-term goal is to keep the increase in global average temperature to below two degrees Celsius. These two agreements signalled a breach in the silo thinking of previous periods in which business and society were considered separate. Companies with their innovative capacities were acknowledged to play an important role in achieving the SDGs – as partners in joint development goals. The interaction between business and society gained relevance, not only in terms of regulation and distrust, but also in terms of positive goals and trust development. According to Edelman Trust Barometer, the trust in companies to "do the right thing" is starting to reach comparable status as trust in NGOs. But the story remains mixed: in other areas of sustainability (such as privacy, pollution, human right violations, and tax evasion) major companies have become the new targets for public disarray. Government policies have become more unpredictability and erratic particularly due to upcoming populism and mercantilism. What role can and do companies play in their interaction with other stakeholders – if they agree on common goals?

This chapter describes the three major phases in which the department of B-SM changed its position in the societal discourse and how it was institutionalized in RSM: (1) start-up phase: specialisation (1986-1996) and concentration (1997-1999); (2) intermediary phase: intensification (2000-2006) and integration (2007-2013); and (3) present phase: reinventing B-SM (2014 and beyond). The journey of the Department of B-SM at RSM shows that integrating and mainstreaming the societal perspective into the broader business school was achieved by first attracting a group of academics to conduct research in B-SM. This was followed by a steady process of making research societally relevant, being involved in societal processes and integrating these processes into the business school context. The story also shows that this was not a smooth process and that (temporary) set-backs are also relevant and have to be overcome. In these adjustments processes, it is easy to lose track of either the rigour or the relevance of the research, while at the same time managing an attractive teaching programme, which forms an important part of the business model and thus the financial feasibility of a department. The Department of B-SM is currently facing the challenge of reinventing B-SM. This challenge is partly due to the successful integration of B-SM topics into RSM's mission, which is being "a force for positive change".

1.1 Start-up phase: the establishment of a department (1984–1999)

Since its establishment in 1984, RSM has acknowledged the importance of society. The School[1] was founded by eight Dutch-based multinationals including Shell, Philips, and Unilever to address what they perceived to be a lack of suitable training and higher educational facilities for managers in the Netherlands. From its inception, the School was aware of its responsibility towards business and society. Its first mission statement not only stated that RSM "creates, disseminates and applies managerial knowledge", but also that "RSM is guided by the future needs of business" and that "RSM aims to contribute to a well-functioning society" through teaching and research.

Since its foundation, the business-society dimension has featured prominently in the teaching programmes offered at RSM. In its first graduate programme, for example, each student had to draw up a business plan for a start-up (first year of programme), participate in two one-week simulations in which they had to run a company in a complex social environment (second year), conduct an eight-month research assignment on behalf of a company to solve a current issue (third year), and do a three-month internship at a company and write a master's thesis which was socially and managerially relevant (fourth and final year of program). Links with the harbour of Rotterdam were established and interdepartmental research programs were initiated to develop case-based teaching modules. Furthermore, there were several company visits, and guest lectures held by prominent business people, politicians and NGOs, as well as case-based teaching and practical assignments. This became part of an 'integral skills training' trajectory in which an explicit link was made between academic and managerial skills. The leading statement – as taught and trained in teaching programs - was that good managers needed a 'high tolerance for ambiguity' which in turn could only be trained at a business school that not only taught 'functional' skills but was also problem oriented and interdisciplinary.

Although explicit attention was paid to the societal component in the teaching programmes, attention to the societal component in research was more implicit in those early days. One of the assumptions of the School was that by attending to society in courses, teachers would be stimulated to conduct socially relevant

[1] The use of the concept 'school' is of relatively recent origin. In the past RSM was also known as the 'Faculty of Business Administration' of the Erasmus University Rotterdam. A long discussion about the name of the faculty and the consequential orientation of its curriculum – specifically oriented towards business and not management in general - at the end of the 1990s resulted in the adoption of the "RSM" abbreviation as well as the take-over of the 'bachelor-master' frame. International harmonization was key in this exercise.

research, and by attracting teaching staff with business and managerial experience, the societal focus would be guaranteed in research.

There were, however, two exceptional and explicit attempts by the school to stimulate research into socially relevant issues. First, in 1986 the school created an academic position in Business Ethics to conduct research into what could be expected from companies and their management from a normative perspective. Second, in the same period, a chair in Public Management was created to teach and conduct research into the way governmental and non-profit organizations could be understood and managed. The p in Business Ethics was linked to the Methodology Department, whereas the chair in Public Management was linked to the Department of Change Management. Both areas grew during the years that followed. In the mid-1990s, four people were employed in Business Ethics as well as four people in Public Management.

During that time the media started to cover an increasing number of cases in which individual major companies were involved in scandals. So the question popped up on the nature of these events: incidents or structural? In the Netherlands these events triggered a discussion on the need to make companies more accountable, which resulted in codes of conduct, discussions on governance rules, international guidelines, and initiatives of the Social Economic Council – all contributing to increased pressure on companies to engage in a higher degree of societal responsiveness (CSR 1.0).

Turbulent times – Period I (1995–2001) Corporate scandals that reached the international media: incidents?
Rico; OSC; TEPCO; nuclear plant scandal; WorldCom; Funeral Industry; Enron; Crean; Bcom3; SEC; Ottawa; Manley; Cheney; Halliburton; Harvey Pitt; Chaebol; Samsung; Shell (Brent Spar, Nigeria); Hyundai; Xerox; Bloomberg; Big Biz; CPP; GE; GOP; GBP telecom scandal; O'Neill; Peregrine; Wal-Mart; TSX; PwC; Manulife; Nasa; Probe; Stonewall; DaimlerChrysler; Mitsubishi; General Motors; Labatt's; Sokaiya; Nomura; Keidanren; Cadbury; ADM ; Long-Term Capital Management (LTCM); ASIC; Osler, Ernst & Young; YBM; McDowell; CBN, Internet security firms; Barings Bank; Bre-X, Livent; Equitable Life Assurance Society; HIH Insurance; WorldCom; Waste Management.

Source: Based on LexisNexis (corporate And scandal/fraud)

Department of Business-Society Management

In the first ten years, the number of staff conducting research in the field of B-SM increased. However, research was fragmented across the two departments and not treated as a coherent field of teaching and research. Business Ethics research was largely normatively oriented and focused on what companies should do from a moral perspective. But it was not positively oriented and did not focus on how ethics contributes to the success and well-functioning of companies. Business

Ethics was viewed as a separate, standalone discipline and not an intrinsic and integrated part of other teaching and research in strategy, finance, and marketing. Research in Public Management focused on governmental and not-for-profit organisations and was far removed from the other research programmes of the School. In 1998 the School established the Department of Business-Society Management to stimulate rigorous and relevant research in the field of B-SM and to bring all people working in this field together. The Department comprised staff from Business Ethics and from Public Management. People working in the field of corporate communication, until then positioned in the Strategy Department, also joined the Department. Initially there was a fierce discussion about the name of the new department. Following the discussions in the UK and the United States, and at various academies, the discussion centred on the pros and cons of either "business *and society*" (the US version) or 'business *in society*' (the UK version). Both terms were denounced because of the implicit separation between companies and society – in which society was more or less treated as an 'external' or an 'environmental' factor. Finally, the term "Business-Society Management' was chosen to indicate the aim of an integrative research approach to look at the *interface* between Business and Society (in both directions). The term *interface management* was too strongly linked to the technological area, so the emphasis on interface became apparent in the hyphen in the new name.

The aim of the new department was not only to develop bachelor and master programmes in this field, but to combine research in this field, to define new research topics, to develop new concepts and models, and to conduct more socially relevant research. By concentrating teaching and research in one department, contact and interaction between its members were stimulated. Research also became better manageable because resources could now be allocated specifically to this domain and performance could also be better monitored. Having a separate department in this field clearly signalled the importance of B-SM to the outside world and attracted more attention from businesses and society (e.g. the media), which also made it easier to obtain funding for research and to collaborate with other parties. This led to a new phase.

1.2 Intermediary phase: growth and decline go together (2000–2013)

The growth of the Department of Business-Society Management

Since its establishment in 1998, the Department grew to comprise 25 staff members in 2006. It started to offer courses throughout the education programme, from the Bachelor programme to the executive programme. For example, the Bachelor course in Business Ethics was transformed into a course in Business-Society Management and the number of lectures doubled. The Department also introduced its own B-SM Master programme. In 2006/2007, following a rather rough start-up phase, about 60 national and international students attended this programme each year.

New chairs were created between 2000 and 2006 in the field of (1) International Business-Society Management (2) Corporate Sustainability, (3) Business Ethics and Integrity Management, and (4) Non-profit and Civil Society. The number of PhD students in B-SM as well as the number of publications increased steadily. Research by Chang, Fung, and Yau (2009) showed that RSM scored best of all European universities with the most papers published in business ethics journals since the beginning of the millennium and second of all universities worldwide (only the University of Pennsylvania performed better).

Aside from conducting rigorous research, another reason for establishing the Department was to conduct research commissioned by or in cooperation with the business sector. To facilitate this objective, the board of RSM established three research centres located at the B-SM Department in 2001. These centres were in the field of international business-society management (SCOPE; active since 1996), business ethics (Ethicon), and communication (Corporate Communication Centre; active since 1989). These centres had excellent results. The Corporate Communication C entre developed an instrument to measure the reputation of an organization. This measurement tool was purchased by many companies and helped the centre to build up its database for academic research (the next chapter will give a more personal account of the history of corporate communications). SCOPE created a database of the internationalization and societal strategies of the largest companies in the world, leading to multiple publications – including the annual World Investment Report together with UNCTAD. This report lists of the 'Top 100 Transnational Corporations" of developing and developed countries and was the result of the joint efforts of the Scope team and UNCTAD. This list has been amongst the most quoted rankings in the world on international business. Ethicon worked closely with the Dutch employer association (VNO-NCW) resulting in multiple booklets for managers on how to improve business ethics in practice. Ethicon also worked together with advisory firm KPMG to create a database of business codes of ethics. In this phase, the Department actively supported the creation of a wider support structure for Corporate Responsibility in the Netherlands. The first director of MVO Nederland (CSR Netherlands was founded in 2004 and is a leading network of practitioners in CSR) was recruited from the B-SM Department.

The efforts of the school to concentrate and intensify the research in B-SM were not in vain. A leading indicator in the world of sustainability research and teaching is the Aspen Institute's "Beyond Grey Pin Stripes" ranking. In 2005, RSM (and B-SM) was ranked 16th in the world of business schools and third in Europe.

More turbulent times – Period II (2002-2006): Corporate scandals that reached the international media: sectors?
NYSE; Pension accounting; Keidanren; Arthur Andersen; Tyco; WorldCom; Livent; KPMG; Adelphia Communications; TwoSons; Nigeria, Atiku, Ican; Bush, Cheney; XEROX; Enron; McCormicks; Ernst & Young, SACOB; TD; Telegraph; Keidanren; Tyco; NYSE; Grasso; Enron; Citigroup; JP Morgan; WorldCom; Deloitte; HKSA; PIMCO; Viacom; Phyllis Davis; HealthSouth; Boston Globe; Evergreen; Ahold; Dow Jones; Scrushy; Putnam; Tsang Yam Pui; HKSA; Zambia, BoZ; ABA; WorldCom; ASIC; Fedsure; SEC; Ebbers; Hannover settlement; Partnoy; HealthSouth; Whetstone; Kebble; Adelphia; Freddie Mac; Enron; Sarbanes Oxley; Marsh; Morningstar; Tyco; Shell; MMC scandal; Nortel; Seibu; Adelphia; Parmalat; Omaha Charitable Group; SK; Enron; NCFE; Tyco; BDO; Leisurenet Saga; Ebbers; Adelphia; Parmalat; Samsung; Doosan; Royal Dutch Shell; Refco; Kanebo; PERAC; Chaebol; Westport ZO; Forex; Gomery; Francois Beaudoin; Donaldson; Fannie Mae; AIG scandal; Nortel, Susan Shephard; MCI; Enron; ASIC; WorldCom; CFTC; DPP; Oates; Hollinger fraud charges; Ebbers; HealthSouth, Richard Scrushy; Fraud-i Ltd; Adelphia; Tyco, Kozlowsky, Swartz; Black; Radler; Hollinger intl.; Bayou Hedge Fund; Refco; IBM; Siemens; Howard; Hurd, HP; McKesson Case; Lender; Shenzhen Expressway; CPPCC; Ocean Grand scandal; CJ; Murakami; Enron; Freddie Mac; Chaebol; Hyundai Automotive Group; TSE; Chen Jiulin; Bourse [Italy]; Enron; WorldCom Scandal; Livedoor; Mckesson Execs; Zambia, money laundering; Tyco; Westar; AIG; CipherTrust.

Source: Based on LexisNexis (corporate And scandal/fraud)

The mainstreaming of B-SM: divergence, spill-overs and spin-off effects

Having a well-functioning Department of B-SM in 2005 - in teaching, research as well as visibility in society - the question arose how to integrate B-SM research into other traditional research areas. Socially relevant research should not be conducted only by scholars specialised in the field of business and society but is a responsibility of all scholars in the field of business and management. But how could this be achieved? And how did RSM rise to this challenge by combining rigour (basis of scientific legitimacy) and relevance (basis of societal legitimacy)?

Rigour and Relevance in the Diverging Phase

Creative processes always involve a divergence and a convergence phase. For a variety of reasons, this mechanism also applied to the creation of the Department as well as to the development of a mainstream discipline. The start-up phase brought a number of specialisations together in a separate department. The teaching and research programme attracted several full-time and part-time PhD students and a number of professorial 'opinion leaders' (Noreena Hertz and Jan Rotmans), top scholars (David de Cremer and Marius van Dijke – both high scoring on the ESB economy publication ranking).

Consequently, the output of the department started to diverge in three types of products:

1. Text books aimed at developing and supporting a specific line of discipline development and teaching. Key books in areas such as corporate communication (Van Riel, 1995, 2012; Cornelissen, 2017), business ethics and integrity (Kaptein and Wempe, 2002; Kaptein, 2005 2008, 2011, 2013), behavioural business ethics (De Cremer, 2010; De Cremer, 2013); Reputation management (Van Tulder and Van der Zwart, 2003), international business-society management (van Tulder with Van der Zwart, 2006; Van Tulder et al. 2014; Van Tulder, 2018), non-profit and volunteer management (Meijs, 2015, 2017) were written by the professors of the Department. These books combined rigour and relevance and have been extensively used in teaching. None of these books reached 'textbook' status (which also implies a different effort by the writers). The authors of these books were also active in categories 2 and 3.
2. Top Journal contributions: a booming number of basic research papers on B-SM issues were published in all the leading management journals from 2007 onwards. This enhanced the status of the Department. The research programme was valued as 'excellent' by external visitation committees in two directions: scientific and societal. Hundreds of papers based on rigorous research have been published since then. The website of the Erasmus Research Institute on Management under the ORG programme (https://www.erim.eur.nl/research/programmes/organisation/value-based-organising) provides detailed overviews of the topics addressed and the journals reached. The paper production was supported by more than 50 PhD students that participated in the Department's research programme. Many master students contributed to these publications.
3. A continuous stream of practitioner-oriented output was produced, illustrated by a considerable number of 'how' books and popularising articles and whitepapers. Scholars, some of whom were attracted as 'opinion leaders' popularised their ideas, in particular, in the areas of stakeholder management, integrity/ethics, reputation management, volunteering and communication. Due to these publications, many individual department members helped shaped the discourse on sustainable business in the Netherlands.

There was a tension between rigour and (societal) relevance in the organisation of the Department. Time was limited and choices had to be made. The 'mainstreaming' phase of the Department primarily relates to it becoming mainstream in RSM. Most of the more general topics had not reached mainstream status in the management journals. As a consequence, the pressure to publish in mainstream management journals mounted. The Department started to embrace a wider variety of topics. Intellectually this created a phase of divergence, which made the Department a dynamic meeting place of many ideas and orientations. But practically, the divergence also created fragmentation and loser ties between the Department members, thus limiting the effective mainstreaming of the discipline of B-SM. This fragmentation also had a negative effect on attracting sufficient numbers of master students. Receiving sizable national and European grants for isolated research programmes paradoxically weakened the Department further. By the end of the mainstreaming phase, the Department was faced with a very diverse profile – covering almost all dimensions of CSR 2.0 and CSR 1.0, as well as a relatively poor appeal with students.

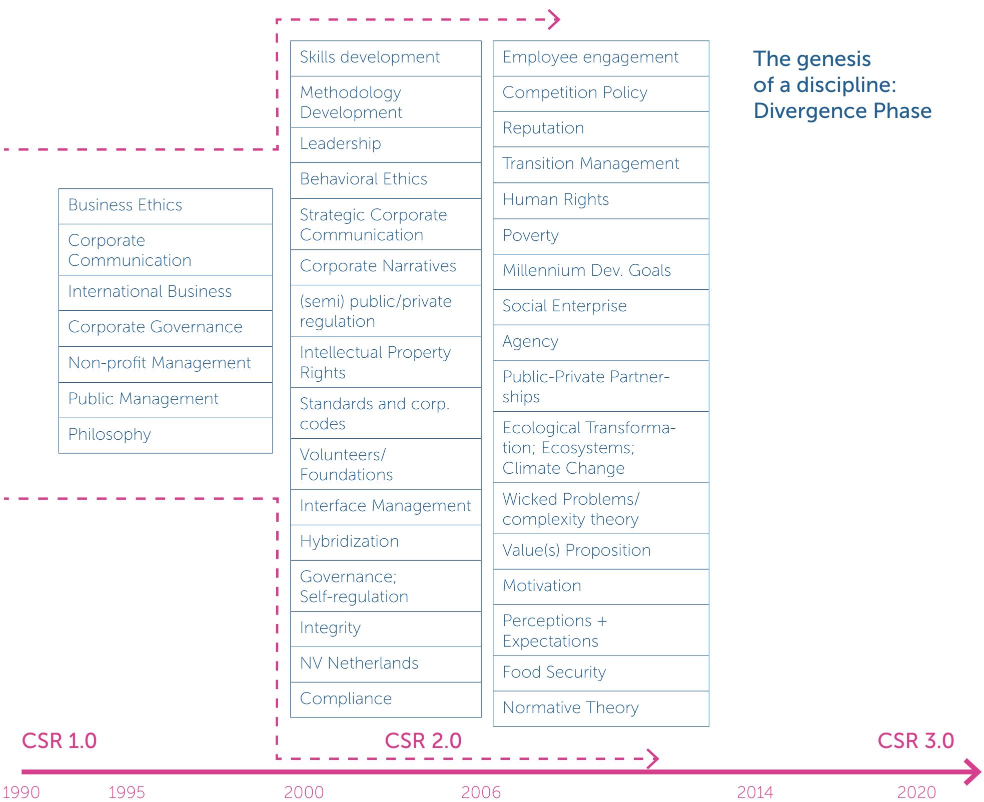

Figure 1.1 From CSR 1.0 to CSR 2.0: The divergent phase of B-SM

Different, mutually reinforcing, processes were implemented. As in the preceding phases, it was believed that cooperation in teaching was a fruitful basis for researchers to interact with others, to recognise the relevance of others' research to one's own research, and to start conducting research together and develop new insights. On the one hand, the Department started to offer courses outside its own area but still strongly related to B-SM. Courses were offered in the field of corporate governance, leadership, management skills, stakeholder management and institutions. On the other hand, it started to teach courses together with other departments, for example in the field of corporate law, macroeconomics, and intercultural management.

Next to integrated teaching, professors were appointed with the explicit mission to work not only within the borders of B-SM, but also in close cooperation with other departments at RSM or even with other schools at the university and with other universities. For example, in 2008 a professor was appointed in the field of Corporate Governance and Normative Responsibility with the brief to work closely with researchers in the field of corporate governance in the Finance Department. In 2005, a professor was appointed in the field of Transition Management. This was a dual appointment at the B-SM Department and the Sociology Department at Erasmus University. The objective was to study the relationship between corporate and social sustainability. And in 2009 a professor was appointed in the field of Globalisation, Sustainability and Finance who also held a position at The Duisenberg School of Finance, an academic research centre in Amsterdam.

Next to integrated teaching and dual appointments, RSM also decided to establish research centres in which people from different departments and schools work together to further integrate the societal dimension in traditional research areas. The Erasmus Centre of Behavioural Ethics was founded in 2009 and draws together researchers not only from the B-SM Department, but also researchers in organisational and social psychology, and other departments, schools and universities. The Erasmus Centre for Strategic Philanthropy, also founded in 2009, is a cooperation between the B-SM Department and the Erasmus School of Economics (financed by a multimillion private sector grant). The Erasmus Institute of Supervision & Compliance was founded in 2007, where researchers from RSM and B-SM conduct research together with researchers from the Schools of Law and Economics in the field of the compliance of companies and its relationship with internal and external supervision.

Next to these new centres, more flexible, less institutionalised initiatives were also promoted during this fourth phase of integrating B-SM into other research fields. In 2008 a platform was created in the field of climate change. Led by a member of the B-SM Department, people from various RSM departments who were carrying out research into climate change were involved (e.g. staff from the Department of Logistics and the Department of Strategy). In such a platform, people share their research, present research ideas and papers and collaborate. In 2009, the Partnerships Resource Centre (PrC) was founded as a joint effort of the Ministry of Foreign Affairs and Development, a number of leading companies and NGOs. The PrC pooled the knowledge and resources of a number of other business schools in the Netherlands in support of a new phenomenon: cross-sector partnerships for sustainable development. RSM supported these platform and initiatives by providing technical assistance to develop and maintain a website, by providing research assistance for combined research, and by covering the costs of presentations from researchers from other universities. Since 2007 the B-SM Department has hosted the annual Max Havelaar lecture, a prestigious lecture always covering a keynote speech from academia, and three responses from the three corners of society: business, NGOs and governments. Themes have included: poverty alleviation, partnerships, global value chains (cf. www.maxhavelaarlecture.org). These lectures are gatherings of all parts of society. In this phase, the Department served as the organisational unit to facilitate the establishment of a number of centres. Some of them still exist, some were unsustainable (see box), and some spilled-over to other parts of society where they are now thriving. In this way the Department has contributed – in a number of ways – by supporting the establishment of CSR Netherlands, Drift, centres on sustainable supply chains and eco-transformation. Spin-in and spill-over effects are part of the transition history of the Department as a breeding ground for new initiatives. This bottom-up form of institution building has in general delivered interesting results but has had its transaction costs.

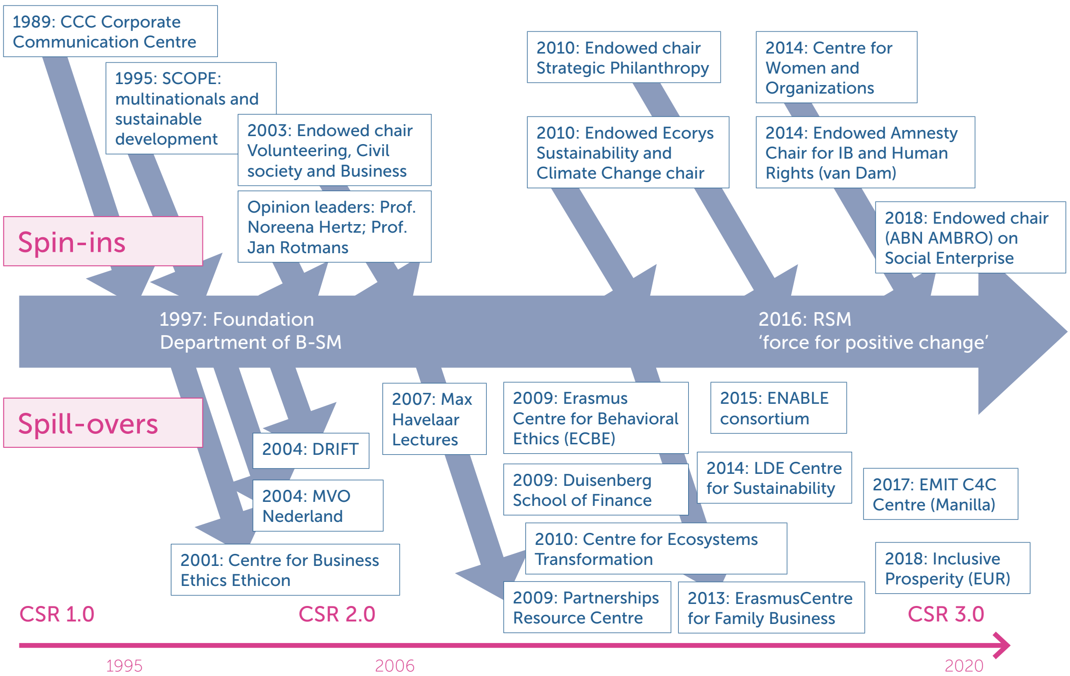

Figure 1.2 Twenty years of spinning in and Spilling over

The efforts of RSM during this phase yielded fruitful results in terms of external recognition. From being ranked 16th in the Aspen Institute's Beyond Grey Pinstripes report in 2005 and 15th in 2007, RSM was ranked second globally and first in Europe in 2012 (for combined ranking based on research, teaching and institutional support).

Different turbulent times – Period 3 (2007–2011)): Corporate scandals that reached the international media: revealing structures?
Samsung; Siemens; Nortel scandal; Nigeria Stock Exchange; oil companies; Misuzu; Nortel; World Bank; SFO; Adelphia, Rigases; Harris Scarfe trials; Midland frauds; BDO; Bloomberg; Tiger brands; KL; Volkswagen; Samsung Electronics; News Corp; Bear Stearns; Northern Rock; Lehman Brothers; AIG; Washington Mutual; Royal Bank of Scotland; ABN AMRO; Mukasey, mortgage fraud; ABCP; Graft Bothers, James Ogoola; Johnson Sirleaf; Matthew Hammond; Bernard Madoff Investment Securities; Transmile; NRL; Niehaus; King [South Africa]; Satyam affair, India IT scandal; Enron; Nortel; Drabinsky; AWB fraud; Conrad Black; Anglo; Bre-x, Hollinger, Livent; TCF corporate; FBI; Satyam; Bursa; SGX; Hong Kong Bourse; Rockfort Finance; SFO; GFC; Conrad Black; Bournville Trust; AFH; F&C Investments; Olympus; Asia Inc.; James Murdoch; New Corp; ISS; AMP; AFRA scam; BSkyB; phone hacking scandal; News of the World; Telecoms scam; Sino Forest; ACFE.

Source: Based on LexisNexis (corporate And scandal/fraud)

1.3 Present phase: reinventing B-SM (2014–present)

From 2006 to about 2014, the Department became very successful in integrating typical B-SM topics into the broader RSM community, while steadily building a reputation of being an agenda setting force on several topics. The explicit link between society and the business school context paid off with successful movements such as Sustainable RSM, the sustainability forum and the leadership forum. All in all, the Department was successful in mainstreaming the topics of focus of business-society, i.e. the ways that businesses can help to solve the grand challenges of the current world. CSR, sustainability and social entrepreneurship became common topics at RSM, also in more functional areas of management such as finance, strategy, marketing and logistics. As a result, the Department lost its unique positioning and competitive advantage. While this mainstreaming was very positive for the research portfolio, it was less effective for the Master, where the number of students stagnated and even decreased during this phase (see box).

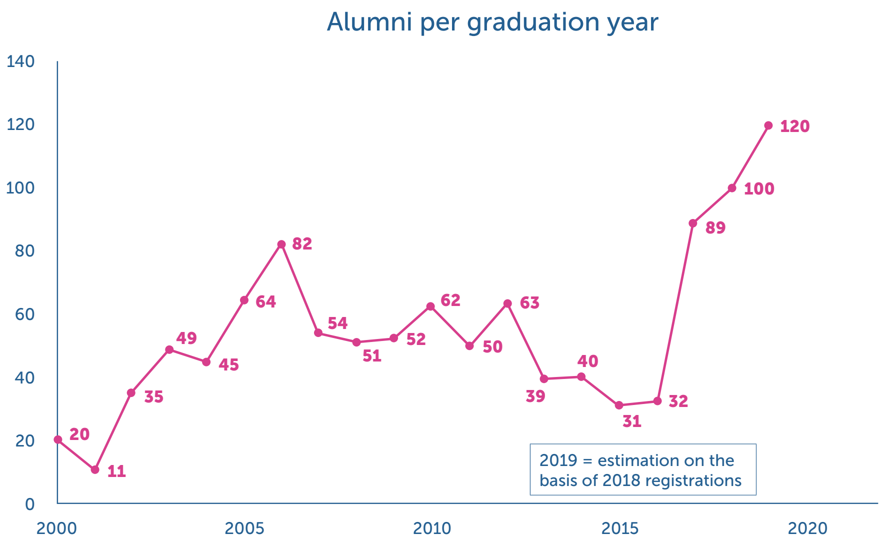

Figure 1.3 Waves of participation: pre-experience Students participation in the B-SM Master programme

In other words, the Department had an increasing outside performance and recognition, but lost traction internally. A number of professors left. Some went to other departments within RSM and some set up their own centres at other universities around the world. As a result, the Department went back to the core of business-society by focusing on the grand challenges of the world as leading topic, with the academic strongholds of the Department as a kind of circle around this. These academic strongholds were defined as business ethics, sustainability, non-profit management, partnerships and corporate communication. New staff and centres were positioned in the space between these topics and close to the central core of the grand challenges, e.g. with people interested in social movements and human rights.

To counter the trend of slowly declining student numbers, the Department organised a process to revitalise the Master. The name changed from "Global Business and Stakeholder Management" to "Global Business and Sustainability" and the programme content changed to a clear focus on sustainability and the role of business in solving the grand challenges (the box includes a personal account of the Master coordinator responsible for revitalising the B-SM Master). Following the MDG and SDG approach, sustainability was defined more broadly to include topics around climate change, international development and cooperation, social issues and social enterprises. This turnaround was successful and student numbers in 2017-2018 were close to an all-time high of 130. But still the GBS / B-SM Master is an international programme, which attracts a majority of non-Dutch students and students with a non-RSM bachelor.

Making the Master programme resilient to global developments

The MSc programme of the Department of B-SM continues to provide us with energy and creativity throughout the academic year as talented, young individuals seek an education for societal impact. Our programme is the flagship for the RSM's strategic mission to be 'a force for positive change' and continues to gain an international reputation for its excellence.

In 2015, the MSc programme officially changed its name from MSc *Global Business & Stakeholder Management* to MSc *Global Business & Sustainability* (GBS). We chose this name to reflect our purposeful refocus of the curriculum on sustainable business and to allow perspective students to better connect with what they wanted to study. Under the latest iteration of the Master's, we are delighted to have welcomed large numbers of students to the programme. This academic year will be our third in excess of 100 students and a new record cohort size. We are equally proud that the programme receives very high ratings from students, placing it as one of the best evaluated Master programmes of RSM.

In terms of content, the programme has moved with the latest developments in sustainable business theory and practice. The core courses have evolved, bringing in new dimensions such as systems thinking and planetary boundaries, business strategies for SDGs, tackling sustainability grand challenges and nudging sustainable behaviour of individuals. A popular 1 ECTS course focused on helping students to realize a rewarding career path has also been introduced.

In our elective portfolio, we have complemented successful long-running courses such as Managing NGOs with new offerings that reflect new, blossoming topic areas. With courses on circular economy, social entrepreneurship and sustainable business models, we offer a diverse and interesting collective of electives. Many of these courses are shared with other MSc programmes, such as the Climate Change Strategy Role Play with the MSc International Business/ CEMS. This brings our students out of the GBS 'bubble' and gives them experience of working with people from different educational backgrounds, mindsets and skill sets. We also have gone a step further in creating interdisciplinary learning experiences through our first elective, called the Clean Tech Business Study, in cooperation with Delft University of Technology.

Every year we are experimenting with new ways of teaching, especially in a time when information is readily available and there is a growing role for ICT in the classroom. Class discussions, critical debates, cases, theory and dilemma exercises all remain central to our programme. However, these are balanced with simulations, role-plays, videos, quizzes and experiential learning opportunities. We are also delighted to welcome back many of our alumni as guest lectures.

Personally, it has been a great pleasure to be involved with GBS(M) programme over the last five years, and an honour to be its Academic Director for the last three years. I think I can speak with confidence to say that this sentiment is widely shared among all the teaching faculty of the Department, who really enjoy working with such intelligent, creative, critical, inspiring, determined and passionate students. We are all constantly impressed by our students and the special atmosphere they create in the programme.

Steve Kennedy
Academic Director MSc Global Business & Sustainability 2015-present

B-SM's refocus also involved establishing frontrunner academic centres with strong societal ties. Examples include the Partnerships Resource Centre, ties with other academic institutes within the Leiden-Delft Erasmus (LDE) Centre for Sustainability, and a variety of other centres, including those that were set up in other countries, which can be considered spin-offs of the B-SM group. Part III includes some of the narratives by the staff of these centres. The B-SM and ERIM websites provide more detailed information on organisational details and output over the years. Spin-inns were created by constant support for endowed chairs by societal organisations such as Ecorys, Amnesty International, volunteer organisations and most recently ABN AMRO on social enterprise. The external support enables scale and creates a better linkage with societal problems. However, all endowed chairs have to sustain the highest level of independence. This provision is supported by the funders: they agree that their support should be aimed at helping to generate more robust and reliable knowledge on a specific area of research and teaching. RSM and B-SM want to have close links with business and society, but this is not always easy to establish in a mature relationship. The institutionalisation of the Department in a leading business school, however, helps. There is no immediate financial need to gain external funding in support of the primary processes of the Department.

Different turbulent times – Period 4 (2012–2018): Corporate scandals that reached the international media: revealing systems?
Sky; James Murdoch; Florida SBA; BSkyB; BBC; Hermes; News Corp; Rupert Murdoch, phone hacking scandal; Olympus; RBA; ASIC; Walmart; Leveson inquiry; bank's Libor scandal; Vince Cable; Tony Blair, Gordon Brown, News of the World; Ornge scandal; Madoff; Pension fund scandal Japan; AIJ investment firm; Patricia Dunn; corporate credit card fraud; Dynergy; Rhana Plaza; China Medical Technologies; ASIC; the Leighton files; Sias; BBC; Cipla Medpro; PetroSA, Kaizer Nyatsumba; News Corp; phone hacking and Shine deal; Rupert Murdoch; NHS, David Nicholson; SNC; Demo Africa; BBC; SAC; NDIC; Olympus; China North East Petroleum; ENRC; Rabobank (Libor); Petrobras; Cashbet; ASIC; STX; Addleshaw Goddard; KWM; Glaxo; Mr Tomana [Zimbabwe]; SFO; Banco Espirito Santo (BES); Volkswagen diesel emissions, Martin Winterkorn; Exxon; Brazil's mining disaster [Samarco-Vale]; Toshiba, Hisao Tanaka; Deepwater Horizon (BP); Moody's; Pimco Sues; Daimler; Deutschland AG; Deutsche; Hermes; Petrobras (corruption)l; Japan Inc.; Rupert Murdoch News UK; Crown Prosecution services; Phone hacking scandal; BCCI; Enron; Olympus; Barclays; HSBC; Tesco; FIFA; Orix; Sony; LatAm; ColTel; Shkerli; White & Case; Dechert; EFCC; 1MDB; Satyam; BHS; SGX; Sky; James Murdoch; BHS; Beachcroft; Green Scandal; Volkswagen; AGM; Hermes; Mitsubishi Motors; bank scandal; big oil investigation; Fox; SFC; HK bourse; Steinhoff; JSE; Deloitte; Olympus Scandal; Kobe Steel; Mitsubishi Materials; Paradise Papers; Japan Inc.; Uber; Sky; Bradley letters; Fox [phone hack scandal]; Ofcom; Chris Jordan; Plutos payroll fraud scandal; Volkswagen; Sky; Christopher Williams; AFP; Hill and Knowlton; Apple; Equifax; NNPC; Vimpelcom; Panama Papers; Gangs-LinkedIn; HBOS; Wells-Fargo; ESG; Scott Pruitt; Wan Azizah; Get Back; Korean Air; Steinhoff; Absa; AMP; Dieselgate Volkswagen; Kobe Steel; Hiroya Kawasaki; Marks & Spencer; Starbucks; Heathrow Airport; Visa; Samsung; Edgewise; Microsoft; Facebook (privacy); Google, Apple, Amazon (tax evasion); ING (white-wash); Uber; BCLP; Macfarlanes; AVID.

Source: Based on LexisNexis (corporate And scandal/fraud); Forbes and other media coverage (the worst accounting scandals of all times).

An example of the Department's refocus was a new part-time PhD programme comprising people working for a regulatory body. The Department asked all Dutch regulators to appoint one member of staff to follow this part-time programme. Regulators reacted very positively on this outreach because they liked the idea that academia chose research topics in cooperation with society (in this case regulators) and not just on their own. After a careful selection process, eleven PhD students started in 2013. The idea of the programme was to form a partnership with the regulators in conducting both scientific *and* practically relevant research. With a group of people having the same position, ambition and related research topics, a huge capacity and momentum was created to study the interface between business and society from a regulatory perspective. Some of the research topics included regulatory strategies in dealing with corporate behaviour that is not illegal but irresponsible, inspecting corporate supervisory boards (i.e. indirect supervision), and processes within regulators that led them to reduce their societal value. Four years after the programme started, two of the participants already successfully completed their PhD.

Another example of the Department's reinvention was a research partnership with the Dutch Employers Association VNO-NCW. Our idea was that business should not only follow society in the sense of reacting to new issues, demands and legislation but that business can only really improve society and improve the trust of society in business when it also leads society. For this we introduced the term 'Leadership in Ethics', meaning that companies define new moral norms and standards and acknowledge that others (within their company or outside) follow these norms and standards. In 2015, the Department and VNO-NCW started a research project into this topic. Based on desk research, interviews and surveys, we studied how companies can become a leader in ethics and what best practices already exist. The research resulted in a book 'Leadership in Ethics' published by VNO-NCW and presented at multiple business conferences. The Department also wrote academic publications about this new concept.

A final illustration of the Department's reinvention was the action research programme developed under the auspices of the Partnerships Resource Centre (PrC) in 2014. The activities of the Centre are described in the following 2017 narrative adopted by RSM to show the relevance and impact of its research in 'Values-Based Organising' (B-SM's research collaboration with the Department of Organizational Behaviour). Part of the narrative reads as follows:

> *"Working towards Collaborative Solutions for Complex Societal Issues. Sustainability finally seems to be gaining more and more traction in all aspects of society, as companies are opting for greener and more inclusive solutions even when governments are not able to lay down*

> *laws reinforcing sustainable development. Through research, tool development and extensive knowledge dissemination, PrC aims to facilitate inclusive, balanced and sustainable development by supporting partnerships of numerous actors from the public and private sector and civil society. Once collaboration is established, the parties are generally faced with obtrusive management challenges when working together. Here, the PrC offers further support through various business models and partnership portfolio techniques. The Centre also provides support through the PPP lab, a collaborative action programme, in which the PrC organises learning and exchange meetings between participants in around a hundred partnerships on sustainable water and food security. It helps parties to evaluate their partnership models, set up new governance structures and come up with prototypes for new and better partnerships."*

In 2017, particularly on the basis of this narrative, an external academic visitation committee granted the Department's research programme an 'excellent' qualification in terms of societal relevance and impact. Part III of this book covers the present activities of a number of the above centres.

What next?

Looking back at the last 20 years, the Department has been influential in various ways. First of all, a vast number of students have graduated in our programs. Now after 20 years, many of them are in influential positions, in many cases combining private and public questions.

Output summary: 20 years of Master theses: development of topics

Over the years, Master students have focused on a variety of topics in their Master theses. We covered the titles of more than 1000 theses and considered relative scores of key words. The popularity of certain concepts illustrate the dominant topics during a certain period. In the first phase (when some students still wrote in Dutch), our alumni were particularly interested in corporate responsibility, but not necessarily in CSR, performance or values. In the second phase, CSR as well as governance issues gained popularity and relevance.

The international (European) dimension of business strategies also slowly gained ground. In the third phase, 'responsibility' as a topic of inquiry lost appeal. Performance, impact and influence were considered much more relevant. Partnerships became a separate thesis topic, while many more theses focused on concrete issues (such as circular, bottom of the pyramid, and energy). Throughout all phases, reputation, ethical behaviour, stakeholder relations in an international environment have received constant attention.

[1] Growth phase (2000-2006)

[2] Mainstreaming phase (2007-2013)

[3] Reinventing phase (2014-2018)

The Department has recruited a leading community of researchers and teachers that changed the department from a 1.0 department (primarily aimed at teaching) via a 2.0 department (primarily aimed at research, jeopardising its teaching credentials) to an aspiring 3.0 department that combines societal relevance with (and through) teaching and research excellence. Fortunately, this development has been paralleled by comparable developments at the level of the whole faculty: from teaching, via research to validation (see box). Over the years, B-SM has organized a total of around 115 'faculty' in various ways: as full chairs, as visiting professors, as associate and assistant professors, as PhD students, as research associates, and as junior researchers linked to the expert centres.

An interesting link between the development of the Department and a parallel orientation of RSM was created by the use of the *Skill Sheets* in the Bachelor programmes (Van Tulder, 2018). The *Skill Sheets*, introduced in 1995, is a practical resource for understanding and developing core skills for students and managers. Over the years, this resource was further developed, tested and increasingly linked to motivation and societal relevance. The *Skill Sheets* matured from being merely instrumental and logical skills to complexity-sensitive skills. The formula not only kept pace with the development of the Department, but also of the faculty and even society. Currently the main theme of skill development around the world centres around the challenge of so-called '21st Century Skill Development'. The Department is still playing an important role in this discourse, because interaction with practitioners and students provides a good test-bed for adequate skills development. Parallel to this development, more advanced research methods are needed. To serve the changing needs of companies and society to deal with complex problems (phase 3.0) constructively, the Department has developed various methodologies (and published about them) that often combine quantitative and qualitative approaches. These approaches include advanced anthropological methods, triangulation techniques, living labs, action research and participatory observation, qualitative research, experiments, big data, developmental evaluation techniques, and progressive case studies.

The thinking on CSR in the Department has progressed from a focus on responsiveness and reputation effect (reactive CSR 1.0) via a more strategic focus on CSR (CSR 2.0) to a more societal form of CSR (CRS 3.0) that focuses on addressing societies biggest challenges through an entrepreneurial lens. Actually, the hyphen in the name of the Department has reached societal relevance only now: companies in interaction with society are taking up grand challenges and each sector can contribute by providing complementary assets, competencies and commitments. In hindsight, there is a certain logic to the development of the Department, although it should be recognised that this has been far from a planning exercise. B-SM has been a testing ground for new ideas and concepts in research, skills development and teaching. The effects of these efforts over the years have resulted in different generations of students. Part II of this book takes stock of their stories.

Topic	1.0 Start-up phase	2.0 Intermediary phase	3.0 Present phase
Focus of CSR discourse	1.0 Corporate Social *Responsiveness*	2.0 Corporate *Strategic/Social* Responsibility	3.0 Corporate *Societal/ Sustainable* Responsibility
Stakeholder orientation	Shareholder value: Inform/Prove it to me	Stakeholder value: Engage me	Strategic stakeholder value: Empower me
Fiduciary duty	Narrow fiduciary duty (to primary stakeholders)	Broad fiduciary duty (to secondary stakeholders)	Prospective fiduciary duty (to future stakeholders)
License	License to exist (responsibly serving markets)	License to operate (better serving needs)	License to experiment (with unmet needs)
Corporate scandals	"Incidents": Fraud, spills and human rights violations Leading topics: ecological	"Structures": Corruption and accounting standards; self-regulation Leading topics: social and ecological	"Systemic": Value chains, taxation and global goods provisions Leading topics: economic, social, ecological
Trust in busi-ness to do the 'right thing'	Under the influence of NGOs: lowered trust	Fall of celebrity CEOs, Business more trusted than governments and media (2007); crisis of leadership	'Fake news'; Business to lead the debate for change; trust is essential for innovation; 2017/18: trust in crisis; battle for trust

Topic	1.0 Start-up phase	2.0 Intermediary phase	3.0 Present phase
Orientation of RSM	Teaching>research>validation	Research>teaching>validation	Validation=research=teaching
Focus of CSR discourse	1.0 Corporate Social Responsiveness	2.0 Corporate Strategic/Social Responsibility	3.0 Corporate Societal/Sustainable Responsibility
BSM orientation	Business *and* Society	Business *in* Society	Business-Society management (interface)
Search for an appropriate flag	Public Management-new style (PM+); Business-Society Management (B-SM)	Global Business and Stakeholder Management (GBSM); Leiderschap, Management, Bestuur (LMB)	Global Business and Sustainability (GBS)
Skills orientation	Instrumental: management and practical skills (hands)	Logical (head+hands): analytical and theoretical skills	Complexity and creativity: 21st Century Skills (heart+hands+head): problem solving skills

Figure 1.4 Three phases of Societal and Scientific alignment

Today the societal component is thoroughly acknowledged and included in the research conducted at RSM. This was achieved in different phases - from specialisation to concentration and intensification, and finally reinventing. The degree to which RSM has succeeded cannot be attributed only to attracting the right scholars. It also required the right conditions to motivate and stimulate scholars to work together and across disciplines. At RSM such conditions were created by including criteria of cooperation in job descriptions, rewarding researchers who work together with other disciplines, and establishing an infrastructure which promotes learning and interaction among scholars.

RSM has stimulated the societal orientation of research by allocating financial resources to centres on the condition that they are matched with contributions from business and other societal players (see box). This stimulated staff to consider current and to anticipate future societal issues and needs and to translate and address them in research programmes. It also motivated staff to establish contact with practitioners. RSM uses every opportunity available to emphasize that the school exists only by virtue of the resources and opportunity society grants us and that in the end, we can only survive if this investment of society yields meaningful returns. It is a privilege to do research on behalf of society, but it also places a responsibility on researchers to create added value and to meet the needs of business and society. In this way, RSM continues to emphasise the importance of the social dimension among its staff. Besides conducting research into socially relevant issues such as environmental strategy or marketing of environmentally friendly products, their entire research output and the discipline within which they are working should be socially relevant.

A remaining challenge is to develop new theories that do not simply add the perspectives from B-SM to the more traditional research fields, but to integrate these perspectives and to develop completely different, rigorous theories. Although we do not have all the answers, we do feel that this way of integrating and mainstreaming B-SM can and will make the difference. The divergence phase of the Department needs to be followed by a convergence phase with more focus on the research programme. Synthesis themes developed around purpose-driven businesses, ethical leadership, adoption of common (global goals), positive change processes and new forms of formal and informal institution building (partnerships, self-regulation) can help companies play a leading role in achieving the Sustainable Development Goals. The teaching programme of the Master has already been reoriented in this direction with considerable success, witnessing the rapid growth in students that have registered since 2016.

Part III of this book will describe how the present academic staff of the Department is shaping the future of the discipline by trying to converge around a number of common themes that are linked to CSR 3.0.

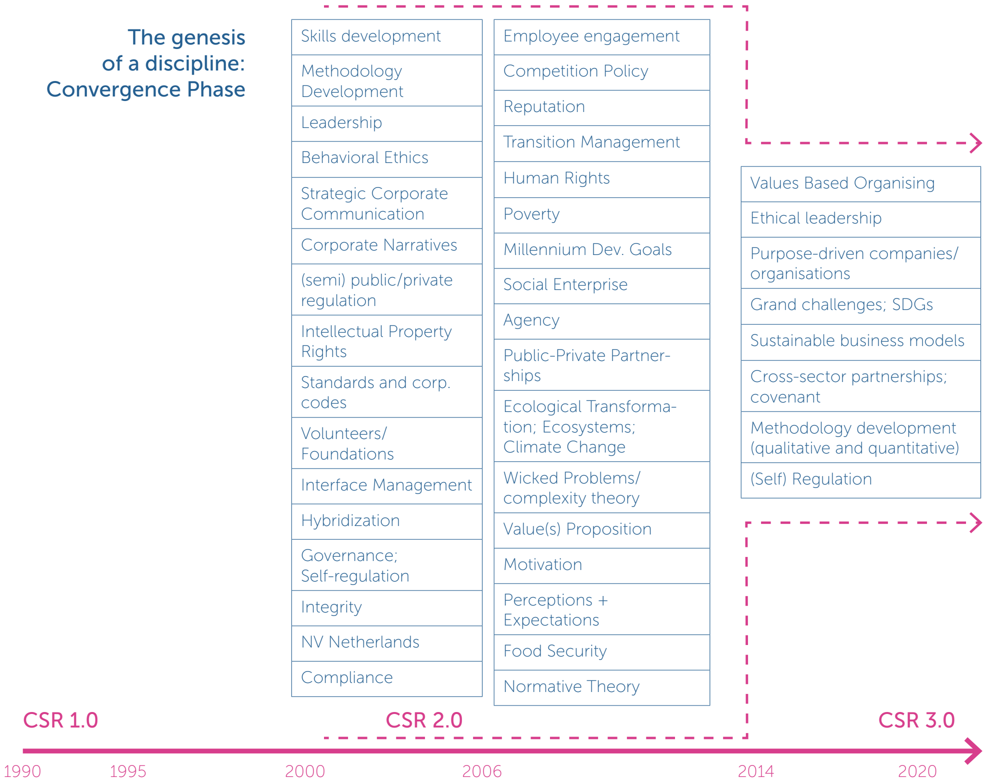

Figure 1.5 From CSR 2.0 to CSR 3.0: the Convergence Phase of the B-SM discipline

CHAPTER 2

CORPORATE COMMUNICATION AND THE B-SM DEPARTMENT

CHAPTER 2:
CORPORATE COMMUNICATION AND THE B-SM DEPARTMENT

Author | Cees van Riel

Introduction

A few decades ago very few Business Schools around the world saw the relevance of corporate communication. RSM was one of the first by starting the Corporate Communication Centre (CCC). The CCC is a research and executive education platform at the Rotterdam School of Management (RSM) of Erasmus University. At the start of the CCC every building block of this new discipline had to be invented, simply because an integrated communication approach in solving reputation challenges was not as common in the late 1980s as it is nowadays. Three developments increased the necessity for many Business Schools around the world to start with research and educational programs in corporate communication.

1. The necessity to be more transparent, embedded in professional corporate messaging, partly as a result of growing demands from better educated audiences in the Western world and partly due to regulation that forced companies to reveal and explain their actions.
2. Companies increasingly realized that ignoring criticism from stakeholders outside the customer base could have long lasting impact that could easily be avoided if they had dialogue with these stakeholders.
3. Top down management styles were no longer effective. Employees had to be taken seriously and had to be convinced to support company strategy, implying more attention for communication and training.

Nine years after the start of the CCC, RSM created a new Department: Business-Society Management. Corporate communication now extended its teaching activities from purely executive education to a Master level at RSM. The corporate communication group became one of the three sections of this department together with Business Ethics and a group of researchers interested in sustainability. Students at Master level could take elective courses in corporate communication in the master. Executive education continued to be the core of the activities at the CCC, especially the Executive Part-Time Master in Corporate Communication (MCC). This MSc for practitioners in the communication field was the first program in the world in this line of specialization.

Business ethics, sustainability, and corporate communication had a common interest in research and teaching as all three emphasized the necessity that future managers would be more effective if they realized the importance of being cautious about maintaining a license-to-operate in society. At the CCC we focused mainly on reputation and on building and maintaining an aligned workforce around corporate strategy. In our view, internal and external alignment with stakeholders will only work if mutually rewarding relationships are built. Our research and especially our Executive Education program have been important catalyzers in promoting professional reputation management in the business world. This chapter provides a short overview of the investments of the CCC team in the last three decades to build a corporate communication profession enabling practitioners to create and maintain a license-to-operate for their companies.

2.1 Building a new research area in corporate communication

1988–1992 Corporate Communication Research

Our research in corporate communication started in the early 1980s. A corporate communication program in the context of a Business School traditionally focused on developing presentation skills and other practical capabilities. Communication as a strategic tool to build mutually rewarding relationships with internal and external stakeholder groups was not a research topic in the Business School world in those days. We thus had to start from scratch at the launch of the Corporate Communication Centre in 1989.

In 1988 a first book was published about a more managerial focus on communication: Profiles in Corporate Communication in Financial Institutions (Van Riel & Nedela, 1988). This book showed how US and European top banks and insurance companies applied communication in daily practice. The study revealed that communication in this industry was poorly developed on both sides of the ocean. I realized how much companies could benefit if they applied the knowledge and insights we were teaching at the Business School. This may look obvious now, but 30 years ago strong Chinese walls were common practice between people in companies with a general management responsibility versus the dominant logic applied by managers in communication departments. However, gradually support for a more managerial approach in communication increased in the late 1980s, more or less in parallel with the development of the corporate communication discipline.

Building a new field of research and translating the insights to relevant advice for the daily practice in the communication area did not come out of the blue. At RSM many colleagues joined forces with us. Researchers from the Departments of Marketing, Finance and Organizational Behavior wrote articles in the Handbook Corporate Communication (edited by Cees van Riel in 1990). They actively participated in the first executive course that was organized at RSM in this area: Corporate Communication in Bedrijfskundig Perspectief. Many practitioners also took part in this program that was offered at RSM two evenings a week for nine months. Research based publications together with mutual learning processes (staff members shared their knowledge with practitioners but also the other way around) during these evening sessions increased the interest in the field of corporate communication and resulted in a range of ideas that were embraced by the business world. The following core ideas were perceived to be crucial in the future development of the new field of corporate communication:

a. A holistic approach in communication where corporate strategy was the logical starting point, integrating branding, employee alignment and external stakeholders.
b. Reputation became the key performance indicator for communication departments.
c. Aligning internal stakeholders around corporate strategy became a logical starting point for professional reputation management.

An important catalyzer in getting broad support for these ideas was stimulated by Identiteit & Imago (Van Riel, 1992) that became the standard text book in educational programs not only at RSM but also in all communication programs at universities and polytechnics in the Netherlands. The same happened with the translation of this book into English (and seven other languages (Principles of Corporate Communication, Prentice Hall, 1995) in many other countries.

1992-2018: Catalyzer of empirical research

Identity, Identification & Alignment

Research at the CCC has always specialized in identity and reputation. We developed measurement tools as we strongly believed that communication would only be taken seriously by top management if hard facts could be presented about antecedents and consequences of strategic communication efforts. Johan van Rekom (who sadly passed away far too young at the age of 50 in 2015) was the key driver of creating a measurement tool for organizational identity (1997, 2006). He applied the laddering technique to reveal the core identity traits according to beliefs among organizational members about what is enduring, central, and unique in their firm. Heugens et.al. (2002) conducted a more overall study about the impact of corporate communication on organizational performance and analyzed the impact of strategic management issues on stakeholder support around the introduction of GMO in Europe.

Identity and identification were the central focal point in various studies about employee alignment. This first publication showed the impact of employee communication on identification, resulting in the first RSM publication in the prestigious Academy of Management Journal in 2001 (Smidts, Pruyn, & Van Riel, AMJ, 2001). Mirdita Elstak et al. (2014) continued with this research stream in a study about projected and perceived identity. Her study showed that the self-enhancement motive, measured via attractiveness of perceived organizational identity and perceived external prestige, influences identification in crisis situations. However, its effects are diminished when considering the effect of the uncertainty reduction motive. In particular, in addition to affecting identification directly, this latter motive, measured via agreement with projected identity of the business unit and identification with a distal target (i.e., the parent corporation), decreases the effect of perceived external prestige on business unit identification. Simply said, the behavior of employees in crisis situations is affected more by what the company tells them (projected identity) than what they believe to typical for the organization in their own observation in crisis situations.

Mignon van Halderen et al. (2008, 2014) examined how organizations' impression management (IM) evolves in response to rising stakeholder pressures regarding organizations' corporate responsibility initiatives. In a comparative case study analysis over a period of 13 years (1997–2009) for two organizations (Exxon and BP) that took extreme (but different) initial stances on climate change, the authors found that when stakeholder pressures rose, their IM tactics unfolded in four phases: (i) advocating the initial stance, (ii) sense-giving to clarify the initial stance, (iii) repairing the image, and (iv) adjusting the stance. Van Halderen et al.'s (2014) study revealed three key insights about the evolution of IM in the face of rising pressures. First, when faced with stakeholder pressures, organizations do not immediately conform but tend to give in gradually when pressures increase and when they come from relatively powerful stakeholders. Second, the evolution of IM seems to be characterized by path dependence, i.e., even as organizations' positions evolve, they continue to show their conviction in their initial positions and try to convey that their subsequent positions flow logically from previous ones. Finally, IM involves navigating between symbolism and substance, and companies tend to strive toward harmonizing their symbolic and substantive actions as stakeholder pressure increases.

Another important research stream (logical follow-up of the 2001 *AMJ* article) is focused around employee alignment. Various studies have used theories to explain why employees are willing to support (or boycott) a new strategy in their daily behavior (Van Riel, et.al. 2009) and how the actual degree of support among employees around corporate strategy can be systematically measured (Van Riel, 2012). Building alignment with stakeholders in ways perceived as mutual rewarding or simply neutral is perhaps the most critical factor in a corporation's success.

Alignment is built primarily through communication. After gathering relevant intelligence about each stakeholder group, professional communicators craft persuasive messages and embed them in all interactions with those audiences, be it through speeches, print ads, social media, or lobbying. The core messages are also embedded in the firm's overall strategic plans. Communicators help the company choose between the two basic forms of building alignment, through a negotiation-based strategy or a confrontation-based strategy. The work is high art, balancing the demands and beliefs of the company's internal dominant coalition, i.e., the few individuals who actually run a company versus the differing desires and opinions of employees and external groups.

Reputation

A similar development took place around the topic of reputation. Onno Maathuis (1999) used empirical data to analyze the value of reputation (corporate brand) for customers and business unit managers. Guido Berens et al. (2005) investigated the effect of corporate brand dominance i.e., the visibility of a company's corporate brand in product communications on the relationship between corporate associations and product evaluations. Berens et al. (2005) measured the impact of reputation on customer perceptions by applying a semi-experimental design assessing the added value of the corporate brand ING for their sub brands Postbank and Nationale Nederlanden among customers and the general public in the Netherlands and Belgium. The study showed that corporate brand dominance determines the degree to which associations with the company's corporate ability and corporate social responsibility influence product attitudes, as well as the nature of the moderating effects of fit and involvement. A few years later, Fred Gertsen (2009) illustrated the how and why of professional reputation management on perceptions around financial restatements. Yijing Wang (2013) showed the relevance of company reputation on advice given by financial analysts about the financial evaluation of listed companies. Finally, Andrew Moniz (2016), who applied sophisticated statistical textual analyses techniques, showcased that reputation as for example reflected in Glassdoor will predict upward or downward movements in companies' stock price of companies.

The importance of reputation as a crucial barometer for a business firm to assess the license-to-operate in society is broadly acknowledged in practice. A key problem until the 1990s was the lack of data on a global scale enabling both researchers and practitioners to show the reputational assessment of various stakeholders about the firm with hard numbers. The Most Reputable 500 Companies published by Fortune (owned by Gray Management Consultants) and a range of different measurement instruments around the globe did not help firms to define clearly when external perceptions were below or above par. That is why

Charles Fombrun (Stern Business School, New York) and Cees van Riel of RSM/ Erasmus University joined forces 21 years ago. The overall idea was to build a new field of research in the area of reputation management within the context of a Business School.

The first step was launching an academic journal: Corporate Reputation Review in 1997. The next step was working together on a tool that could be used to measure reputation in a similar way among various stakeholder groups, various industries, and various countries. This ambitious goal took a lot of time and effort to implement. After the inaugural article in CRR (Fombrun & Van Riel, 1997) in which we showed how various disciplines developed theories and empirical research around reputation, we developed the Reputation Quotient (RQ). The first data gathered in six countries around the globe were published in the book Fame & Fortune (Fombrun & Van Riel, 2004) in which we analyzed the typical characteristics of companies with a high reputation. In sum reputation leaders are known by many relevant stakeholders, they are authentic, consistent, and transparent in behavior and messaging, and they are distinctive in what they do and say compared with firms in the same line of business.

RQ was the first attempt to develop a reputation measurement tool that could be applied on a global scale among various industries, stakeholders and countries. Our source of inspiration was the world of financial management where uniformity exists about crucial success indicators such as EBITDA, OCF (operating cash flow) and current accounts receivable. enabling any investor in the world to assess the value of a company. After we had refined the measurement tool to RepTrak, it became possible to track and trace perceptions in three dimensions: (1) the emotional appeal (Pulse), (2) the drivers of this emotion (seven clusters divided into ability and responsibility factors) and (3) the behavioral consequences of the emotional appeal (i.e., purchase intention, willingness to work for the firm, etc.). This enabled us to construct a global database so that the researchers (and many others) at the CCC could test the impact of reputation on factors such as purchase intentions, firms 'financial evaluations, employee satisfaction, and foreign investments. The successful penetration of RepTrak (now applied by at least one third of the largest 2000 companies in the world) was simplified by technological innovations of the Internet. Perception data could now be gathered at a relatively low price and above all at high speed and frequency, enabling companies to track and trace longitudinal trends in the perceptions around their companies. This helped practitioners in stimulating support for a professional strategic communication role inside companies. No doubt it has also helped researchers to finally have a global dataset to do serious research that can be published in the top journals.

2.2 Recent developments in corporate communication

New developments are available to integrate insights based on perceptions with what various stakeholders express about a firm in (social) media. By using NLP techniques, we can now apply self-learning algorithms to analyze the context of the meaning of messages expressed by stakeholders, enabling a firm to understand why perceptions are negative (or the other way around). Based on these rich insights, companies can start a dialogue with stakeholders, resulting in either a better understanding of the firm's behavior among stakeholders or of a fundamental shift in the company's strategy.

Another important new development is analyzing insights about the topics people consider to be crucial in a specific industry. Many reputation studies in the past analyzed the degree to which stakeholders agreed with what the company liked to evangelize the world about. A new trend, which is again rooted in high tech developments like big data, enables firms to clearly understand what people expect companies to focus on. Quite often this is rather different from the core focus points in their product market offerings.

Corporate communication is increasingly acknowledged as being crucial in areas outside the business world. The Police, the Red Cross, museums (Van Riel, 2018) and many others take reputation very seriously for the same reasons that evoked this trend in the business world a few decades ago. Public organizations or blended ones are increasingly forced to secure explicit and especially implicit support from society to continue their license-to-operate (Van Riel 2018). They will have to develop the same type of managerial skills that are now common in the business world. No doubt, the Department of GBSM can offer research insights and educational training to take on these challenges in a professional way.

Part II

A VIBRANT COMMUNITY: ALUMNI ACCOUNTS

INTRODUCTION

Part I documented the 'genealogy' of an integrated, and societally relevant scientific discipline – partly as the result of the interaction with societal themes and the ambitions of a leading business school (RSM). The relevance and appeal of a discipline is of course also influenced by a *demand side*. Part I documented that for business schools (and other academic institutes), societal relevance and impact has become increasingly important. RSM 3.0 consequently strives for the 'validation' of developed knowledge. Societal relevance also presents a dynamic process in which supply and demand have to be tweaked. One important way of doing this is by becoming a platform of choice for young students that want to learn the proper skills to start a career in areas of sustainability. Another way of achieving this is by involving society in the teaching and research programme, in particular by involving generations of alumni.

The Department of Business-Society Management has become a 'selection environment' for a large variety of people that want to contribute to sustainable business practices. In twenty years more than 1200 students obtained a Masters in the various programs of the department. Many of these (around 85%) followed the pre-experience Masters programme – implying they were approximately 22-25 years of age at graduation. Fifteen percent of the total population followed the part-time post-experience Master program – implying that they graduated at an age of 35+. The participation of various generations of students illustrates the evolving motivation to start a career in this area (i.e., the masters as a stepping stone for a career). But unlike specific 'job' oriented masters – like accounting or marketing – a Masters in sustainability issues is not directly linked to specific jobs. The job perspective was least obvious in the first ten years of the existence of the B-SM program. Part I also showed that with the 'mainstreaming' of sustainability as a positive challenge for companies – the mood has changed. But that does not imply that pre-experience alumni would immediately find a job in this area. So, the narratives of the various generations of students over the past 20 years tell an interesting story on the demand side of the new discipline. How receptive has society been for young professionals? How many of the alumni have set up their own business or reached positions in what type of organizations with what kind of profile? What skills and topics have alumni consequently been able to use and further develop?

By following the stories of the various generations of alumni, this part documents the demand side of 'mainstreaming' sustainable business ideas. Following Part I we distinguish three more or less equal periods in which the Master cohorts graduated (i.e. after the start-up phase of the department): (1) 2000 – 2005; (2) 2006 – 2012; (3) 2012-2017. These periods also run parallel with some of the changes in the curriculum, in response to societal developments (Part I). We approached a selection of our alumni from each of these periods to provide a personal account along three questions:

	What motivated you to start a Master in this area?
	How did this influence your career?
	What topics and approaches that the Master introduced to you are you still using in your present position and what impact on sustainability are you making?

Some of the alumni closely followed these questions, others came with their own story. All, however, produced testimonies of the various dimensions that are needed to 'mainstream sustainable business' from at least seven different angles: Government, big (multinational) corporations, social enterprises and smaller corporations, investors, NGOs (non-governmental or civil society organizations), research and consultancy, media and education.

This part shows their stories and contributions in their own words. It provides a rich pallet of narratives, but also a test of the sophistication and applicability of some of the key insights taught at the Department of B-SM over the years. The *wordle* covers the key words that a representative sample of alumni spread over three periods since 2000 have listed as most relevant.

Key topics for mainstreaming sustainable business in practice: the experience of B-SM alumni

2000-2005 period

2006-2011 period

2012-2017 period

1990s – 2005: THE EARLY YEARS

Alumni	Lars Moratis
Quote	'Reflective practice is needed for sustainability to thrive'
Topic of Thesis	R&D strategies in company-university partnerships
Position(s)	Founder Impact Academy, Professor NHTV Breda University of Applied Sciences, Professor Antwerp Management School
Year of graduation	2000

I remember specializing in what was then called B-SM as a kind of academic revelation. Up until that point, studying business administration at RSM had turned out to be rather disappointing to me, leading me to consider other institutions, or even quitting the field entirely. While the word "revelation" may sound like an exaggeration, the specialization at least provided me with a new perspective on studying business. At the time, I considered it as an invitation to be part of an endeavor that promised to be different from the experience I had with studying business administration, so far. In addition, one of the main reasons I applied for this specialization was—to be perfectly honest—a lack of students in the previous cohorts of its predecessor (a specialization called Public Management). While the choice for B-SM was guided by something one could call "purposeful naivety," in hindsight I have come to appreciate it as a sprouting process of normative professionalization that has given me some key insights that still underpin development in both my professional and personal life.

The first insight is that one can only understand and make sense of business and the roles and responsibilities it has in society by combining the epistemologies of different academic disciplines. While business administration as a field of study is arguably founded on the ideas of multi- and inter-disciplinarity, having worked at several business schools—both at academic universities and universities of professional education—has led me repeatedly to conclude that these institutions are hardly delivering on their promise. In my experience, inter-disciplinarity is an academic ambition at best and an institution's sales pitch at worst. However, I have learned that looking for and cultivating inter-disciplinarity truly opens new horizons for both academic work and innovative professional practice. Inter-disciplinarity sheds light on the unexplored caves that are to be found along the proverbial shoreline of business and society. Uncovering epistemological synergies, inter-disciplinarity is the searchlight for a better world. It should be noted that this requires an emergent and recursive, rather than a planned and linear, process, based on an attitude of curiosity, exploration, and trial and error. To me, this is something fundamentally different from the "silo" approach that still seems the norm in business and the academic and professional institutions that prepare the next generation of managers and leaders. As a discipline, business and management studies still tends to be characterized by organizing epistemologies in splendid isolation, rather than enabling fields of knowledge to mix and be mutually enriching. I think that true inter-disciplinarity has the promise to lead to a new ontology of business—an ontology that captures complexity, contests artificial intellectual boundaries, and recognizes the relational interaction of business and society as an ongoing, negotiated becoming of both. In a sense, sustainability therefore is a re-legitimation of the field of business administration and could turn out to be the savior of the contested institutions and practices of management education.

A second key insight that I took from my time with B-SM is that it is both important and rewarding to debate oftentimes widespread and seemingly uncontestable assumptions—assumptions about what business is for and what companies' roles and responsibilities in society are, but also the assumptions underlying sustainability. In the course of time, the expanding stream of so-called "critical studies" has caught my attention, and I have tried to contribute to challenging, revising, and developing some ideas through academic articles, op-eds, and educational activities. For sure, the field of sustainability itself is also fraught with assumptions that can and need to be challenged. Among them are the perverse use of business-case approaches to implement or evaluate sustainability, the assumption that corporate social responsibility may happen without legal mandates, and the anti-democratic nature of sustainability. While these are not always the most popular themes to address or to build one's profile around (from either a business point-of-view or that of the sustainability movement), I am deeply convinced that such questioning is indispensable to further the field and better the world. There may be reasons why decades of sustainability efforts in business and society have only had a small effect on improving the state of our planet. Moreover, I've found that developing a critical view tends to provide some of the most intellectually stimulating experiences. Looking back, choosing the B-SM has been a choice for challenging ingrained assumptions that I, as a management student, had about business-society relationships, and confirmation of the feeling I had during business school of needing to find ways to change a culture that seemed too driven by the market. One of my main learnings has been that it is essential—literally "of the essence"—to understand markets and business as social constructions which have designed-in moralities that can easily crowd out the values we (should) hold most strongly as a society.

Third, I consider entrepreneurship as an important vehicle for developing sustainability. Entrepreneurship, as I see it, is not so much a business-building activity, but rather an attitude that fosters exploration and innovation through bricolaging and trial-and-error. When one considers sustainability as a collection of wicked problems, it is this type of attitude that may shed needed light on, or open up new routes for, developing proper solutions. Entrepreneurship also relates to the academic entrepreneurship that I have tried to pursue, beyond the confines of a single university and at the interface of theory and practice. Taken literally, the word entrepreneur signifies a "between (entre) taking (preneur):" acting on the spaces between worlds, including that between business and society, different disciplines, and even work and life. In a sense, enterprise relates to working in the twilight zone of an uncertain and unknown becoming—a notion that should sound familiar to any sustainability professional. It is my experience that some of the most interesting, yet underexplored, themes in sustainability exist at these interfaces, and that the most exciting ideas can be developed exactly there. In addition, I also consider entrepreneurship as a coping mechanism for dealing with the "dark side" of sustainability. In the end, working in the field of sustainability means working in a context of social and environmental problems, systemic obstinacy, and—for many people in the world—personal hardship. While I have respect for anyone putting in the effort to reverse that situation, sustainability is not exactly a success story, and working on it may well feel like adding only the proverbial drop to the ocean. Cultivating an entrepreneurial attitude harnesses a kind of energy, enthusiasm, and naivety that is both needed and fulfilling to keep working on a quest and progress. I recall my time at B-SM as a rewarding, entrepreneurial period that invited me and my fellow students to co-create the programme, providing room for (not) choosing certain curricular activities, exploring routes for professional and personal development, and simply trying to start making a difference in our own way.

Evoking patterns of reflective practice, these three insights have contributed to my professional development in the field of sustainability. I consider them to be mutually reinforcing pillars of a continuing process of normative professionalization that serves as a breeding ground for academic work, for professional practice, and for generating new ideas where these two contexts overlap and inspire each other. Interdisciplinarity, critical studies, and entrepreneurship support me in understanding and making sense of sustainability as a field of inquiry. As a value-driven framework, it provides the architecture for vibrant and just business-society relationships, also as a process that challenges me to relate to life and its meaning. It is against this background that I share the quote below by Donald Schön from his book, *The Reflective Practitioner: How Professionals Think in Action*, as it reflects wisdom, responsibility, and ambition for any (aspiring) sustainability professional:

> *"In the varied topography of professional practice, there is a high, hard ground overlooking a swamp. On the high ground, manageable problems lend themselves to solutions through the use of research based*

> *theory and technique. In the swampy lowlands, problems are messy and confusing and incapable of technical solution. The irony of this situation is that the problems of the high ground tend to be relatively unimportant to individuals or society at large, however great their technical interest may be, while in the swamp lie the problems of greatest human concern. The practitioner is confronted with a choice. Shall he remain on the high ground where he can solve relatively unimportant problems according to his standards of rigor, or shall he descend to the swamp of important problems where he cannot be rigorous in any way he knows how to describe?"*

While I hold this quote dearly, as a guide for both my professional and personal life, I do not entirely agree with the choice Schön poses. To me, sustainability—and, indeed, life—requires us to build conduits connecting the high grounds to the swamps, to enable learning, progress, and flourishing. In my view, reflective practice should lead to patterns of reflexivity in thinking and doing in order for sustainability and for us, humans, to really thrive.

Alumni	Natalie Righton
Quote	"Trade is not the solution to all poverty problems, but neither is business the source of all evil"
Topic of Thesis	Trade and aid, a good combination?
Position(s)	Diplomatic Press officer & communications advisor NGOs; Journalist Foreign desk, Afghanistan Correspondent & TV producer Volkskrant, VPRO; 2012 Prizewinner DE TEGEL; Book author; correspondent Volkskrant
Year of graduation	2000

Trade is a filthy word. That was basically the message that my peers—who were studying development cooperation—were telling me in the nineties. I was a young business student who became interested in the field of foreign aid. I couldn't blame them for their pessimism; everybody who was involved in aid work in those days was negative about businesses trying to offer their support. Accepting help from the business community in poverty alleviation was taboo, because NGO-workers were convinced that the sole purpose of businesses was to make profit for themselves. Of course that could never, ever benefit "those poor Africans," they thought.

I was a stranger to the aid sector in those days. I studied business and was determined to write my thesis on the effect of Dutch business investments in some of the poorest countries in the world, but I knew little about the topic beforehand. I got quite far and titled my thesis: "Entrepreneurs Wanted!" Like all brilliant theses from that time, mine also disappeared in a bottom drawer, never to be heard of again.

Until recently. I moved house and I found my 18-year-old thesis at the bottom of an old box, covered in dust. As I was looking through the pages, my eye was caught by some sentences that were quite revolutionary for those days.

For instance, the slogan of Oxfam Novib's remarkable donor campaign: "Do not give them fish, but a fishing rod." In the nineties that was really considered as something new. There was also an organisation called Solidaridad, which introduced the term "fair trade" in the Netherlands. In 1996 some bananas in Dutch supermarkets suddenly had a sticker with Oké on it. Quite soon, most Dutch people knew: If there's no Oké sticker on a banana, then you know that the farmers who grew the bananas were probably forced to work under terrible working conditions for way too little money. Nowadays fair trade is no longer a revolutionary idea.

Political turn

The Dutch aid policy really started to change during Prime Minister Mark Rutte's first cabinet (2010-2012). Mr. Ben Knapen became Minister for Development Cooperation. He shocked NGO's in the Netherlands by drastically reducing the number of partner countries which would still receive money from the Dutch government. Mr. Knapen and his colleagues introduced jargon, such as "efficiency of aid" and "effective strategies for economic aid."

From the year 2010 on, the introduction of business language into the NGO-world was unmistakable. Fortunately for the more old-fashioned aid workers, there was, in reality, still a strong separation between their work and that of businesses. Yes, Mr. Knapen was the minister of foreign aid, but Mr. Henk Bleker was the minister for foreign trade. The two portfolios were strictly separated from each other.

Then Mrs. Lilianne Ploumen came to the stage. She became the first minister for trade and aid, in Rutte's second cabinet (2012-2017). She was also the first Dutch politician who dared to say aloud in the media that the Netherlands was increasing foreign trade deals with poor countries, instead of giving them extra foreign aid. Her assumption was that this would be better for the development of those countries. "Everyone will benefit from this!" Ploumen said enthusiastically.

At the beginning of 2013, I accompanied Minister Ploumen on a field trip to Ethiopia, where she unveiled her plans for the combination of trade and aid. As a *Volkskrant* journalist I wrote a news story about her ideas, and—as often happens—my editors later added an overwrought headline above the article. "Developmental aid will disappear, says Ploumen" appeared in large letters on the front page of the *Volkskrant*. That choice of words from the editorial staff went perhaps a tad too far. But the tone was set.

The minister is crazy

As a journalist I have noticed that, generally, two types of reactions can be expected when a minister announces a new policy. The first reaction is: the minister has completely lost her mind and has officially gone crazy. The second: this "new" policy is really nothing new, because we (the beneficiaries) have been doing the same thing already for years. The reaction of the aid sector to the new policy document from Minister Ploumen was the first variant: that she had lost her mind.

By that time I had already interviewed Minister Ploumen quite a few times, and I often travelled with her to write about her work. A few things stood out during those field trips. She had a lot of energy, for instance, liked to laugh, and kept going when everyone else was exhausted. But crazy? No, I'd never seen evidence of that.

So when aid organizations recovered from the shock of the new policy a few weeks later, I called their spokespersons again to hear if they still thought that the minister was crazy. The reply was that, on closer inspection, the minister was not insane after all. However, she was a bit of a late-adopter, of course; didn't she know that NGOs had been including businesses in their work for years already? If I am not mistaken, Solidaridad even called Ploumen's new aid and trade policy, "the crown on [their] work."

Acceptance

Accepting the fact that businesses can actually play a positive role in poverty alleviation went so fast in the Netherlands, that with the appointment of Minister Sigrid Kaag, in 2017, hardly anyone bothered to mention that foreign trade and aid were again connected to the same ministry. Most Dutch NGOs decided that complaining about it would sound a bit…well…outdated. By 2018 the combination of trade and aid has become so common place that even aid workers, nowadays, have business cards with fancy job titles such as "business advisor" or "consultant agri-economics." Or, what to think about: "marketing officer?" That's how fast the acceptance of new policies can go. Eighteen years after my thesis, something remarkable has happened: trade is no longer a filthy word in the aid sector.

I first learned about the positive side effects of foreign direct investment on poor countries from professor Van Tulder, at the Erasmus University. In practice, I learned the nuance that trade can be beneficial, but is certainly not the solution for all poverty problems.

During my journalism career I worked in war-torn Afghanistan for three years; there I saw with my own eyes how public life in many places came to a standstill due to the fighting. Up until this day, only a few shops and factories are still open. Trade is hardly successful in a country at war. Who dares to transport goods from one place to another when chances are very real that you will get caught in the line of fire?

Afghans who were already poor have lost their jobs because of the war. Most young people have stopped going to school. Doctors and plumbers are no longer trained. Within two generations a relatively prosperous country has been thrown back into the Middle Ages.

Alumni	Hugo Sietses
Quote	"In an environment with energy and passion, creativity and productivity flourishes'
Topic of Thesis	The fragmented interest representation of big Dutch business in the European Union
Position(s)	Finance Director ExxonMobil Chemical Europe, Africa & Middle East and JV Board Director
Year of graduation	2000

The energy and enthusiasm of a small department, in combination with a personal interest in the ways that the objectives of commercial enterprise and other groups in society sometimes conflict, but also, very often, complement each other.

B-SM (BSM) was very much a "big picture" and "think outside the box" major, and, in hindsight, this served as excellent management training. The emphasis on skills development and the international dimension also added to that. But the programme proved to be not only useful, but inspiring. It was visionary, touching on topics of the future. Working for an oil and gas company, I find that many of the B-SM themes are in play every day. And being on the inside presents unique challenges and opportunities for me to do something with the knowledge and ideas I gained in university.

My thesis was on the ways that large corporations organize their interest representation at the European level. The conclusion was: this is fairly fragmented. Eighteen years later I'm involved in discussions around sustainable finance (specifically, EU thinking about the ways to integrate sustainability considerations into financial policy frameworks). If I were to rewrite my thesis, I don't think the conclusion would be very different. It is, however, a lot of (professional) fun to be exposed to these topics. That being said, over the course of a career you get to see many things, most unrelated to your studies. I still find that every time I get to work in an environment with the same energy and passion as I experienced as a B-SM student, creativity and productivity flourish. Perhaps this is the hidden secret of B-SM success: it shows you how to make a positive impact.

Alumni	Ronald Wormgoor
Quote	"to achieve a more sustainable society requires establishing joint (overall) goals"
Topic of Thesis	Liberalisation of the electricity sectors in France, Germany, Netherlands and Belgium – creation of a single EU market?
Position(s)	Reliant Energy Europe, Diplomat ministry of Foreign Affairs, Deputy director international Affairs Ministry of Infrastructure and Water
Year of graduation	2000

One of the moments of the major Business Society Management that I still remember vividly, it must have been in the first half of 1999, is the presentation that started with a picture showing with a large number of foreign company flags at the Zuidas in Amsterdam and the starting question: "Did you know that the Netherlands has more foreign headquarters than Germany?" A lively discussion started on the dilemmas associated with the Dutch policy to attract foreign companies by providing with, among others, a very beneficial tax regime for foreign companies. An effective measure for a medium-sized economy like the Netherlands to 'level' the playing field with larger countries with bigger markets. But it was ,a policy that could lead to negative consequences, for developing countries for example, as companies pay lower overall taxes that are much needed for public services. In my view, this case This afternoon is in my view is a great example of the inspiration offered throughout the major BSM: to look beyond the business sector and take all societal and international dimensions into account.

Many insights I developed or understandings I picked up during the major BSM major are still relevant to me both professionally and personally. Personally, two things stand out: the attitude to reflect on my own skills and capabilities and the need to stay close to my intrinsic motivation in whatever I do. Professionally there are many, but let me single out the importance of always having a multi-dimensional or multi-stakeholder perspective on my your work.

In my first job as a business analyst for the American energy company, Reliant Energy, my knowledge and skills acquired during the BSMit helped me to assessing the economic, financial, ecological, and regulatory dimensions of the investments made by the company to benefit from deregulating markets in Europe at the beginning of the 2000s. It worked well for me, until the financial crisis and the Enron-affair forced the company to withdraw from Europe.

In one of my first jobs for the Ministry of Foreign Affairs as a diplomat in the West Bank and the Gaza Strip, the multi-stakeholder approach helped making sense of the complex situation in which we implemented our development projects. Our aim was to assist local farmers to continue their business in a volatile security situation. It required not only to improve the business case for producing Palestinian flowers and vegetables, but also to address political and security concerns in order for them to serve local and international markets.

Multi-stakeholder co-operation has probably been most prominent in my job as Dutch team leader for the negotiations on the Sustainable Development Goals that were agreed by 193 member states at the UN Summit in September 2015 in New York in September 2015. It was the first time the UN agreed on a broad set of goals to address the most important social, economic, and ecological challenges the world is facing today. It was an agenda for all, for governments, companies, philanthropists, academia, and non-governmental organizations, etc. Many have since been of them are working hard on implementing these SDGs.

Based on the last 19 years, I believe that to achieve a more sustainable society requires breaking through the silos of business, government, and society by establishing joint (overall) goals, defining clear actions, building alliances to benefit from each other's strengths, and negotiating on differences, and, ultimately, holding each other accountable on progress made. Multi-stakeholder co-operation will not solve all our problems, but without it, we will not even start to tackletackling the challenges of today.

In July 2015 during the final days of the Financing for Development Summit in Addis Abeba, an important stepping stone towards the SDG Summit in September, all UN member states agreed on new and ambitious goals to improve transparency and co-operation on international taxation, in particular for developing countries. The Netherlands' delegation, of which I was a member, had worked hard to move forward this agenda by offering assistance to developing countries and by re-opening bilateral agreements with them. It reminded me ofFor me it sort of squared the circle with the an afternoon in early 1999 in the classroom of the major Business Society Management when around 20 students majoring in Business Society Management were discussed the consequences of the Dutch international taxation policy the Netherlands for developing countries.

Alumni	Aty Boers
Quote	"Agility needs to be connected with sustainable results"
Topic of Thesis	Impact of information technology on commercial temporary employment
Position(s)	Owner Valuebridge consultancy, Coaching Calender, writer
Year of graduation	1994

What intrigues me in human society is that people can be so strongly driven by ideas. Both to follow exceptionally bad or incredibly good causes. The same goes for businesses and workplaces. People can make a difference by making the right choices. Considering the impact of our decisions can help guide us in making them. I have also always been interested in the way people experience their work and their workspace. Why do some people find fulfillment in their work, while others feel like they're imprisoned? How can we make organizations have healthy environments?

My thesis, investigated the impact of information technology on temporary work flexibility. The broad approach to organizational design and strategic decision making that I learned in this assignment made me pursue a career in business consultancy, focusing on the impact of IT on organizations. I helped organizations in many sectors improve and redesign their processes, and I've been active in developing this subject area by means of "The BPM-forum" and publishing "The BPM-book." In my assignments I always focus on motivation, what drives people, and have learned that motivations make the difference between success or failure in organizational transitions.

I believe that all members of an organization have a choice whether to make a difference or not. This motivated me to publish 16 editions of *The Coachingskalender* and a series of books to empower people to make small changes, the "Help-bibliotheek." The broader perspective on business motivated me to start my own 7 years ago: Valuebridge. Valuebridge is a niche consultancy firm that has as its mission, "building meaningful companies." We do this by linking organizational identity and positioning to meaningful transitions with durable impact.

I learned that to achieve "sustainability" it is important to have sustainable organizations, ones that can adapt to their environment and focus on long term contributions to society. To do this, management must realize that this way of thinking does not imperil short-term results. That's why, in recent years, I have been working to connect "agility"—a management idea that gets lots of attention at the moment—with sustainable results for all stakeholders. This has also lead to the publication of a book, *De 10 principes of Agile-lean teamcoaching*, which will also be published in English.

Agile (-Lean) Team coaches aim to support teams that must repeatedly take significant next steps by keeping the focus on increasing value. In doing so, they connect the teams to where the organization stands. The method is based on the belief that there is always something to learn from every team. Which intervention will be used depends on the team, the characteristics of the organization within which that team functions, the quality and vision of the management, and the characteristics of the stakeholders with whom alignment must be sought.

Alumni	Xavier van Leeuwe
Quote	"Taking the human perspective and empathizing is central to the leadership the company needs"
Topic of Thesis	Battle of the Fuels, how network effects influence the choice of future alternative fuels for cars, like hydrogen
Position(s)	Reporter Financiele Telegraaf; Project Manager TMG; manager new business (Volkskrant); director marketing and data (NRC); Director Consumers TMG
Year of graduation	2001

B-SM (B-SM) was highly attractive to me in two ways. First of all, I was never in it for the money. I started business administration to improve my organizing skills. I also thought private companies were the best place to learn, rather than the public sector. But in my third year, just doing things right was not enough. I also wanted to do the right thing. To empathize with employees, for example, or to make business more environmentally sustainable, to see beyond the dikes of the Netherlands. I wanted to make a dent in the universe. B-SM ticked all the right boxes, the perfect combination of having societal impact and achieving better results.

My second motivation was B-SM's personal approach to improving personal skills. In a small group of highly motivated students, we worked on our negotiating skills, argumentation, writing, presentation, and thoroughly understanding a problem before jumping to the solution. We aimed high, trying to be the best of our generation of students.

I now work in the news media, at a private company with public goals. After having been a journalist for four years, I switched from editorial to the business side. I worked my way up from project manager in a staff department to director of NRC. Now, at TMG, I'm managing over 600,000 paid relationships with readers. My goal is to create as many reader relationships as possible and to make enough money (not necessarily maximizing profits) to do the kind of journalism we think is important for society. I still aim high. I try to be the best in the media industry with my team, innovating through improved customer relationships, and using the right data to understand what is effective and what is not. Our ambition is not limited to the Netherlands. We want to be the best in the world.

I also wanted to give something back by sharing what we had learned, so that other companies could create healthier businesses, in media or elsewhere. Through my management book, *The Relationship Economy*, I hope to increase my team's impact. In the book I try to show how small and large organizations can harness the power of data and gain deep insights into customer needs. Managers have to punch through the big data hype and look for the real drivers of their business, collect those insights, and transform them into real improvements.

I use my sharpened skill-set every day at work. Believe me, you will need all those skills, getting the maximum out of each interaction with colleagues, investors, and suppliers. Taking the human perspective and empathizing is central to the leadership the company needs. I meet with every team member (totaling to 220) and interact with customers personally. By growing the number of paid readers and the financial bottom line of the companies where I work, bucking the downward trend, I try to create a sustainable future for independent journalism in the Netherlands and abroad.

Alumni	Carola van Lamoen
Quote	"All those students who warned me about unemployment were very wrong"
Topic of Thesis	Sustainability Reporting
Position(s)	Trainee min.Finance, senior policy advisor privatisations & governance (min. Finance); senrio corporate governance specialist Robeco, Head of active ownership Robeco
Year of graduation	2001

"Business-Society Management? Isn't that the minor that educates you to be unemployed?" This was the question that several other business administration students asked me in 2000, when I chose my minor. B-SM intrigued me. Companies don't act in isolation but have many stakeholders to deal with, including their shareholders. How do companies, governments, and stakeholders interact with each other? What is the role of companies in the world? These questions fascinated me and were among the main reasons I chose B-SM. I also liked the small, interactive classes, a great relief after many years of big, anonymous classes.

The programme further triggered my interest in the interaction between companies, governments, and stakeholders (including shareholders), and greatly influenced my career. I started to work at the Ministry of Finance, where I was involved in the corporate governance of state-owned companies; where possible, I worked on privatizing them.

In 2007 I switched to the Dutch asset manager Robeco, where I still work on improving the environmental, social, and corporate governance (ESG) behavior of many companies in Robeco's portfolio. I started as a corporate governance engagement specialist, and since 2013 I'm head of Robeco's "Active Ownership team" (an international team of 13 people based in both Rotterdam and Hong Kong). We talk with around 200 companies in Robeco's portfolio each year, about ESG topics, with the aim of improving their behavior.

Robeco manages around 150 billion euros in assets and is a shareholder in thousands of listed companies. Being a shareholder comes with responsibilities, and being a responsible steward is of growing importance for many clients (including many pension funds).

My team is in active dialogue with companies on a wide variety of ESG topics. How are big pharmaceutical companies working on access to medicine? How can palm oil companies prevent deforestation and improve their human rights approaches? As well, topics including 2-degree scenario planning of oil and gas companies, supply chain management of textile companies, and waste reduction of technology companies are discussed.

We collaborate with other big investors around the globe. For example, in May 2018, we posted a joint letter with 60 international investors in the *Financial Times*, requesting oil and gas companies to step up their efforts transitioning to a low-carbon world. We also co-file shareholder proposals at shareholder meetings about ESG topics. In 2017, for example, we co-filed a shareholder proposal at McDonalds's annual meeting, asking the company to reduce the use of antibiotics in their meat supply chain. Over 37% of all McDonalds investors supported our proposal, and, although this is not a majority, the signal was strong enough for McDonalds to take action in the right direction. I am also in dialogue with NGO's that approach Robeco, asking us to divest from palm oil companies in Malaysia, or oil-sand pipeline companies in the US. It is important to listen to their concerns and explain our approach and actions.

It is fascinating to see that many big asset owners in Europe, the U.S., and Asia are quickly speeding up their sustainability investing efforts. With my team, I am also educating clients worldwide about how to make their investments more sustainable. The scientific evidence shows more and more clearly that companies with sustainable business practices have better risk return profiles and are, therefore, more interesting for long term investors.

To summarize, I work in the very dynamic world of active ownership, a concept that hardly existed 12 years ago, but that is now rapidly growing around the globe. I am glad that my interest in sustainability was further unlocked by the inspiring B-SM master's, 18 years ago. And I am relieved that all those students who warned me about unemployment were very wrong.

Alumni	Alex van der Zwart
Quote	"The B-SM Societal Triangle is a tool I still use in every classroom."
Topic of Thesis	The effectiveness of the Reputation Mechanisme in case of NGO's accusations of business misbehaviour
Position(s)	Lecturer BSM at RSM; Master programme coordinator BSM; Participant CSR Academy; parttime PhD research; Freelance Business consultant Concernz (current); Lecturer at various (Applied) Sciences Institutes
Year of graduation	2002

Hunger for knowledge and grasping the bigger picture stimulated me to eventually choose B-SM (B-SM) for my master's. After finishing my bachelor's degree in International Marketing, I was interested in the more global and societal topics of sustainability, corporate reputation, and strategy. The B-SM programme would look beyond the narrow marketing focus typical of shareholders. Corporate Social Responsibility (CSR) would soon become a boardroom topic, no doubt about it. After writing my master's thesis, I had the opportunity to work as a lecturer and master's coordinator at the B-SM department for several years. I have seen the department grow from ten students to eighty!

My choice of B-SM has influenced my professional career tremendously. After the book I co-wrote with Rob van Tulder was short-listed for management book of the year (see box 2), I decided to also assist firms and other organizations to implement CSR strategies in their daily business (concernz.nl). For almost fifteen years now, I've worked with diverse colleagues, such as from CSR Academy, to create awareness for the necessity of CSR in every business area.

Enjoying the friendly, small-scale way of teaching at B-SM, I also decided to stay within education part-time. I focus on teaching and research into the B-SM topics in the applied science areas of education (at the Hogeschool Inholland Delft) as well as post-academic studies at the Erasmus School of Accounting & Assurance.

Today I'm still using what I learned in the department in my consulting work and in higher education, here and in China. The B-SM Societal Triangle is a tool I still use in every classroom. As a professional, you have to continuously learn and keep up. The new publications of my B-SM colleagues are on my priority list.

I have fond memories of the early years at B-SM. The programme's broad view of global topics and the link to organizational boundaries and strategies are still fresh in my mind! I'm ready for the next 20 years of impact and sharing knowledge with young professionals. Keep up the good work.

Alumni	Marlies Franken-Overbeeke
Quote	"Contributing to sustainable development goals can be done in a profitable way"
Topic of Thesis	Reaching the Bottom of the Pyramid
Position(s)	Strategy, brand & marketing management, R&D management
Year of graduation	2002

Flashback to March, 2000, my first encounter with the major called B-SM, starting as a student assistant. It was not only a very pleasurable working environment with a great team, but also a period of valuable learnings. I distinctly remember being tasked with manually filling a database, which literally meant copying figures from one source into an Excel file. Whilst buried in Excel, I wondered if this was the best use of my time; but later it became clear how the numbers actually subconsciously stuck and gave me a very good sense for data. Either way, when it was time to choose a major this was the only logical choice for me, combining strategy with important challenges in society. The fact that it was a small major (65 students at the time) was also very appealing, as it meant there was a lot of room for good content discussions.

It was during this master's programme, which included an exchange with the University of Michigan, that I was introduced to the concept of "Bottom of the Pyramid," by C.K. Prahalad. This theory states that to reach the so-called base of the pyramid (consumers living on less than two dollars a day), different business models and different types of products and packaging formats were needed. I embraced this topic wholeheartedly, first as an intern at Unilever, then by writing a thesis, and later writing a book. Upon graduating, I considered working for an NGO in this area but ultimately felt that multinational companies were in a far better (financial) position to drive change. So I joined Unilever, and in my first year made it to the executive board with a presentation on this topic. Reality hit when the topic was positively received but nothing happened. It turned out that shareholders did not really buy this new business model, yet. In the years following, I participated in several think tanks and networks representing, first, Unilever and, later, my current employer FrieslandCampina.

The master's also influenced my general way of approaching business. By actively encouraging a broad view on topics (e.g., the triple line), I was taught as a master's student to always keep my eye on what is excluded. As such, I was trained to apply a more outside-in way of thinking, and in every role that I've had, ranging from strategy and marketing to, now, managing research and development (R&D) teams, this has been fundamental in the way I operate.

In my current role as R&D Manager for the European FrieslandCampina "Yogurts & Desserts" portfolio I am committed to bringing the company's stated purpose, "nourish by nature," into practice every day. This means ensuring that the products in my portfolio comply with both our internal nutritional policy as well as our sustainability targets. Themes like sugar reduction and sustainable, efficient production technologies are, thus, high on my agenda. As a company we are embracing affordable nutrition, ranging from providing education for local farmers to bringing the best affordable nutrition to consumers everywhere. In these ways, I continue to connect to "Base of the Pyramid" business models. The topic will always remain close to my heart, and I stay committed to making a difference because I'm convinced that contributing to sustainable development goals can be done in a somewhat profitable way, making it a sustainable business opportunity as well.

Alumni	Misja Bonke
Quote	"Working for an NGO: I would recommend this to anyone"
Topic of Thesis	Reaching the Bottom of the Pyramid
Position(s)	Country Representative & Head of Mission Caritas; Country Director Welthungerhilfe; Country Director ASB Greece
Year of graduation	2002

It's strange to realize that it's been 20 years already since the B-SM (B-SM) programme was founded. Being among the first students, in 2001, was an easy choice for me. B-SM was the only major that really spoke to me and promised to provide me with skills and knowledge to start thinking about the central issues in our society, and how to best address them. And speaking of skills, I still use the Skill Sheets today!

After finishing my master's, I got to do what I'd been discussing in my thesis, deregulation of the postal and telecommunications markets. Protecting consumers—and being a pain in the side of KPN (let's not forget those long discussions about the color of the letterboxes)—for two years was enough for me. I soon concluded that working for the government was not much fun. I made a radical change and started working in Indonesia as a roving "capacity builder," trying to increase the organizational capacity of Indonesian NGOs and developing programmes to combat poverty. I would recommend this to anyone, so if you are in the need of a change, have a look at www.vso.nl. Needless to say, driving around Indonesia on a motorbike, going by boat between islands, was more exciting than Dutch government work.

Since then I have worked in many different, but equally interesting, countries, such as Pakistan, Myanmar, and the Philippines. After spending the last three years in Iraq, working with people who have lost everything except their lives, I have decided to take it a bit slower this year, and I found myself a house and a job in Greece. Again, I'm working with refugees, however the conditions in Thessaloniki are a bit different.

I think that B-SM was completely right for me. It matched my expectations, partly by providing space within the programme to adjust your studies and focus on your interests. I found myself—with the full support of the department —participating in the United Nations International Student Conference of Amsterdam, at the University of Amsterdam, and, after that, topping it off with a minor in Telecommunication Law at the Institute for Information Law. These turned out to be great steps toward what I've been doing ever since.

Alumni	Bart-Luc Olde Hanter
Quote	'The ultimate live practice of B-SM: problem solving"
Topic of Thesis	Wat hebben Shell, KLM, KPMG, TNT, Ordina, Forrtis en de Rabobank met elkaar gemeen?: vrijwilligerswerk!
Position(s)	Port of Rotterdam, VP Europe, Broekman Group, new Tide Chartering BV, Business Development & Marketing Rhenus Logistics
Year of graduation	2002

In 1998, I received my Bachelor of Public Administration degree from the Academie Bestuur, Recht en Ruimte, in Enschede. This study prepares you for being a civil servant. I finished the programme, but along the way I realized that it's not me. When I read *Elsevier*'s annual "Best Dutch Studies" survey and learned that the Erasmus University Rotterdam has the best business administration programme in the Netherlands, I decided to become the opposite of a civil servant, and I enrolled for my Masters of Business Administration in Rotterdam. I didn't want my previous years of study to go to waste. I was still interested in politics, national and international, and I thought that the school's programme in B-SM (B-SM) would bring me what I was looking for. I was very interested in the B-SM triangle that describes the interactions between civil society, government, and business.

I started my career as a civil servant In 2002. My first job was at the Port of Rotterdam Authority (PoR). In 2004, the PoR privatized, with main shareholders being the City of Rotterdam and the Dutch government. Being part of the privatization process was great. I played an active role, helping to implement a new business-like project management style called the Project Management Book of Knowledge, or PMBOK. I also spent a lot of time on the Works Council, helping the non-unionized "free Port" move through the privatization process while safeguarding the work force's well-being. I was also involved in another major project, the preparation and finance of the construction of Maasvlakte 2.

After some years working as a Project Manager in charge of Port properties (PoR is a landlord), I realized that spending time working with the port companies was something I liked very much. So, when I got the chance to work in the Commercial Affairs department, I took it. I had the privilege of traveling the world to various economic centers with ministers, mayors, and city and port business delegations, hoping to attract "breakbulk cargoes" to Rotterdam. Breakbulk cargoes (steel, machines, projects) were kicked out of the PoR when containerization took off in Rotterdam. PoR's biggest competitor, Antwerp, took the opportunity and welcomed that niche. Now we pursued the chance to lure them back. Having worked as a freelancer for an iron ore trader, as a breakbulk stevedore, and setting up a dry-bulk shipowner brokerage firm, I finally found a job where everything came together.

Today I work for a breakbulk logistics service provider named Rhenus Logistics, as their manager of Business Development & Marketing at the Maasvlakte. I have 29,000 Rhenus colleagues worldwide, and my task is to follow the markets and spot new opportunities in world trade to and from Rotterdam. Rhenus is part of a German, family-owned company, Rethmann Group. In total they employ about 70,000 people worldwide. The biggest part of the group is a company called Remondis, which is a market leader in recycling (recycling of anything you can imagine). They're the European market leader in scrap metals, but also big in household recycling and sewage systems for municipalities, industrial cleaning of sludge, and more.

In the wake of the Paris agreement (UN 2015), major challenges lie ahead for the international community. The Dutch Government is aiming for a CO_2-reduction of 49% by 2030. This requires a fast transition to a new, low-carbon energy system. The Dutch North Sea is an area where this energy transition is actually materializing, with the current strong ramp-up of wind energy construction and other projects. Rhenus and Remondis are researching the possibilities, together with the Port of Rotterdam, to build a brand new, top-notch terminal at Maasvlakte-2. The terminal will focus on servicing the large-scale construction of offshore wind farms and the re-use and decommissioning of outdated oil and gas infrastructure, such as oil and gas rigs. For me this is the ultimate "live practice" of B-SM problem-solving: private businesses investing in profitable solutions for national and international problems, relying on good cooperation with the government to succeed.

Alumni	Eva Massier
Quote	"I perform as a linking pin"
Topic of Thesis	Research on the factors contributing to the reputation of accountancy firms
Position(s)	SBU (assistant) Controller; (assistant) BY controller; Global IM controller/Finance Manager Information Management AkzoNobel
Year of graduation	2003

Starting the master for two reasons: first, the broad range of topics covered (sustainability, business ethics, reputation management, etc.); and second, the ease of combining this master's with outside curriculum offerings, like the exchange to ESADE business school in Barcelona, and the combination with several marketing courses.

Influence on career? Probably more than one would suspect, at first sight. After graduating, I did what I now sometimes call "the best career limiting action"—I followed my heart, to Barcelona. After my graduation there were plenty of opportunities to start for big accountancy firms in the Netherlands, but I just went away to find new experiences. I might have been overqualified for my first job, at a shared service center, but in a society of rapid change it taught me some very good lessons. When, afterwards, I joined AkzoNobel in Spain, the master's gave me a strong advantage because I understood, very well, all the Sox requirements and the need to keep an eye on the tension of "form versus substance." Since then, my personal ambition has combined with my strong academic roots and a desire to keep learning to turn me into a strong professional. I can fall back on sound reasoning combined with practical output. The latter was always an important part of the B-SM programme (B-SM). I still remember an early Monday morning as a master's student, when I was waiting for the train and reading *Metro*. There it was, the press release we had written under the supervision of Muel Kaptein, actually picked up and reported on the front page!

present relevance? I see it most in the ways I perform as a "linking pin" now, as a finance manager for AkzoNobel. At AkzoNobel we do not just look at the short term profits, but at the broader picture, something I was taught at B-SM. Also, the strong interrelationship between the famous P's (People, Planet, and Profit) and the "total value proposition" that includes good business ethics, reputation, and sustainability. Likewise, I refuse to settle for form over substance. I was taught to "ask the right questions," and continuously make my team aware of the assumptions we might unconsciously have.

Alumni	Peter-Willem van Lindenberg
Quote	"Finding the balance between the private sector, public sector and NGOs"
Topic of Thesis	UN Global Compact: cooperation between private sector and the UN
Position(s)	Senior consultant at KPMG; Chairman Hartekind (charity foundation); Director and CEO of Bisnez
Year of graduation	2003

My parents' farm was located near Utrecht, in the beautiful area of the Kromme Rijn, a river connecting the Lek (one of the major Dutch rivers) with the Vecht. For centuries, the Kromme Rijn has meandered between the small village of Wijk bij Duurstede and the city of Utrecht, irrigating a wide area with fertile soil. Our farm was surrounded by arable farming, dairy farmers, and fruit orchards. But, because of the easy accessibility and natural beauty, the land was also wanted by project developers.

In the mid-nineties, it became clear that our farm did not have a viable future, and that I, as the only son and expected successor, would not become a farmer. In 1998, I moved to Rotterdam to study business administration. In 2001, I started my master's in B-SM.

My interest in B-SM was clear from the beginning. During my years at the farm, we came into contact with the government (inspection and regulation), social institutions (from church to land-management groups, such as Staatsbosbeheer), and other entrepreneurs (from livestock traders to suppliers of feed and materials). This interplay is fascinating, and can make the difference between success and failure for an agricultural region.

Thanks to B-SM, my interest in the public sector has developed further. The diverse and important roles played by government have become the driving interest in my career. The B-SM master's programme is partly responsible.

After my internship at the Netherlands Court of Audit and my thesis on the influence of businesses at the UN, I started working in the public sector branch of the large auditing firm, KPMG. In my years as a consultant there, I was able to do wonderful projects at care institutions, municipalities, and the national government. In essence, the assignment for these projects was always to improve steering, control, and targeting, while lowering the use of public funds.

In 2010 I decided not to follow the path toward partnership at KPMG, but to make more time for my family, volunteer work, and my own entrepreneurship. This choice can easily be traced back to one of the basic principles I learned at B-SM: namely, finding the balance between the private sector, public sector, and NGOs.

This choice has had valuable consequences. In the first place, I have an enjoyable private life with my family. In addition, from 2012 to 2017, I was chairman of a charity organization, Stichting Hartekind, which now donates almost a million euros per year to academic hospitals, for essential scientific research. Finally, in 2010, I moved from KPMG to Bisnez, a wonderful company with more than 50 employees. We do work that makes my heart sing, which is to improve the management of the government. I've been CEO of Bisnez since 2018, and we expect to see good growth in the coming years. My B-SM background helps me to fulfill this responsibility as CEO while maintaining the right balance between business, volunteer work, and family.

Alumni	Fabienne Fortanier
Quote	"In a time when 'alternative facts' vie with 'fake news' for airtime, statistical literacy is all the more important"
Topic of Thesis	Networking for development: the relation between networks of governments, multinational enterprises and development
Position(s)	Ass.prof University of Amsterdam Business School; consultant (Fortanier Research & Analysis), senior researcher CBS; Senior economist ING Nederland; Head of Trade statistics OECD
Year of graduation	2003

I started my studies in B-SM motivated by the intellectual challenge of understanding the role of large, multinational businesses in various economies and societies, and by my hope that this then-brand-new programme would provide the academic depth and rigor that I'd missed in the first few years of RSM's (RSM) Business Administration programme. Twenty years later, I am a statistician. While this may, at first sight, leave some to wonder where or how things went wrong (despite recently being named as the "sexiest job of this century," being a statistician doesn't really steal the show at birthday parties), in reality the apple has not fallen that far from the tree.

In my current job, at the Organization for Economic Co-operation and Development (OECD), I drive the development of international standards for official statistics in the fields of international trade and production, multinational enterprises, growth, and employment. While such official statistics (i.e. those published by statistical offices and central banks) are used by nearly all of us (who has not included a chart with trends in GDP, exports, FDI, or other statistic in their master's thesis?) few know how such data actually comes to be, and how the concepts are determined, defined, and measured. My role, in collaboration with OECD colleagues and other international organisations, is to do exactly that (in particular, translating existing or emerging policy questions related to globalisation and digitalisation into new and improved official statistics).

In many ways, this means that I'm still working on finding better answers to some of B-SM's basic questions, such as assessing the impact of multinational enterprises (MNE) on economic growth, employment, and the natural environment, questions I asked myself when I started my B-SM master's, and that were also central to my master's of science thesis and my PhD dissertation at the University of Amsterdam. As I conducted those studies, which by nature of the research question had large quantitative components, it became increasingly clear to me that simply running more and more complicated econometric analyses of existing data was not the way forward. The available data simply did not measure what I and many, more experienced, researchers were really after. New data—more granular, with more specific information about MNE's international strategies and their performance, as well as their links with other firms—was necessary. This thinking inspired my work and contributions to the B-SM's SCOPE database on MNEs, and led me to contact the Dutch Statistics Office, where I spent several years setting up a research programme on globalisation, before moving to my current position at the OECD.

Therefore, even if the B-SM master's does not aim to train students to become statisticians, I am happy to acknowledge that the training provided by my B-SM master's got me to where I am today. Indeed, many might recall the famous "Skill Sheets" that, among other things, explained the importance and relevance of collecting and using statistics sensibly (e.g. understanding their sources, the methods in which the data were compiled, as well as who paid for them). While I'm sure that the B-SM curriculum has changed over the last 20 years, I do hope that *that* particular message is still transmitted. Especially in a time when "alternative facts" vie with "fake news" for airtime, such statistical literacy is all the more important.

Alumni	Bart Westdijk
Quote	"Ask questions about implicit bias, privilege and how equity can truly be centered."
Topic of Thesis	Poor business: the impact of MNCs on poverty: from value to values
Position(s)	Programme director at New England Grassroots Environment Fund
Year of graduation	2003

B-SM offered an opportunity to dig into wicked problems, combined business/economic perspectives with social and environmental angles. It allowed me to develop a mindset and research focus with which I could explore how business might be a catalyst for deep and meaningful systemic change. In other words: away from the more conventional notion of big multinationals 'only' being the cause of poverty and suffering. Don't get me wrong, I am not naïve enough to think it's all positive, but B-SM wasn't afraid to explore fresh perspectives and frameworks.

B-SM was process focused. From skill sheets to the kinds of questions asked during courses, B-SM was less focused on finding the right answers (which is beyond most complex problems anyway) and instead offered ample opportunity to develop critical reflection and ways of viewing (ethical) problems from various perspectives. It gave me a higher level of comfort with ambiguity/uncertainty (lack of clear answers) which I appreciate to this day as my work deal with concepts of racial equity, social justice and systemic privilege.

My thesis focused on the role of multinationals in alleviating poverty - analyzing various perspectives (government, NGO and trade organizations) on best practices for business and developing a framework to test whether frontrunner companies' corporate social responsibility codes are aligned with these best practices. One of the most important indicators for meaningful change revolves around involving local populations - whether transfer of skills, resources, and opportunities occurred in a way that truly included (and ideally was led by) communities where multinationals located.

My work with the New England Grassroots Environment Fund is a direct continuation of this theme. I work with community-based, volunteer-driven efforts - providing grant funding and resources to help neighbors engage with each other and leverage social capital and place-based perspectives to create resilient solutions. In addition, my work goes beyond an environmental lens and incorporates (racial) equity and social/economic justice as inseparable pieces of 'the work' towards resilience. B-SM helped open my eyes to the intersectionality of many modern-day challenges.

B-SM formed the basis of my ongoing interest in process. I am currently developing a participatory decision-making model for philanthropy-one that is focused on how decisions are made and what lived experiences contribute to decision-making. I get to ask questions around implicit bias, about privilege and how equity can truly be centered. We engage a broad range of perspectives and invite a large number of participants as application readers. It means the work goes beyond the projects that receive funding and really offers readers an opportunity to hone their skills, to critically reflect, and to push their thinking about how (racial) equity can be centered in our work. In the age of fake news, of deep systemic inequity, and of urgent need for resilient solutions, this work feels more meaningful than ever before.

Alumni	David Frans
Quote	"Turning something difficult into something productive on all sides"
Topic of Thesis	(Re)appraising the internationalization strategies of ldc companies: an exploratory study of internationalization of Bangladeshi companies
Position(s)	Research associate RSM; Partner Roland Berger (energy industry and megaprojects)
Year of graduation	2003

B-SM was a natural choice for me, better than more obvious majors in strategy or finance. I knew it would be good to specialize in strategy or finance, but back then I also suspected that it would be of little use if I did not understand how businesses, institutions and community groups interact with each other and their environment. This is why I chose B-SM.

I thoroughly enjoyed the group dynamics, our coursework, and importantly how to conduct research and view things from many different angles. The latter especially resonated with me as an amateur photographer. Taking pictures while lying in the grass, walking around a subject, or from a high vantage point gives you completely different viewpoints and often much nicer pictures. The classes taught us how to take a similar approach in our research and analyses of businesses, society and management. Companies can compete, and people can have conflicting interests, but they can also cooperate – it all depends on how you look at it.

B-SM taught me that successful management means seeking out the different points of view, taking an outside-in perspective, and leaving no stone unturned. These skills have been fundamental to my career as a strategy consultant at Roland Berger. We ask the questions that no one else has asked before and look for ways to bridge differences within and among organizations and people.

A good example of a case where I managed both business and societal concerns was when MSD (the parent company of the former Organon) decided to discontinue its research and development activities in Oss, the Netherlands, making hundreds of highly educated people redundant. This came as a big shock to the company's employees, and local and national politicians had similar reactions. Together with MSD's management, we developed a plan to turn the more difficult aspects of the move into something positive. We set an ambition to transition the facilities that would become vacant and the equipment that would become available into a life sciences park. This park would foster startups by giving them access to knowledge, facilities and equipment, and importantly to each other's experience – a park where collaboration would be the norm, where new ideas could flourish. All-in-all, a wonderful ambition.

To realize this plan, we needed a strategy that would support MSD in working together with local, regional, and national governmental representatives (the Municipality of Oss, the Province of Noord-Brabant, the Ministry of Economic Affairs, the Ministry of Health, Welfare and Sport, and the Brabant Development Agency) to gain their support and the tens of millions in investments to make it happen. Over the course of two years, we worked with many stakeholders to achieve what is now called the Pivot Park. It has become an enormous success. The development of this life sciences park was at the forefront of an important development in the pharmaceutical industry: bright new ideas are no longer the domain of large pharmaceutical companies – they now come from small startups. And we've seen this at Pivot Park: several of its startups have been acquired for tens of millions, hundreds of millions, and in one case even billions of euros.

This project was business society management in full effect, turning something difficult into something productive on all sides. This experience also equipped me for even the most complex of cases. You can add value anywhere, it's just a matter of looking at it from the right angle.

Alumni	Frank Appeldoorn
Quote	"Develop basic skills and be curious"
Topic of Thesis	Corporate Governance
Position(s)	Managing Partner Arches Capital
Year of graduation	2003

I chose to pursue a master's degree at RSM because of the programme's focus on personal development. The focus on people and community, combined with the development of essential skills, was exciting to me, especially when compared to other programmes that focused only on content. In addition, the school's philosophy of "making the world a better place" was almost revolutionary at the time. Looking back, RSM was ahead of its time. It's by now clear that all business interactions are amongst people, and we all need to continuously develop our skills and ourselves as persons to make the world a better place.

So, by pursuing my own happiness I've also further developed the skill-set taught to me in the master's. My family and I lived in four different countries on different continents, learning from the interactions with people of different backgrounds and cultures. At this moment, I invest in software startups in order to help them grow. I would advise potential students to develop their basic skills in business, be curious in their pursuits, and make the world a better place while doing so.

Alumni	Coen Hubers
Quote	"See beyond the limitations and possibilities of the current reality"
Topic of Thesis	Een nieuw duurzaamheidsmodel voor de landbouw?: discussie en toepassing op reststromen
Position(s)	Hogeschool InHolland; consultant Deran Research; PhD Delft; founder and coordinator Greeport HUB at LDE Centre for Sustainability
Year of graduation	2004

I was already active in the field of sustainable agriculture at the time of selecting a master's programme, so my biggest motivation to choose B-SM (B-SM), or Public Management as it was called back then, was the limited number of students and the intense format of the classes. Of course, the methodology of sustainability-thinking seemed to me more productive than any single focus on, for example, strategy or finance.

This choice probably also affected my further career the most. It meant I was trained to see the broader picture while confronted by business professionals whose limited narrative made it challenging to put forward sustainability arguments. By contrast, when confronting trained beta scientists, for example biologists, the sustainability discussion is easy, but the business discussion is hard. In the end, we've created an immense academic body of knowledge of business systems, but we've also created a discourse in which people are sometimes unable to communicate with each other, let alone understand. Further specialization will only make it harder.

The time normally spent on a master's is too little to become an in-depth professional in most fields. For instance, working in agro-food a good understanding of genetics is crucial. And in this aspect, B-SM succeeds. You get sufficient background in the sciences, such as genetics, alongside real business training. B-SM appears to be the breeding ground for solid professionals in the field of sustainability, and let this publication be proof of that. Of course, training in triangles, "people, planet, profit," the negotiation society, and other such "tools" can only create a limited achievement. The bigger, enduring achievement is a solid group of students and researchers, and their ongoing quest for a sustainable society.

Already at the end of the 20th century, working for a large agro-food cooperative on concepts such as vertical farming to achieve closed-system farming, creating bio-based products, and taking part in the mainstream discussion on sustainable agriculture (in combination with this master's programme), the basic fundamentals of my thinking had been formed. Over the years, the companies and academic settings might have changed, but the fundamentals remained the same. Now, working for the Centre for Sustainability (CfS) of the strategic universities alliance, Leiden, Delft, and Erasmus, I'm able to make a real contribution to a sustainable agro-food system. Although often deeply discussed within these three universities, there was until now no dedicated academic knowledge centre for this subject. With the CfS we hope to fill that gap by working in cooperation with students, researchers, NGO's, government, and business on the transition to a sustainable agro-food system.

The impact I hope to have is that the sustainable agro-food system we develop is not limited to the system we can imagine at this moment. Already, the combination between food and healthcare gives surprising insights, let alone the possibilities of new techniques such as DNA self-toxicity. Our academic body of knowledge and business systems might be immense—we still have to learn how to communicate and understand each other—but probably (hopefully) we'll be able to see beyond the limitations and possibilities of the current reality.

Alumni	Rolf Bastiaanssen
Quote	"Understand long-time societal needs and changes [and] the dynamics of public-private interaction"
Topic of Thesis	Interest representation of drinking water companies at EU level
Position(s)	Trainee AP Moller; operations co-ordinator HP; partner/ owner Bax & Company
Year of graduation	2004

Society is a work in progress—and I want to make some contributions to its improvement. Having previously studied anthropology and spent some time working with trade unions, I realize that businesses and innovation, broadly, have a very positive impact on society. Commercial enterprise and professional management are key to delivering sustainable improvements to our society. The B-SM (B-SM) programme sits exactly at the crossroads between long-term public interest and shorter-term workable solutions.

After moving to Spain for personal reasons, I joined an innovation consultancy focused on building research partnerships around engineering challenges, such as automobile weight-reduction or developing new insulation materials for the construction sector. It was a totally new world to me, and very "knowledge intensive." Being the go-between on projects to help build greener products, and doing so by connecting researchers and industrial organizations, was very challenging, but also satisfying and rewarding.

Personally, I've taken the B-SM view to heart: that meaningful change requires avoiding "business as usual." For me, this meant leaving the stability of a corporate career and becoming co-owner of a consultancy that must prove the value of its ideas, time after time. While our company grew from 10 to 40 employees, the challenge remained, what value can we deliver tomorrow? Now, we help shape over five-hundred million euros per year in building improvement programmes, and support dozens of small companies looking for buyers of their innovations.

The values conveyed in the B-SM programme are the foundation of my work today at Bax & Company. B-SM aims to understand long-term societal needs and changes, as well as the dynamics of public-private interaction. But, it also helps define practical challenges and identify solutions. Here are a few examples of how I use that in practice. To reduce the CO_2 footprint of cities—which consume 40% of the energy used in Europe—we try to make an impact at institutional as well as investor levels. Second, on behalf of a global industry body, we conduct research into the ways that energy efficiency can deliver investment value—thereby helping to change global valuation guidelines. In turn, we bring these results back to banks, to shape "green mortgages." But we also work with affordable housing providers to design pathways for refurbishing tens-of-thousands of dwellings each year, using a "lowest cost of living" concept.

There are significant market opportunities for individual technologies in that market. The global energy business will radically change, for example, the move away from large power plants to smaller scale energy communities using solar panels or biomass. At Bax & Company, we think there's a huge market opportunity to connect the large numbers of "prosumers" to micro-markets. We help startups that provide software for peer-to-peer energy trading at the consumer level develop commercial pilot versions; we find asset owners and help them participate in and negotiate "living lab" conditions with energy regulators; and, we help arrange funding for those experiments.

Alumni	Wouter Klinkhamer
Quote	"See the bigger picture"
Topic of Thesis	Global Public Goods; Who's Business?
Position(s)	Turner, management consultant; Gupta Strategists, Partner; ZIVVER, Co-CEO Founder
Year of graduation	2004

To become a scholar of B-SM was an easy choice, for the most part. I was attracted to the intellectual approach of the department. Having dragged myself through scores of very uninteresting multiple-choice exams in other programmes, it was an exciting prospect to begin research only in this master's. I already felt like "part of the team," in a way, because I'd been a mentor for first-year students for a year, and had worked as a student assistant for the mentor programme. I was a very nervous student when I arrived at RSM. While I felt confident speaking to large audiences, in the hundreds, I was nevertheless uncomfortable in smaller settings. B-SM's relatively small groups seemed like a good practicing ground. I must say that I was slightly worried about the "fluffiness" of some of the topic areas, such as "the three Ps" and the management of volunteer organizations.

There's no way to know where my career would have taken me if I had picked a different master's. But certainly, there have been several points in my career when my background as a B-SM master's student was noticeable, or even decisive.

At the very start, I chose to focus on skills over content, working as a management consultant at Turner. Turner "makes strategies work," supporting the translation of high-level strategies to their implementation on the work floor. My experience as a "skills scholar" helped me be successful in a very short time. My appetite for skills was also fed at B-SM. All of us remember the huge red binders that we were supposed to carry back and forth to classes on a regular basis, the Skill Sheets. Skill Sheets were the most complete and practical approach to skills development and skills education I've encountered. I started a small company with my mentor-programme "partners-in-crime," Riena Buikema and Geert van Deth. We obtained the rights to the Skill Sheets book and worked with dr. Van Tulder to make an extensively updated edition, published by Pearson Education. In addition, we developed support materials for skills education at universities and launched a website to accompany the book. Several universities adopted the Skill Sheets approach, and I think we helped make its vision more attractive and even more comprehensive. The third edition of the Skill Sheets book has just been launched, and thousands of copies have been sold over the past years.

After just a year at Turner, I felt that I'd reached the end of my skills-learning curve. I needed a more intellectual challenge. Through David Frans, a fellow B-SM student and a close friend, I met Anshu Gupta, an Indian national with a strong "beta background" and several years of experience as partner at the strategy consulting form, Roland Berger. Anshu's ambition was to launch a niche strategy consultancy for the healthcare sector. He wanted his strategic advice to be backed by rigorous analysis of the abundant, but underused, data in the healthcare sector. This sector was on the verge of enormous changes in the Netherlands, where a new healthcare law was about to be introduced. Through my B-SM background, I recognized the complexity of these challenges. Healthcare is a universal right, a government responsibility, and is often delivered through non-market organizations. The "product" cannot be priced by the user, who is a patient with no choice about his need for the services. Under the new law, this sector was going to be administered by private insurers. Traditional budgets would be replaced by "performance payments." So many new puzzles! Such a "wicked problem," as dr. van Tulder would say. I've enjoyed this challenge for over a decade, growing Gupta Strategists into the market leader in the Netherlands, and lifting the standards for strategic consulting in the healthcare sector significantly.

My current job, as owner of an information technology (IT) firm, again confronts me with the puzzle of a universal right—the right to privacy. We long ago saw that the "invisible hand" of the market has not been able to secure our right to privacy. The rise of big tech firms and exciting new technologies have come at great cost to our privacy. European lawmakers have responded with the General Data Protection Regulation (GDPR), imposing "visible hands," in the form of clear regulations, for the protection of personal data. Failure to comply results in substantial fines. The fines have sparked awareness in board rooms, newspaper editorial boards, and civic organizations around the world. The business world is deciding now whether to comply in order to avoid the fines, promote respect for privacy as a unique selling point, or even build a new business model based on compliance solutions. Building IT solutions is mostly an exercise in diligence and day-to-day problem solving. B-SM taught me to see the bigger picture, to understand, appreciate, and address the driving forces behind personal and institutional behaviors.

Together with my partner, Rosalie, I have three wonderful daughters. To have kids at all is probably the worst contribution any human being can make to the sustainability of our planet. It is this one of the "three Ps"—Planet—that I worry about most. My professional work has very little effect on environmental sustainability. I drive an electric car and prefer high-speed trains over planes, but that's about it. In my private life, I try to compensate by installing 60 solar panels on my roof, heating my house with a heat pump, and limiting my consumption of meat. It's not enough, not by a long shot. I read about Li An Phoa's walks along rivers to draw attention to their importance for our drinking water. I read about the "plastic soup," and, basically, "soups" of all sorts of different substances that fall outside of existing regulation of the global, cradle-to-cradle cycles. I read all this...and I do very little. Again, my B-SM background gives me a spark of hope; at least I've evolved from unconscious incompetence to conscious incompetence.

Alumni	Marnix Doorn
Quote	"Provide base-line studies to support better decision-making"
Topic of Thesis	Institutionalisation of sustainability reporting
Position(s)	Enviu Foundation; Consultant Regional Economic Development; General manager Eurochile Business Platform; Head Agriculture Division and Centre for Systems Biotechnology at Fraunhofer Chile Research; Project director Bee Health 2020 Latin America
Year of graduation	2004

After obtaining a Bachelor of Science degree in International Trade and Agriculture, I wanted to continue my studies in a business-related area. Since my interests were more towards internationalisation and sustainability than toward agriculture in particular, I chose RSM, which has consistently ranked as one the best business schools. The master's programme that interested me was B-SM. It brought together a wide range of issues focused not only on business, but on business's relation to society.

The core my career has been to work with a wide variety of stakeholders on various issues in an international context, always with a link to the academic world. As project manager for the Enviu Foundation (founded by a fellow B-SM student) my aim was to bring stakeholders together to create sustainable development plans for southern Chile's Biosphere Reserves. As general manager of a European business platform, I was directly involved with local small-to-medium enterprises (SMEs), helping Chilean government institutions support their internationalization. Since 2013, I'm working for the Center for Systems Biotechnology (CSB) at Fraunhofer Chile, a subsidiary of Europe's largest applied research organisation, Fraunhofer Gesellschaft. I was hired to facilitate technology transfer between the mostly academic scientists at Fraunhofer and the Chilean agri-food industry. It has been fascinating and challenging. The personal challenge was to understand and learn more about the technical and business aspects of biotechnology. On the other hand, the bigger challenge was to convince Chilean businesses to innovate.

In six years at CSB I've had many different roles, from project developer to head of the Agriculture Division, leading projects related to bee health, pollination of crops, circular economy, and strategy development for the public sector. After eight months as an interim manager, having to put my management capacity to work, I'm currently a business development manager and the project director of the Bee Health 2020 project, in collaboration with Bayer S.A..

The Bee Health 2020 Project involves many issues related to the business-society interface. The initiative aims to support the improvement of bee health in Latin America through applied research and stakeholder dialogue. Bee health, in general, depends on a complicated interaction of multiple issues, including climate change, sustainable agriculture production systems, use of pesticides, legislation, regional development strategies, food safety, rural development, and animal health. The initiative, which is being launched first in Chile, Argentina, Colombia and Costa Rica, also involves bringing together stakeholders within and between these countries. Our hope is that the project will provide base-line studies to support better decision making. In a sense it almost sounds like a B-SM case study!

Alumni	Paris Baloumis
Quote	"A company does not exist in a vacuum"
Topic of Thesis	Is the Nation State in decline? The privatization of the security industry.
Position(s)	Business Development Manager Solterra Developers Hellas; Co-founder HNCCI; Founding Member Young professionals - Holland Yachting Group; Group Marketing Manager at Oceanco
Year of graduation	2005

I'm gratified that the curriculum of my Master of Global Business and Sustainability (GBS) at RSM has proven so relevant in understanding the global challenges of sustainability. Not only do the systems I studied there influence the way businesses currently operate, but at the same time they present opportunities to find new solutions.

I have worked at Oceanco for 10 years. Oceanco is a leading builder of large custom super yachts, with facilities and offices in Alblasserdam, the Netherlands, and Monaco. As Group Marketing Manager, I am responsible for corporate communication, the company's reputation, employee alignment, and worldwide branding. Building a super yacht is a complex business, and a complicated buying decision. Oceanco's approach to building and selling super yachts involves a wide-range of stakeholders, including the clients who contract to build a yacht, their technical representatives, banks, legal teams, and designers, in addition to the full Oceanco team of managers and engineers, as well as our co-makers, subcontractors, and suppliers. There are a lot of moving parts.

The commonly held perception of a super yacht is that is a luxury item, a toy—albeit an expensive toy. The words "super yacht" and "sustainability" appear incompatible. However, as Oceanco is a pioneering company, we have built the largest and most environmentally friendly sailing yachts in the world. We built the first private yacht to achieve the Passenger Yacht Code notation—a stringent and complex classification. Ongoing, much research and development is conducted and implemented to create advances in technology, innovation in all systems, and fuel efficiency, to ultimately produce a more sustainable and environmentally conscious product.

Oceanco does not exist in a vacuum. It exists because of an international clientele, and thus operates internationally. Oceanco is involved in societal initiatives both within the local community and globally: from engaging in art projects with local school children, to being founding members of the International Seakeepers

Society, to helping conserve the world's oceans, to hurricane relief efforts with Yacht Charities and supporting Medecin sans Frontiers.

Global business, sustainability, and communications continue to be part and parcel of Oceanco's business model. I am happy I had a strong foundation in all of these while studying at RSM.

Alumni	Desiree Hamelink
Quote	"Have a helicopter view"
Topic of Thesis	Sport en Maatschappelijk Betrokken Ondernemen
Position(s)	Coordinator/Researcher at RSM; (Senior) Advisor Rabobank Rotterdam; (Senior) Risk and project Manager Rabobank Group
Year of graduation	2005

What motivated you to start a master's in this area?: the fact that the B-SM programme combines social aspects with business administration.

Career: The reason I chose Rabobank was their active involvement in society. As a corporation, Rabobank works for its clients and connects people. Rabobank gives me the combination of doing something beneficial for society and working for a huge business organization. Examples of the social aspect are: employees are given funds each year to spend on a voluntary organization; Rabobank sponsors many sports associations; and, when making new products they think from a client/society perspective. Of course, the bank scandals were not easy and made me wonder, "do I still want to work for Rabobank?" My answer is "yes," because the bank is reorganizing with the goal of growing a better world together.

The master's taught me basic principles, for example, how to write well, how to give good presentations, having a helicopter view, and how to ground your point of view. Those skills are necessary in every strategic/tactical position at a bank or any another organization. In my current job I'm able to advise management to do the right thing!

Alumni	Lonneke Nouwens
Quote	"Adding value to businesses"
Topic of Thesis	Strategisch medewerkervrijwilligerswerk: winst voor drie partijen
Position(s)	Directeur Frisse Blikken; managing director &ranj; Senior Consultant rvo.nl
Year of graduation	2005

When I chose Business Administration because I believed that organizing the power of people together can bring something beautiful for people, planet and for profit. But it wasn't until I chose the master Business Society Management that I found real business cases that gave proof to that belief. That and the in depth discussions on chosen strategies and examples helped me to better understand the dilemma's companies face in their choices.

I decided to start working at the CSR department of KPMG and learned quickly that to really be able to add value for both business, society and people, you need to help companies with their vision and strategy. I've made it my personal ambition to facilitate strategy development and leadership development from the triple P perspective and to help companies to be good from the core and to develop and realize initiatives that make people and businesses grow and add value to society as a whole. It's not about altruism, it's about choosing a way that not only shareholders, but more stakeholders can profit from.

Several projects that I had part in still make me proud. A diversity program at Unilever, developing a 'good' strategy at Achmea (insurances), leadership development at PGGM (pensions), but also smaller initiatives that I developed, such as The Beursvloer, where NGO's and companies connect and start to share their needs to cooperate together more.

Alumni	Richard Boekee
Quote	"Align all the things you love to do"
Topic of Thesis	Corporations and NGOs working in partnership to create social change
Position(s)	Business Development Manager; Investment Manager; Manager Consultancy & Implementation; Entrepreneur and Business Consultant (Lean Six Sigma Black Belt)
Year of graduation	2005

B-SM was attractive to me in different ways. First of all, I wanted to make an impact on peoples' lives, instead of on their wallets. Second, it gave me the opportunity to explore different cultures and discover the complex imbalances of our global society. Last but not least, I was able to improve my organizing and entrepreneurial skills. Or maybe better said, my choice for B-SM was made by the heart: it just felt right and was the most fun thing to do!

I enjoyed the personal approach to improving your personal skills. In a small group of highly motivated students we worked on our negotiating skills, argumentation, writing, presenting, and thoroughly understanding a problem before jumping to the solution. This gave me confidence that we really can make an impact together!

B-SM pointed me toward a career in startups and investments. After contributing to the start of Enviu, I have worked for ten years for a small investment company (read, "business angel") where I selected and managed investments in several startups in the fields of health care and employment services. Examples of our successful startups include Staffing Management Services, Evita Zorg, and Fit For Me.

Last year I started Quality 4 Growth, to invest in startups and contribute to new growth strategies. We are consulting with the National Dutch Police in a lean transition of their HRM Department, and investing and contributing to a security company called More2Safety. Our hope for the future is to contribute and support more impact- and issue-driven initiatives.

During my master's I started to enrich and refine my vision and my thinking. I sharpened my skill set. This helped me to see opportunities and find solutions for many different issues and challenges. It gave me an important insight: that the best way to approach an issue is to understand the different perspectives and to involve all stakeholders.

My master's and the people I worked with made me realize that you can and should align all the things you love to do and try to make a positive contribution to the people and world around you. When we focus on the people and things that give you energy, we all grow and achieve great things!

Alumni	Li An Phoa
Quote	"Every drop matters"
Topic of Thesis	On leadership for sustainability 'Fora for Future'
Position(s)	Guest lecturer Leiden University; teacher RSM and Nyenrode; Founder BEAR; Founder Spring College; Founder Drinkable Rivers
Year of graduation	2005

What makes my heart sing? What are my gifts and talents? What meaning do I want to have in the world? These are the three guiding questions in my life. With them as my compass, I was destined to initiate my organization Drinkable Rivers. When we have drinkable rivers, it will mean entire watersheds are healthy. Thus, I propose that Drinkable Rivers are Indicators for Healthy Living. I engage people to take care of their river as family-members. From children to presidents, from farmers to bankers, every unique being matters. Caring for rivers will also benefit habitat health, biodiversity, and climate stabilization.

One month ago, I finished a sixty day walk along the Maas River, 1061km from her source in northern France to the North Sea. During this walk, I stayed with local people, met water professionals, and visited companies. At numerous events and gatherings, online and live, with press, partners, and artists, I explored the potential of Drinkable Rivers as indicator for healthy living. This indicator could be used as a compass or guideline that are simple as well as engaging. I did not walk alone: more than five hundred people took up my open invitation to join the walk. Along the way, I undertook a "citizen science research" project, monitoring water quality, engaging more than five hundred children and other locals. Hosted along the way by more than fifty different families, I realized that we are actually one family: water is our bloodline.
A few generations ago, most rivers were drinkable. Now almost none. This is a sign of how we live. The current pollution and destruction is a reflection of our health and of how we live. We now treat our rivers like sewage systems, rather than acknowledging them as our lifelines. I long for a world where rivers are drinkable. With our care, drinkable rivers are possible again.

Canoeing the length of the Rupert River (556km), in northern Québec, Canada, thirteen years ago, taught me that drinkable rivers can be a reality. It showed me the value of relationships for the health of living systems. Witnessing, only three years later, how this river had become undrinkable, as a result of "economic development" choices, underlined the vulnerability of living systems and the need for us to care. With forestry companies, roads made their way into this vast and wild landscape. Mining companies soon followed. At this time, the diversion and damming of the river for hydroelectricity had started, which released mercury into the river used in the silver mines. What had been drinkable for millions of years was now—after one "development choice"—no longer so. The river lost her living condition.

Back in 1999, when choosing what to study, I asked myself, what is the main paradigm that rules our world? I wanted to learn from, and about, this paradigm. How can this dominant perspective be, on the one hand, so successful? And, on the other hand, how can we change it so that it doesn't continue to create injustice, disparity, pollution, and destruction?

I chose to study business. In my first year, while our peers wrote papers on Nokia and Microsoft, the group I studied with looked at an NGO, Doctors without Borders. What can NGOs learn from the world of business in order to succeed and have greater impact? In my second and third years, I became a student assistant in the Business-Society Management (BSM) program, helping teach the "business dilemma" gatherings. By that time also studying philosophy, I could share my ethics framework with business students. In my fourth year, I chose B-SM as my master's speciality. In the B-SM program, ideas and concepts that were important for me could be integrated, and I started to really enjoy my studies. Rather than merely studying a business from the inside, this department approached it from the outside, positioning business within society as a whole.

As I finished my master's thesis, another chance opened up for me. I would support B-SM Professor Gail Whiteman with the start of a new master's elective, "Companies in Ecologies," in which planet Earth would be our underlying concern. I had missed such a focus on ecology during my own master's study. B-SM now explored the conduct of business not only within society, but also within the planet's ecology, its landscape and environments: the global world. Starting as Professor Whiteman's assistant, I eventually got to teach the entire elective for several years. Later, I taught a second master's course, "Grand Sustainability Challenges," which I designed through my background work around polluted rivers. After eleven years involvement in the "Companies in Ecologies" course and my other teaching experiences, B-SM has had a tremendous impact on my path.

On top of all that, it was Gail Whiteman who introduced me to the Rupert River in subarctic Québec, where her PhD research had taken place. Here, in Summer 2005, just after graduating from B-SM, I had my first deep wilderness experience. With my freshly delivered master's thesis on leadership for sustainability, (done under the supervision of Professor Rob van Tulder), I joined Whiteman to explore the depths of the boreal forests. Arriving in northern Québec as an observant participant and prospective B-SM PhD student, I joined a canoe protest. The protest was against the diversion and damming of the river for hydroelectricty. A life-changing month later, I departed this wild landscape, returning to Rotterdam not as a PhD researcher, but now as a committed "citizen activist" and researcher.

After the first trip, I've returned twice to the Rupert River watershed. Needless to say, these wilderness experiences, in combination with my teaching experiences at B-SM, have had an enormous influence on me as a person, and on my chosen professional path. Everything matters. Every drop matters. Every choice matters. Studying B-SM has been an important choice in my life.

Alumni	Eveline van Mil
Quote	"B-SM's 'Societal governance' approach: blurring boundaries and shifting power constellations"
Topic of Thesis	The Curse of the World Bank. Poverty reduction through mineral-led development? – Chad, the failed model
Position(s)	Senior Advisor at the 'interface' of public policy and research at various organizations
Year of graduation	2005/2006

What place does business have in society? What does business contribute, and to what effect? After three years studying for a bachelor's, looking at the whats and hows provided by the many disciplines in the curriculum of Business Administration and Management Studies, I dearly needed more coherence, relevance, and purpose, or, at least, answers to "why," "how come," and "to what end?" I was not the kind of person to go work for some A-brand company, contributing to further millions of euros in revenues. I wanted to be part of something bigger, in touch with society at large, and develop my capacity to contribute to the greater good.

In one of my third-year courses, "NV Nederland" (a simulation of shareholder meetings, in which students were challenged to investigate, take positions, and articulate their views on the place of business in a range of societal issues), I encountered the B-SM (B-SM) master's programme. In "NV Nederland," we tried to find our own takes on complex, boundary-spanning issues, while also carefully listening to, and considering, the viewpoints taken by other "stakeholders." It was my first introduction to critical thinking about societal issues and stakeholder management, to the interaction between private and public, to overlapping roles, and to dispersed, joint, or altogether neglected, responsibilities between actors from the market, the state, and civil society.

So, I entered the intriguing world of topics presented by the B-SM master's programme: What are the effects of foreign direct investment (FDI) by multinational companies on the socioeconomic development of local communities, in terms of employment, income, technology, knowledge, and skills transfer? How do multinationals behave abroad? Do multinationals always abide by Western norms regarding human rights, ecology, wages, and working conditions, or do they use more exploitative business models when working in less developed economies? To what extent can negative effects of FDI and trade be mitigated by international agreements, guidelines, or standards? What value accrues to self-regulation, codes of conduct, certification, or social reporting? What power do multinationals have vis-à-vis foreign governments, and how does that influence public policy making, accountability, transparency, and "good governance?" What is the legitimate role of NGOs for providing countervailing powers?

I carried this backpack full of ideas about the socioeconomic, geopolitical, institutional, and moral contexts in which businesses operate with me to the Public Affairs Department of Shell Netherlands, where I would gain a deeper understanding about the practical side of these issues and stakeholder management. Later on, this also led to a valuable collaboration with professors Van Tulder and Kaptein on a joint publication about the rationale, actual use, and perceived effectiveness of strategic stakeholder dialogue ("Strategic Stakeholder Dialogue," 2004) as a means to facilitate meaningful interaction between companies and societal stakeholders and find better answers to societal challenges. We asked 100 Public Affairs managers of Dutch multinationals about their experience with stakeholder dialogue, investigated the attitude of 60 large Dutch NGOs, vis-à-vis multinationals, classified them according to ten archetypical roles, and reflected on their strategic positions, repertoires, and role conflicts in their interactions with business. The publication was launched by handing it to Minister Cees Veerman in the press center, Nieuwspoort. I was interviewed by a journalist for a full-page article in *De Staatscourant* (the official gazette of the Dutch government), my first experience with the ways that practical research results come to be of interest to a broader public.

After graduating, I started work as a researcher and policy advisor at Wageningen Economic Research. There, my B-SM training—for instance, taking a triangular, societal perspective on issues while oscillating between micro, meso, and macro levels of analysis and explicitly including the stakes, power, and dependency dimensions of each issue—enabled me to collaborate on a broad range of research topics related to sustainable production, consumption, and food chains. Seven years later, when I moved to the public sector to work for a market regulator, my knowledge of business models, awareness of the lobbying power of international companies and their branch organisations, and familiarity with the concept of regulatory capture (when operating at the public/private interface), the pros and cons of self-regulation, and the ways that empowering essential countervailing powers can help create checks and balances, proved invaluable.

Since graduation, I've seen corporate social responsibility, stakeholder engagement, and sustainability themes merge into an intensified attention among companies and governments to the "grand societal challenges" of our time (poverty, inequality, health, education, climate, energy transition, etc.). A still expanding number of companies acknowledge the role business can and *should* play in solving these immensely difficult problems. The extent to which companies can actually deal with these issues depends on how they engage societal stakeholders. Applying the principles of strategic stakeholder dialogue and management is more crucial than ever to enable progress and collective action.

2006 – 2012: MAINSTREAMING YEARS

Alumni	Lewis van Leeuwen
Quote	"making a positive contribution to the world"
Topic of Thesis	Brazil: Forever the Country of the Future? - Defining and Valuing the Brazilian Business-Society Model"
Position(s)	Achmea; De Lage Landen; Senior Risk Manager Rabobank Risk Management Wholesale, Rural & Retail
Year of graduation	2006

The reason I chose the Master of B-SM, back in 2003, was, essentially, because I wanted to make a positive contribution to the world. I wanted to do something that had "meaning," and not just something that only dealt with how companies can become more productive, more efficient, or more profitable. The idea that corporations are societal actors that have a role and a responsibility immediately appealed to me, and the concept of "people, planet, profit" sounded so obvious that I couldn't understand why there were people who advocated that profit was a company's only concern. Another aspect I liked about B-SM is that it dealt explicitly with corporations in an international context and discussed global themes and institutions. I've always been interested in global affairs and foreign countries. To study the role of corporations in their international environment was a perfect fit for me.

The influence that B-SM has had on my career, so far, is mainly that there has always been an international aspect to my work. I could never imagine myself working for a company that operates purely within a Dutch context. My first job was as a management trainee at Achmea, which has activities across Europe. The best part was that during the traineeship you had to do a 6-month assignment at one of the group's foreign subsidiaries, which in my case was in Romania. After two years at Achmea, I made the switch to Brazil, where I joined Rabobank. After that I moved to Paris to work for De Lage Landen (DLL), a subsidiary of Rabo. After five years abroad, I moved back to Holland, in 2013, to continue working for Rabobank, where my current job is in the risk management department of the bank's international division. Of course, I have always kept a particular interest in companies' relationships with society, and part of my work as a credit analyst was to introduce a CSR assessment of the client and include that in the credit application.

During my master's, I devoted a lot of attention to Brazil, which was the topic of my thesis. Today, Brazil is a country I deal with in my work on a daily basis, as it's a very important player in the international "Food & Agri" market, and as such it is an important country for Rabobank. Various topics that I researched in my thesis, such as issues in the economy and the agricultural sector, are things I actually work on in my current job as a risk manager.

Regarding my impact on sustainability, I'm making a contribution to Rabobank's mission of "Growing a better world together." As a leading food and agriculture bank, Rabobank wants to play a role in improving global food security. Already, Rabobank finances growers, manufacturers, and traders of food products around the world, thereby enabling production, trade, and transport of food. As the world population is growing and becoming wealthier, it's credible to expect that the demand for food will rise. The "Food & Agri" value chain will have to produce more with less, while ensuring sustainability and economic viability. In its 'Banking for Food' strategy, Rabobank expresses how it wants to contribute to food security along four dimensions: increasing the availability of food; improving access to food; promoting balanced nutrition; and, increasing stability.

Alumni	Loek Dalmeijer
Quote	"Recognizing different stakes and points of view in complex decision making processes is necessary"
Topic of Thesis	Exploring the Labyrinth of Corporate Goodness Constructs
Position(s)	Project Officer Sustainability – Wessanen; Consultant Schuttelaar & Partners; CSR Manager – Achmea; Strategic Partner Manager Corporate Accounts - Eneco
Year of graduation	2006

I'm convinced that we can transform our world to a healthier state than it is now. To achieve this, we need to accelerate transitions in our society related to health, energy, mobility, and food production. I strongly believe that organizations that embrace sustainability and are open to the potential of these transitions are better equipped to seize both business and growth opportunities. The B-SM programme gave me my first science-based arguments to support these beliefs.

Although the topics of ethics, sustainability, reputation, and stakeholder management were not new when I graduated, the combination of these with business administration was uncommon. Especially the first years after graduation, I had the feeling that I had to prove the added value of this combination to the organizations I worked with.

During my first five professional years, I worked as consultant in the sectors of food and fast-moving consumer goods (FMCG). My focus was on sustainability initiatives, such as transparency via reporting and "front of pack" sustainability labels, the use of which really took off between 2005 and 2010. During those years, combining sustainability with for-profit practices became more and more common. For me, being part of the preparation and launch of Unilever's Sustainable Living Plan was a personal highlight.

With the financial crisis of 2008 and after, immense sustainability issues came to light in the financial sector. At insurance conglomerate Achmea, I began work as a strategist on transparency and stakeholder management. Later, I had the opportunity to substantiate the ways that creating shared value with society and customers can also benefit companies in the long run. One topic in particular that caught my attention was the climate change costs of both the operations of the company (from the company's own carbon emissions from transportation and facilities, to the carbon exposure in the more than 100 billion euros of assets under our management) and our growing exposure to risks via our insured customers' losses (through storm, drought, hail, etc.). The bottom line of these risks has still not been fully calculated in most board rooms in the financial sector.

Meanwhile, I recently started on a third career path (see below) in which sustainability will play a major part. In each of these three career paths, I often looked back to our time at B-SM to draw on the ideals and beliefs that molded me during that time.

After five years in the finance sector, I wanted to work on more tangible, sustainable transitions. And what is more relevant than the energy transition that is unfolding in front of our eyes? In my role as a sales representative at energy company Eneco, I therefore partner together with the water sector and corporations like ABN AMRO and Ikea to initiate and realize innovative sustainable energy solutions. Together with other front runners in sustainability, we work on One Planet Thinking and substantive solutions for reducing greenhouse gas emissions, aiming to reach the Paris goal of a maximum rise in temperature of 1.5 degrees. In my current role, negotiation skills are obviously useful. But recognizing different stakes and points of view in complex decision making processes is also often necessary. Both the study material and the lengthy discussions during and after lectures at B-SM helped me to develop this expertise.

Alumni	Karel Nierop
Quote	"Taking a stakeholder approach helps me create constructive dialogues"
Topic of Thesis	Business ethics; ethical assessment of alcohol marketing aimed at young people
Position(s)	Trainee and financial specialist Rabobank; Financial Advisor at Lower Solu Hydropower Project (Nepal); senior Investment Officer Emerging Markets and fund manager Triodos Investment; Board member Caspian Impact Investments, India
Year of graduation	2006

Like many students, I didn't have a clear picture of what I wanted to do after graduating, but I always envisaged working in the private sector. Business Administration therefore seemed like a logical choice. The availability of B-SM as a master's largely influenced my choice of Erasmus University. Notwithstanding the added value of other master's programmes focused on more specific issues in business, I yearned for a more holistic approach to assess the role of the private sector in society, and, perhaps more importantly, what that role should be. Through the books on the initial reading list, including *The Silent Takeover*, by Noreena Hertz, and *No Logo*, by Naomi Klein, B-SM gave me what I wished for. In our time, the influence of the private sector on daily life is unprecedented, which brings both threats and opportunities. If you expect to work in the private sector for a good portion of your life, I believe it is commendable to be well informed about its effects, so you can decide what impact you want to have during your time. B-SM does this through its global-stakeholder approach, which also served my wish to see the world and—as I am discovering as I go along in life—my hope to make it a better place through my work. Overall, I found B-SM a good place to nurture pragmatic idealism.

B-SM's focus on the role of business in the world and our role in business stuck, along with the urge to go see the world. Although I never aspired to work in the financial sector, that's where I ended up. After spending a few years gaining experience in finance, I accepted my partner's, now-wife's, challenge to find a job in an exotic place. Whichever one of us found a good job first, the other would quit his/her job and join. She won. We ended up in Nepal; I quit my job without having a new one, and that was the best career decision I ever took.

I started looking at opportunities that would fit my background and was introduced to the world of development finance. The timing of our move was auspicious, and with a combination of luck and networking I contacted a local bank that was setting up a hydropower project that needed international funding to get launched. With some renewable energy project experience, I spent the next two years trying to interest international investors in an 82-megawatt "run-of-river" hydro project, south of Mount Everest. That experience gave real meaning to the topics that I so far mostly only knew by reading. One in five people in the world lack access to modern energy services, most of them in developing countries. In Nepal we faced power outages of over 16 hours a day in the dry season. Imagine the impact a reliable energy source could have on our daily lives; not only socially but economically. Our project would add a staggering 10% to Nepal's energy capacity, potentially connecting hundreds of thousands of people to clean energy. Moreover, it was a financially viable business case. Who wouldn't be interested in that? Apparently, most investors. With my background on the investor's side, it was a humbling experience to sit on the other side of the table, needing funding. Especially in a high-risk environment like Nepal, it's clear where the power lies, and power can be self-righteous, leading to development that is imposed rather than catalyzed.

Eventually we found funding partners for the project in the Dutch development bank FMO, its German and Belgian counterparts, local Nepalese banks, and one private sector player, Triodos Bank from the Netherlands. When it was time to go back to the Netherlands, I knew that Triodos was where I wanted to work, and, fortunately, the feeling was mutual. I started at Triodos Bank's investment management arm in 2012, focusing on investments in financial inclusion in South Asia. I now manage one of our investment funds, investing in early stage companies in developing countries to catalyze a sustainable food and energy transition.

One of the first theories B-SM introduced me to was the "Societal Triangle" ("Maatschappelijke Driehoek"), with business, society and government in each corner (from *Reputations At Risk*, by Van Tulder and Van der Zwart). Now representing the business corner, I find that taking a stakeholder approach in managing the interactions (sometimes conflicts) that arise between the parties helps me create constructive dialogues. Also, I completely support the view expressed throughout the B-SM course that corporate social responsibility should not be a department in a company, nor some way to greenwash its core business activities; social responsibility *is* a core business activity, a way to maintain a sustainable business model in the long term.

Triodos Bank is, in my view, a living example of how a private sector company should function. We take our financial sustainability very seriously, but we treat our social, environmental and cultural responsibility with equal importance. Our core business at Triodos Investment Management is attracting money from investors and investing that money in viable business cases that have a positive impact on the world. This is not grant money or a public subsidy; we do so in a commercially viable way and expect our clients to do the same.

It's inspiring to work in an organization that has a "triple bottom line" approach in its genes and which is shared by all employees. I sit on several investment committees, making decisions every week, as well as actively managing several investments. Today we have roughly one billion euros of investments outstanding in emerging markets, mostly in financial inclusion (the sector formally known as "microfinance"). My key focus, currently, is to expand our investments in developing countries (or "emerging markets," as we prefer to call them) beyond financial inclusion and into renewable energy solutions and sustainable food and agriculture. One in nine people today do not have enough to eat; one in four people live on less than three dollars a day; one in eight young people cannot find work; one person in five has no access to electricity; one in three has no access to a toilet; one in eleven has no source of clean drinking water; one in six children aged 12-15 is not in school. Roughly three billion people fall short of basic needs and services, the vast majority of them in emerging markets. This is the reality we strive to change. I draw a great deal of energy from the fact that there are private sector, commercially viable solutions out there that can be catalyzed by our funding. Some examples include M-KOPA Solar, Twiga Foods, Urmatt, Cooperativo Norandino and Sistema BioBolsa. This is my way of contributing to a future within the "doughnut ring," as described by Kate Raworth in her book *Doughnut Economics*, which I hope is on the initial reading list of B-SM today.

Alumni	Ingwell Kuil
Quote	"Be innovative and bring concepts to scale"
Topic of Thesis	The effectiveness of community based health insurance in India
Position(s)	Government Trainee; World Bank, Results specialist; free-lance (Dutch Ministry of Foreign Affairs, ING, TCX); Cardano Development, Business Development and Impact Management
Year of graduation	2006

I was raised in an entrepreneurial and artistic family, and the first time I worked on a developmental project was at age ten, or so. My cousin, Charlotte, and I "published" magazines. I would write stories, and Charlotte would draw pictures. We copied the booklets and sold them to our relatives. We donated any profits to not-for-profit organizations, such as the local animal shelter.

Charlotte is now a renowned photographer, and I'm happy that I've pursued a successful career in international development finance. I've worked on impact management for a variety of organizations, including the World Bank, the Dutch Ministry of Foreign Affairs, and Cardano Development. I've always worked on innovative concepts and unconventional processes at the intersection of the public and private spheres.

Much of my motivation began in the entrepreneurial life I lived, characterized by a business ethos combined with the "do good" mentality that was omnipresent in my family. When I had to choose a graduate course of study, the master's programme in B-SM immediately caught my attention. The bachelor's study I'd pursued, International Business, at RSM, gave me a solid foundation in business theory and practice. Through the B-SM programme I developed an advanced understanding of corporate responsibility, and I gained insight into how a great variety of stakeholders can interact when faced with complex issues that have a wider effect on society.

Now, in 2018, sustainability is high on the agenda of many organizations. Not only in the public sphere, but in the private sector too. Because impact and sustainability materially affect company performance (for instance, the Volkswagen emissions scandal of 2015) these issues now merit board attention on a continuous basis. One cannot open a newspaper without reading an article about sustainability issues, which helps to increase awareness and encourage people and businesses to make more sustainable choices. This is a major shift, spearheaded by B-SM graduates, among many others. The next generation of students must take the accomplishments one step further and implement the 2030 Sustainable Development Goals (SDGs).

After graduating, I've learned that sustainable economic development takes time and is highly dependent on a complex set of macro-economic factors. An adequate regulatory regime and the ambitions of the change-makers who are involved are crucial. I've also learnt that we live and work in a world of uncertainty and complex underlying processes, both outside and inside of organizations, and it is wise to build in room for failure, inefficiencies, and drawbacks.

I aim to think beyond single projects, stakeholders, or issues, and work toward creating sustainable, systemic change in the world. I've recently moved to Nairobi, Kenya, where I work on financially sustainable investments in large infrastructure projects. Throughout my career, I've come to realize that finance can leverage relationships, lower or mitigate risks, and plays a catalytic role. Ultimately, it is my objective to distill and communicate transactional "best practices" that can be integrated into the wider development-finance value chain. For example, by hedging currency risks in the development-finance value chain, down to the end-clients, who are the least able to manage these risks, the whole chain will be less risky. The recent Lira crisis, in 2018, shows that emerging markets are especially volatile. The volatility negatively affects people around the world. I believe they should be protected from financial crises that are outside of their direct influence and control.

I want to help develop innovative financial-risk management solutions, ones that are based on financially sustainable business concepts, and which are practical and can be scaled-up for frontier market economies. Ultimately, this should satisfy the financing needs of the end-client, who might be a farmer in Tanzania or the CEO of a renewable energy company in Moldova. These people are the key actors to practically deliver on the SDGs, either by supporting jobs (SDG 8) or by reducing GHG emissions (SDG 7). Our mission is "to be continued," and I encourage all B-SM students and future alumni to be innovative and bring our concepts to scale, so they can positively influence the status quo in the financial sector and make the world in which we live more sustainable in the near future.

Alumni	Michel Lander
Quote	"I hope my research has positive influence on society"
Topic of Thesis	Testing the strength of the Iron Cage
Position(s)	PHD at RSM; assistant and associeta Professor Management & Human Resources Department, HEC Paris; department co-chair
Year of graduation	2007

I am an Associate Professor at the *École des hautes études commerciales de Paris* (HEC Paris). After having completed the Master of International Business Administration (IBA) programme at RSM, I decided to pursue a Master of Global Business and Society Management (GBSM). The IBA master's was very general, and I wanted to have a particular focus in my education on larger societal issues, which of course is the purview of GBSM. In addition, I liked the way that GBSM, as a research master's, combined lectures and research. This set-up let me take the first steps into my current career of academic research.

Obviously, my research during the master's was less sophisticated, but it did allow me to test my interest in various research fields and research methods. Together with other students, I contributed to the skills sheets and an "online case" for Prof. Van Tulder's book. At the end of the master's, I conducted my thesis with Hans van Oosterhout and Pursey Heugens, who asked if I was interested in doing a Ph.D with him. As I had no interest in a 9-to-5 job, nor really knew in what industry I wanted to work, I decided to stay at RSM and join the Ph.M and subsequently the Ph.D programmes.

The title of my dissertation was "Profits or Professionalism: On designing Professional Service Firms." In my research, I looked at the ways that organizational systems and processes, as well as the unique characteristics of individuals, determine the levels of professional behavior and organizational performance. I specifically asked if law firms are able to achieve superior results along both outcome dimensions (behavior and performance). This question becomes urgent as increased competition forces law firms to act more like regular businesses in their formal governance and strategic planning, processes long alien to these industries. Academics have suggested that these processes have led lawyers to compromise professional standards and engage in misconduct in order to realize more profit, as we've seen in the Enron case and other cases.

Working with the Dutch Bar Association, I contacted all Dutch lawyers with an online survey that asked them about their organizational processes, as well as individual details. The data showed that indeed firms using strategic planning and formal governance realize superior profits; it also showed that formal governance has a negative impact on junior lawyers' professional behavior. Moreover, lawyers at different hierarchical levels are susceptible to different organizational processes, to help reduce their misconduct and remain professional. Junior lawyers with significant on-the-job training and mentorship show lower levels of professional misconduct; by contrast, organizational reputation and informal governance practices have inhibiting effects on senior non-tenured lawyers. For partners and tenured lawyers their individual reputation acts as a barrier to professional misconduct. By combining formal and informal processes in tailor-made combinations, some firms are able to balance profits and professionalism. The research pointed toward the need for precision therapy, in order to address professional misconduct and allow firms to remain competitive.

I can safely say that through the GBSM master's programme I found the profession that I want to continue with, in order to address important societal questions. While I'm sure I can never fully answer these questions, I hope my research has a positive influence on society.

Alumni	Stef van Dongen
Quote	"Having tools and models to co-create and build strong partnerships to drive system change are the best assets."
Topic of Thesis	A business and stakeholder approach to illegal fisheries in Antarctica
Position(s)	Serial social entrepreneur: founder of Enviu and Pioneers of Our Time; chairman of Nexus Europe; Member to several boards (e.g. The Impact, The City of Rotterdam, the Vatican)
Year of graduation	2007

To me, B-SM was the only master's that could help me shape and better understand the concept of using business as a force for good. The study exceeded all my expectations and opened up a complete new world to me. Finding like-minded students with a passion to address the large societal challenges we are facing in a business-like manner was really inspiring and encouraging. The team of professors was always offering the latest theories to help us better understand the position of business in society, how to effectively engage with stakeholders and create joint ownership over problems, be transparent about the interests of all parties involved, and how to co-create solutions. Being a pretty pragmatic person myself, I also liked the combination of theory, skills, and reflection. I really enjoyed working on personal and professional skills development and writing an effective report or decision-making document. It resulted in my starting my first social business during my study. I think my parents and some professors at the department were afraid I would never finish my thesis project, as the start-up consumed all of my time in the first years.

B-SM was the stepping stone to start my lifework and the way I design my businesses. With Enviu, I created a dozen of innovations and start-ups. They provide access to finance for the poor, explore new food systems, and support a circular economy in the Netherlands, India, and East Africa. Recently, I started a new business called The Pioneers of Our Time, where I work with and for wealthy individuals and families to align their values and resources as forces for good. We aim to move larger amounts of philanthropic and investment money into the social enterprise space. Weadvice institutions like the Vatican, the City of Rotterdam, The ImPact, founded by Justin Rockefeller, and various well known families and family businesses around the world. Through my experience with Enviu and The Pioneers of Our Time, I learned that building social enterprises and working with venture philanthropy and impact investment is not enough. Often social entrepreneurs and their funders operate in circumstances that keep them from flourishing. Recently, I accepted the position of executive fellow at RSM and took a position in the global board of NEXUS, a network of young philanthropists and impact investors, to focus on what it takes to set the right conditions to drive markets for social good.

During my master's I started a journey to continuously enrich and refine my vision, my thinking, relationships, business practices, and my position in society. One of the important insights has been that my personal life, my professional life, and my position in society are one thing: they are not separated. I aligned the things I love to do with those that I'm good at and those that give meaning to my life, and called it "lifework." In order to do this well, I'm taking care of my physical, mental, and spiritual health, and I work from beautiful places. Another important insight I got from B-SM and am still using is that the global societal challenges we are facing are so big, no one single party can never solve them alone. You have to collaborate. Having tools and models to co-create and build strong partnerships to drive system change are, to me, the best assets.

Alumni	Bas Parlevliet
Quote	"Sustainability is deeply rooted in our contracts"
Topic of Thesis	Public Private Partnerships in Dutch Infrastructure Public Works
Position(s)	Trainee Dutch Government; Operational Manager Rijkswaterstaat; Sr. Business Advisor Department of Health; Facility Manager Department of Ministry of Economic Affairs and Climate Policy/Ministry of Health, Welfare and Sports
Year of graduation	2007

For me, there's always been more than just business. B-SM gave me the opportunity to satisfy my curiosity about the broader perspective of business. In my current job, working for the Dutch government, it still helps a great deal to be able to scientifically understand both the public and private environments.

My master's thesis focused on public-private partnerships (e.g., DBFM(O) contracts). Because of that, I applied for the 'Rijkstrainee programme" (a 2-year trainee programme with the Dutch government). Now, almost twelve years and four jobs later, all subjects of B-SM have proven to be relevant. Sustainability is one of the major threads running through my career, so far.

Almost all the skills I learned during my B-SM master's still help greatly in my current job as a manager, as they did in my previous positions. I feel responsible for my team and their well-being. Furthermore, sustainability is deeply rooted in our contracts: social return, circularity, environmental footprints, durability, etc. I sincerely appreciate the fact that a lot of effort is put into these contracts, and the results are concrete and visible.

Alumni	Ivo Broeren
Quote	"Develop as critical thinker"
Topic of Thesis	The Advertisement Paradox; Issue advertisement campaigns in the Netherlands (published as bok)
Position(s)	Trainee and Senior Marketeer - ING Group; Product Manager - Payconiq
Year of graduation	2007

"If you always do what you always did, you will always get what you always got." That was the feeling I had with most of the other master's programmes at RSM. B-SM was different, and it opened a broader perspective on the business world. What I experienced in the bachelor's classes given by faculty members of B-SM was their academic spirit to challenge the status quo, daring to be different in a business school where the default was maximizing Total Shareholders' Value, and focusing on new and innovative themes like issue management, corporate social responsibility (CSR), and corporate governance.

When I enrolled in the master's programme, I was working for the faculty of Human Resource Management (HRM). I remember vividly a discussion I had with one of the HRM staff members, about choosing a master's. His argument was that, "with HRM you'll have better chances on the job market and will learn concrete theories that you could apply directly." For me, this was the decisive moment to enroll for B-SM. It was exactly, the open, innovative, curious, and broad perspective that B-SM presented that made me want to join.

In 2007 I started in the International Talent Programme of ING Group, just a few months before the financial crisis of 2008 blew up a significant part of the financial industry. In the early pre-crisis months I was a bit of a stranger, because most of the management trainee's had a deeper economic or financial background. My approach, of looking from a holistic perspective (civil society, government, and business) was, for some of my fellow trainees, a bit strange. Especially because the market was booming. Why should we think about civil society or governments? The rest is history. From 2008 onwards, ING received state aid, was in constantly in the public eye, and needed to reposition itself in the Netherlands and in the world.

Personally, the lessons I learned from my master's were crucial for rebuilding ING and their role in the banking industry. In the strategic marketing role I had, we constantly opened discussions with clients and partners in order to discuss the bigger situation of the financial industry. Among the most useful tools for those discussions were stakeholder mapping and issue-management theory.

Furthermore, I developed myself as a critical thinker (some would say, "a pain in the ass") in the large bureaucratic corporate environment of ING. Using the skills of setting up well-structured lines of argumentation, analyzing problems from various perspectives, and daring to speak up gave me the opportunity to serve in many good positions within ING. The crowning glory was to set up a financial technology (fintech) company outside of ING. In 2016 we founded the fintech, Payconiq, which is now operational in four countries employing 120 people, with ING as majority shareholder, amongst other big European banks.

During the establishment of Payconiq, we created our company values: Bold, Human, and Honest are the three (out of six) that most closely relate to how I look at the business world. Although, B-SM is not the master's for innovation, I consider it as an innovative master's. Talking and discussing about innovation is not really innovation. You need the people who want to change the world for the better gathered together for that purpose, which is what the B-SM master's gave me.

Alumni	Stefan Leliveld
Quote	"Intense collaboration is key"
Topic of Thesis	Local linkages of tourism in south-eastern Mozambique: how do hotels make a difference?
Position(s)	Project leader stichting Lezen en Schrijven; Strategic policy advisor, UWV
Year of graduation	2007

During my Bachelor's in Business Administration, I became increasingly convinced of the value and necessity of B-SM as a Master. In my view, businesses were nothing more and nothing less than a category of essential players in society, both nationally and internationally. BSM was an obvious choice. It gave me a broader view on societal development and greatly contributed to my personal skills development. It was an excellent combination, which motivated me to continue learning. After graduation, I did a second Master's in International Relations at the University of Amsterdam, before I starting my working life.

B-SM was a great and important contribution to my development and planted the seed through which my view on society and focus in working life would grow. I hope to contribute to better lives of people, both in the Netherlands and abroad, in a sustainable way: both now and in the future. And I hope to do this through intense collaboration: with people, with civil society, with government, and with companies. It forms the heart of the work I did at the Reading & Writing Foundation (Stichting Lezen & Schrijven), the heart of my current job at the Dutch Employee Insurance Agency (UWV), and the heart of my voluntary work for the political party GroenLinks in Rotterdam. It formed the heart of the way I experienced and enjoyed BSM.

Alumni	Michael Putra
Quote	"Scenario's are very useful when dealing with complex issues"
Topic of Thesis	Sustainability Challenges and Corporate Responsibility Regimes in Asia
Position(s)	CO_2 Strategy and Policy Advisor, Royal Dutch Shell; HSSE and Sustainable Development Manager & Senior Manager Commercial Strategy Shell Upstream Indonesia; Member of World Energy Council – Indonesia National Committee
Year of graduation	2008

We all make choices every day. Sometimes we know the impact of the choice, and sometimes we don't. Choosing a master's programme is one of those choices that we know is important and has significant impact (though we are not yet sure how significant), but at the same time we feel uneasy for having only a fraction of the information needed to do a full assessment. Nevertheless, a decision must be made. Lo and behold, trying to better understand how to make difficult choices while knowing you don't have the full information was what RSM Master in B-SM programme is all about.

Admittedly, the lure of freedom from intimidating exams or getting swamped in SPSS statistics software were factors in my decision to pursue a Master of B-SM (B-SM). But by far the most important factor was that it just felt right. It felt right because it touched on a wide range of my personal interests, ranging from climate change to poverty, multinational corporations to innovative start-ups, to sustainability as against e window-dressing, and many others. It felt right because the programme was humble enough to not claim to be a source of all solutions; rather, it offered forums and toolkits to help us understand, and eventually solve, the problems. (Please note that the use of the word "right," in this context, never refers to "being right," let alone to "righteousness.") If anything, B-SM taught us that finding solutions are not as simple as getting to the right (or wrong) answers.

When I completed the B-SM programme, about ten years ago, I was already working for Shell, as CO_2 Strategy Analyst in its corporate head office in The Hague. This was, and still is, atopic with numerous perspectives and debates—and necessarily so. The issue of climate change is certainly one of the "wicked problems" that the B-SM programme equipped us to analyze and deal with. An amalgamation of the tools that we learned is now better packaged by the Wicked Problem Plaza, with its accompanying Skill Sheets.

In the years following the completion of my master's programme, my career took me to assignments in several countries covering diverse areas of strategy and policy, sustainable development, and commercial business. In all of these, the skill sets I acquired from B-SM have grown increasingly useful. Especially when dealing with "wicked problems". A humbling saying from Confucius summarizes B-SM's principle well: "He who knows all the answers has not been asked all the questions".

In short, we don't know everything. B-SM taught us to interact meaningfully in collaboration with stakeholders, and be very wary of lip-service or window-dressing, and so-called "stakeholder engagements." Meaningful interaction requires sincere listening and sharing of views, information, and also sometimes feelings, too. It's rooted in the understanding that the potential solutions reside in the knowledge possessed by others—people, organizations, stakeholders—and most likely exists in a mélange of different sources.

Governments, companies, think-tanks, and NGOs often have different views on issues, because they have different data-sets and insights at their disposal—hence the critical importance of fostering dialogue whilst acknowledging the potentially different motivations on the table. None among them should feel they have sufficient knowledge to answer the multi-dimensional questions posed. In 2017, Steven Sloman and Philip Fernbach elaborated on this in their book, *The Knowledge Illusion*. Their work may be just one of many assertions of how relevant (and quite advanced) the B-SM programme was, and still is. Those of us in the programme were under no illusion that we have all the knowledge, nor did we suffer from the illusion that a sustainable solution would be easy.

A vivid example of a time when complex but meaningful interactions took place, and I had to deploy (and enhance) all that I learned at B-SM, was when I was part of an exercise that constructed possible scenarios of future Indonesian energy systems in 2030. (More information about this can be found online at bandungscenarios2030.com.) The team members came from different, and sometimes opposing, interests: academia, politicians from ruling and opposition parties, international and national oil companies, coal association, bio-fuel producers, state-owned enterprises, environmental and community-based NGOs, and government officials, among others

"Scenario exercise" is a well-known method that can help us navigate complex or uncertain terrain. It's often used in military policy-making and business crises. In this Indonesian exercise, the energy scenario triggered a plethora of wicked choices, such as: which goal to prioritize between eradicating poverty (in among other ways, by providing affordable energy) and mitigating greenhouse gas emissions? How should hydrocarbon energy sources be developed to generate income (and multiplier effects) to the economy (while, at the same time, taking proportionate accountability for climate change)? Should the energy system be open or closely regulated, centralized or decentralized?

As with all wicked problems, no silver bullet could be found. But what the exercise managed to deliver was a set of scenarios on how the Indonesian energy system *could evolve* (emphasis on "*could*", and not "*should*" or "*would*"). These scenarios are very useful as the platform for a common language when dealing with complex issues involving numerous stakeholders with different motives. The participants may not agree (and perhaps never will) on a single policy or business model that the Indonesian energy system *should* take, but they did agree that the four scenarios were acceptable as plausible scenarios—none were the *right* answer, but *an* answer. As actors in the energy economy, a government agency or an energy company can then test its policy or business plan against the scenarios for robustness. That's an adaptive approach to a scenario exercise. Another approach is transformative, wherein actors in the system decide to transform the system towards the desirable outcome. Adam Kahane, who I had the privilege of working with during the Indonesian energy system scenario exercise, coined the term "transformative scenario planning," which became the title of one of his books (following his rich experience that includes his work with South Africa at the critical moment of the nation's transformation from apartheid rule).

Policy debates, societal choices, and global issues are all exciting terrains, inviting plenty of intellectual responses and pragmatic actions. But at the end of the day, B-SM is also part of a renowned business school. As such, I am a proud alumnus, not only because it was one of the best investments I ever made (yes, B-SM taught us how to make good investments, too), but also because I truly believe B-SM's methods and approaches are shaping the way that business decisions will be made in this increasingly complex world. Our civilization has advanced far past the division of labor that led to very specialized lines of work propelling economies. The construct of this division of labor is in desperate need of an influx of knowledge from every distant corner. B-SM has played an important role equipping business practitioners to partake in and even lead this fusion of knowledge.

Alumni	Guenola Nonet
Quote	"One thing is sure: we know that we're ignorant about many aspects of life."
Topic of Thesis	The necessary transformation of Business Schools to encourage holistic management.
Position(s)	Consultant Ministry of Sustainable Development (France), various teaching positions, visiting for campus transformation in Florida (USA); assistant professor and Business school Jönköping International Business School (Sweden)
Year of graduation	2008

In 2004, after five years working in sales and marketing, I decided to go back to university and study something "meaningful," to help bring positive change to the business world. I intuitively felt that the for-profit world was dry, too focused on short-term financial returns, and oblivious to the best of humanity, acting as selfish agents fighting for financial rewards.

When I started the Erasmus University RSM Bachelor of International Business Administration programme, I naively believed it would teach me how to conduct business in a "proper" way. I thought that learning from the brightest professors in the world would help me bring an inspiring vision to the business world. Gosh, I was wrong. Three years, and several quantitative examinations, later, I'd lost my vision, buried under neoliberal principles that told me humans are predictable, selfish agents, that an invisible hand regulate our markets, and that our societies are fine as long as our GDPs are high.

Suddenly, when I was invited to choose a master's programme, my initial humanistic vision and the contribution I wanted to bring to the world came back to hit me in the face, like a boomerang! There I was, in tears, telling a friend: "I had a vision, I wanted to bring something meaningful to the world and to businesses, and all I have learned during these three years is the opposite." Fortunately, my friend had heard about an alternative master's programme, something "different." Back then it was called GBSM, Global Business and Stakeholder Management. I went to a presentation. It showed many circles, wherein businesses were only one among many. This looked different enough from everything I had seen so far to stimulate me, and I signed up for it.

Soon enough I found myself in the woods in Belgium talking philanthropy with Lucas Meijs, listening to Rob van Tulder invite us to think "out of the box." This new journey led me to reconnect to my personal vision and values. In a nutshell, it returned me to myself.

It totally changed my career. I guess I was ready for it. When I started GBSM I was very ignorant. For example, I had no clue about climate change or all the controversies around the oil industry. I was actually working for Shell Benelux part-time.

After 4 months of the GBSM pressure-cooker, I quit my promising position at Shell. The conflict I was living was too hard, and I could no longer manage it. Although I knew what I did *not* want, it took me a while to know exactly what I wanted, and how to pursue it. On that score, it is still a work-in-progress.

Encouraged by our professors, I created a research group to study how companies motivate their employees to behave ethically. Our findings were alarming: no incentives were based on the employees' personal values. I went further and looked at business schools, asking how they help students know their own values and what kind of education will help us be the leaders our world and our societies deeply need.

I can still see myself presenting to the class a circle, where the center represented inner values, love, and inner motivations, explaining that decisions had to come from within to be responsible, ethical, and aligned with people and our planetary needs. Some students were interested; a few were honest enough to tell me that it was sweet but unrealistic. I pursued my philosophical inquiry about the importance of connecting from within to manage and lead from the heart, from the "soul," and did a master's thesis about transforming business schools to achieve holistic education.

I have always been interested in working in consultancy and helping organizations transform, but when I graduated (September 2008) Europe was facing what they called a "financial crisis," and attention was more focused on financial issues than on environmental or societal ones. We too easily forget how everything is intertwined and focus only on one piece of the puzzle. So I continued my research and did a doctoral thesis. I came to realize that I enjoy research especially. I studied innovative business schools that offer other types of experience/ education to help train responsible managers. After receiving a Summa Cum Laude for my innovative doctoral research, I spent two years in Florida, helping a business school with a campus of 26,000 students take the lead on responsibility in action. After that I was offered a permanent position in Sweden, where I moved with my family. I am now Assistant Professor in leadership, social innovation, and sustainable development. I am also manager for responsibility-in-action for our business school, Jönköping International Business School, and co-leader of the sustainability group for our entire university.

My main research focus is on the transformation of business schools: are business schools coming to an end? In a sense they are, but we should be able to combine what we've created with existing societal needs. Business schools that were extremely practitioner-oriented during the last century faced valid criticism for that and risked becoming irrelevant to the world. Their ivory tower of scientific research and the rat-race for academic publications have too little impact on the world. That seems to be coming to an end. Business schools want to be relevant again, and are developing ways to be so. The world is constantly changing—our geopolitical situations, access to natural "resources," globalization and glocalisation, and the growing diversity of environmental transformations, to name a few. One thing is sure: we know that we're ignorant about many aspects of life. What role will business schools play in helping their students be the leaders we need? How can our business schools deliver tailor-made programmes fitting organizational needs to help businesses transform internally? This is my daily work, the questions I'm trying to answer.

The master's programme had an incredible impact on me. Its invitation to think out of the box, to reconnect to my deepest values, to be imaginative (which had been imperiled by three years of conventional study), and Gail Whiteman's course at the botanical garden were all transforming. They helped me reconnect to nature and to our place in nature. It helped me reconnect from within.

Business schools are facing criticism for their inability to help students connect to their emotional side, their "soft skills." GBSM had some features that addressed those needs. We were asked to write about a role model, someone who inspired us, and how they did that. I was always encouraged to go further in my questioning. Being at a business school where the teachers encouraged us to ask why business schools were failing to raise responsible and ethical managers was very powerful. It helped me feel more legitimate. Then reading great authors like Porter, Goshal, and Waddock, achieved what GBSM had started.

I can never know my full impact, but I just continue working. The best reward is when a person comes back after several years and tells me how skeptical he or she was back then, when first listening to me, and how it all makes sense now, and that he or she is trying to be a role model to make a more collaborative society based on human values. I try to change myself every day, to live a more sustainable life, connected to my values of ethics, honesty, love and respect for myself and others, and to lead by example. I also try to deliver inspiring teaching, coaching, or consultancy services, when invited to, to help others transform, collaborate, and develop tools and behaviors to rapidly move towards a society that fully supports the Sustainable Development Goals.

It is hard work. Our jobs are new, our positions are being invented as we go. We are pioneers, and as much as it is inspiring, it is also extremely challenging. Everywhere I go around the world, I meet colleagues facing similar tensions and difficulties. The future is being invented, new research created, and old practices revisited and renewed, constantly. Our governments do not know how to achieve the United Nations Sustainable Development Goals they have ratified. No one really knows how to remain at "only" two degrees of climate change. Although we all speak, write, and gather in the "holy name" of sustainability, transformation, and lowering our impact, deleterious effects grow, and each new year registers as being the hottest of the century. We are facing unprecedented challenges that humanity has created and never faced before.

In my moments of despair I hold on to two things. First, our great ability to react at the last minute to develop solutions. Maybe at the last moment we will start collaborating in the name of what real humanity could be, to invent a loving society based on collaboration, self-respect, and mutual respect (with humans and all living beings, including our living planet). But when will that wakeup call come? And second, the fact that, at least at the personal level, I can try to align with what I believe is essential for me, for my two children, for the species that disappeared while I was writing these notes, and for all of us.

Alumni	Carolina Fernandez-Jansink
Quote	"Staying at the innovator's side is important"
Topic of Thesis	Developing New Markets for Sustainable Technologies
Position(s)	Engagement Specialist at Robeco, International Credit; Analyst at Triodos Bank, Owner at Cascading Sustainability
Year of graduation	2008

Before starting my master's studies, I had worked with the "Sustainable Cities Initiative" of the Canadian Ministry of Industry, and I knew I wanted to continue working in this field. I realized that if I wanted to create a bigger positive impact and be more strategic on how and where to put my energy, I needed to improve my academic knowledge. I was drawn by the interesting topics and depth of discussions and analyses when presented with the master's programme. Also, the high academic level that Erasmus University had a reputation for was one of my main drivers to enroll in the programme.

First, I was exposed to a wide variety of innovative analysis tools, approaches, and ways of thinking in the field. It also opened my eyes to how the society-business relationship works, in a very deep way and on a global scale. Even more, I was supported, in a wonderful way, to connect with the business community, during and even after graduating. I got a very good job thanks to that. Taking this master's programme placed me on a different and better path (with access to knowledge, networks, and people) that has helped me stay on the innovator's side ever since.

It introduced me to innovative concepts (even today, after 10 years), such as biomimicry, systems thinking, sustainable finance, and stakeholder management, which are now part of my everyday work life. I have gone deeper in these areas, and it is with them in mind that I recently started my own consulting business to help sustainable business leaders accelerate their progress toward better sustainable and financial performance. We are currently performing pilot projects in Mexico, the U.S., and France.

Alumni	Corien Herweijer
Quote	"In a dynamic environment like Africa, nobody is waiting for theoretical analyses"
Topic of Thesis	Is the impact of Cultural Distance on FDI reciprocal?
Position(s)	Consultant - Teampro (Rotterdam (NL) and Nairobi (Kenya)) Manager HECS Holdings Ltd (Kenya); Manager Lelgoi Holdings (Kenya) Marketing & Sales Manager Agrico East Africa (Kenya)
Year of graduation	2008

I work in the field of business development, marketing, and sales, in the agricultural "value chain" in East Africa. Erasmus University's RSM, where I took my master's, played a great role in getting me where I am today. After completing my Bachelor of Science in Business Administration at the Radboud University, in Nijmegen, I opted to switch universities for my master's. So I was a "late-comer" to RSM. Attending two different universities, which organized their business studies from differing academic perspectives (a focus on economics at Nijmegen and on social sciences at RSM), was really interesting. I loved my study time in *gezellig* Nijmegen. But I knew I wanted to pursue an international career, so I looked for a university that was more internationally oriented and renowned. Hence my choice to switch to Erasmus and RSM.

The bachelor's course I'd followed was very much a "typical" business programme. It focused on understanding and optimizing the internal processes and functions of organizations. But throughout my bachelor's, I become more interested in the ways that companies interact with their external environment, and that's what attracted me to the Global Business and Stakeholder Management master's (GBSM). Looking outward, studying global trends that affect organizations on strategic, tactical, and operational levels, and asking how they go beyond mere "response" to interact and take advantage of external conditions. The world is extremely dynamic, and companies that are agile enough to quickly respond to its dynamic needs are much more likely to succeed. I want to help respond to that dynamism!

After finishing my master's, I soon got an opportunity to work in a very dynamic environment: the field of agriculture in Africa! Now, hold on a minute. I know that when the Dutch think of farming, it has a bit of a "reputational challenge," or an "image problem." We think of farming as something that happens in the countryside and is very traditional, usually done as a family business. There are dozens, if not hundreds, of rules and regulations to follow as a European farmer. But in Africa? People often assume that it's backwards, or stuck in the past.

Let me change that perception; agriculture in Africa is among the most dynamic and strategic business sectors of the 21st century! The African population is booming (unlike the Western world), the middle-class is growing, GDPs are going up, and, hence, the demand for efficient food production is huge. Africa has the potential to feed the world—if it is well managed. And isn't that where the business community comes in, ensuring that resources are well managed? My role in business development (and later in marketing and sales) has been to develop catalysts and help the continent realize its productive potential. I can see the direct impact of my work, which is extremely exciting and satisfying. I've been able to help turnaround unprofitable small-to-medium enterprises (SMEs) so they're generating revenue of as much as two million dollars-a-year. In my current work, I interact with hundreds, if not thousands, of small-holder farmers, helping increase their agricultural yields. With results up to a five-fold increase, farmers can earn themselves a more decent living and a better quality of life. Quick and sustainable results are what make me tick!

The world is dynamic, and so am I. I recently decided to continue my studies, and am taking courses in marketing, through the UK's Chartered Institute of Marketing (CIM). I enjoy returning to study more of the marketing theory on which to hang my practical experiences. Of course, there is tension between academia and business, and it's an exciting challenge for me, as a business practitioner with an outward look and international experience, to bridge the two and bring them closer. I think the GBSM master's built similar bridges, for instance by having us write applied research papers, a great prep for the real world. In a dynamic environment, like Africa, working with SMEs, nobody is waiting for theoretical analyses. We immediately apply theory to real life. No time or opportunity to waste.

I look back on fun memories of the "pressure cooker" and the Master Study Club events. I miss Rotterdam at times, the energy of the city and all the fun stuff to do, especially during the long Dutch summers. Thanks to all of you who made my master's very worthwhile.

Alumni	Ismaela Nieuwenhuijs - Stöteler
Quote	"An issue driven approach towards a problem is vital"
Topic of Thesis	Multinationals and Wages: the good, the bad and the ugly?
Position(s)	Project Manager at RSM/PrC; Research support officer Utrecht University; Advisor EU Research Funding
Year of graduation	2008

During my third year of the bachelor, I did an internship at Ernst & Young. Always having thought I would very much like the accounting practice, it was rather unsettling to find out that I did not. I wanted more. More impact, more insight in the bigger picture, more excitement and a bigger sense of community. B-SM was the master programme that ticked all these boxes.

While finishing the master programme, I started a jewellery business together with a fellow master student and friend to help women in developing countries develop their skills and independence. After graduation, I worked at the Partnerships Resource Centre as a project manager and was introduced in to the profession of Research Management.

A few years later, I worked at Utrecht University, where I managed research projects funded by the European Commission. Currently I work as an advisor on the European Commission Framework Programmes (Horizon 2020 and Horizon Europe) at the Erasmus University Medical Centre. My job is very diverse and strategic. It includes lobbying, training scientists, proofreading and writing, identifying opportunities and translating them to the internal organization. All this requires an understanding of research and how it works, of policy and the process of policy development, different stakeholder positions and the big drivers for each position and their background (such as the Sustainable Development Goals). The B-SM master programme is an excellent basis for this this work.

What I learned during the masters and what I still apply in my work almost every day is the issue driven approach towards a problem. Systematically analyzing who is part of the problem and who needs to be part of the solution and how you build up your research project, your consortium, your project proposal and argumentation. This is all part of my everyday tasks.

A big driver of the current and next Framework Programmes of the European Commission are the Sustainable Development Goals (SDGs). In my work I contribute to the impact made in several ways: by asking the right questions, by discussing and reviewing their plans towards impact and the stakeholders they include in their plans. By doing so I contribute to the money spent on research being money well spent - tax payers' money that is spent in pursuit of the Sustainable Development Goals.

Alumni	Koen van Baekel
Quote	"I cannot overstate the value of skills and teamwork"
Topic of Thesis	The future of welfare: Struggling and emergent European models
Position(s)	Consultant at ECORYS Finance; Financial advisor infrastructure & transit, Director and partner, RebelGroup International
Year of graduation	2008

In my final year in the Business Administration Bachelor of Science programme at RSM, I had decided to focus on corporate finance. But, during that year, I came to realize (with some disappointment) that the "finance view" on the world of business is very straightforward: businesses are driven purely by the singular motive of financial value creation for shareholders, and everything flows from this. So, I was led to pursue Global Business and Stakeholder Management (GBSM) instead, because that master's programme took a different view. It looked at businesses not as abstract and single-minded phenomena, but as a set of very human players acting in a much broader context—with all sorts of special interests, social and technological innovations, and moral dilemmas pushing and pulling them in all directions. For me, this panoramic view on business came with a very attractive practical bonus: in selecting my courses and my master's thesis subject, I was able to choose from a much broader range of topics. I felt that, combined with the intensity of the programme and the diversity and individual qualities of fellow-students and academic staff, this meant I would never get bored. And I was right.

The GBSM programme provided me with a robust career launch pad and trajectory, via its content and the skills and teamwork required. In the final months of the GBSM programme, I interned with the Financial & Public-Private Partnership Advisory team at Ecorys, in Rotterdam, and was hired after graduation. Finance thus became a career path after all, but with a very strong GBSM twist: we used smarter contracts and alliances between businesses and government to direct the technical and financial capabilities of businesses toward providing more and better-quality mobility, public transport, healthcare, transport infrastructure, and so on. This emphasis on working at the interface between public and private sectors has continued to be my focus area since moving from Ecorys to join Rebel, a Rotterdam-based advisory group, where I still work today. In addition to this still-relevant GBSM content, I cannot overstate the value of GBSM's emphasis on skills and teamwork. I would not have managed to survive either the master's or countless subsequent professional challenges without these two. Professional skills in writing, analysis, and organization are crucial to meet the requirements of a consulting job—but the right team that can work together is unbeatable. Related disclosure: I am still the proud owner and user of a copy of the (red-covered) *Skill Sheets*.

From high-speed rail development in California, to improving solid waste management in Cairo, to exploring Hyperloop or self-driving vehicle applications in the Netherlands, to development of Smart City platform systems in Riyadh or hydrogen bus services in the Netherlands, public-private partnerships that create value and have an impact for society as a whole have been the common thread running through most, if not all, of my projects. Some of those projects have very specific and demonstrable "sustainability" qualities, in the GBSM sense. And all of them are very satisfying, when they reach the point of impact. For example: cleaner air and more equitable economic growth as a result of improved urban transport (impact point: actually riding on a 50-kmph bus service through central Dar Es Salaam); improved economic opportunities for irrigation agriculture in Northern Ghana (impact point: satellite imagery of the first irrigation pivots installed in the area); or, the Rotterdam Zuidplein area redevelopment as "Hart van Zuid" (impact point: ride the metro to Rotterdam-Zuidplein and see for yourself!).

Alumni	Andrea da Rosa
Quote	"Managing stakeholders effectively is key"
Topic of Thesis	The poverty of the management discipline
Position(s)	Research associate PrC; Unilever – supply chain; Coca-Cola – commercial business controller
Year of graduation	2009

When choosing my Master programme, I was in doubt between Finance & Investments and Global Business & Stakeholder Management. In my mind, the Finance option would provide me a strong specialization and would give direction to my career. At the same time, the GBSM Master would help me develop my research skills and broaden my thinking on a different side of the business world: the one that sees businesses as key players in approaching the world's most challenging problems.

At that moment, I followed my heart: GBSM was therefore my choice!

I see the GBSM Master as a strong foundation for my career. A foundation in terms of skills and perspectives, in the way of analyzing complex topics, and in effectively bringing together different ideas and interests to find common ground.

Straight after the Master, I had the opportunity to conduct research for four years at the Partnerships Resource Centre (RSM). The skills developed during the Master were essential and formed the basis for me to deepen my perspectives on the role of MNCs in wicked problems such as poverty, and sustainability in general, either as standalone players or in cross-sectoral partnerships.

The dynamism and influential power of MNCs has always been fascinating to me. These big players have the choice to do good (and right) or bad.

In my next career steps, I combined my ambition to experience the world of MNCs and with my interest for finance. This brought me to various positions different functions at Unilever and more recently at Coca-Cola, both corporations that take their role in society and the environment very seriously, and that take a broader approach in recruitment: valuing skills, motivation, and multidisciplinary perspectives.

A career move to finance, in a big MNC, without having a Finance Master as a basis frightened me at first. However, here again, I realized how powerful the GBSM Master had been in creating the fundamentals for my career. I am convinced that the broader scope and the ability to analyze and understand problems from different angles added value to my profile and helped me to be a better financial expert than I would have been otherwise.

The importance of managing stakeholders effectively is probably the key lesson that I have taken with me over the years: looking at issues from different angles, taking the points of view of different actors into consideration, learning from the knowledge and expertise of various players, and trying to find a common ground. All of this resulting in the, not always perfect, but most optimal solution to an issue.

Alumni	Matthias Olthaar
Quote	"Every business environment is by definition affected by global practices and institutions"
Topic of Thesis	Can Tony's Factory Change the Word?
Position(s)	PhD Student / University lecturer; University of Applied Sciences Professor in Green Logistics
Year of graduation	2009

Perhaps it is not that obvious, but "the global business environment" is in fact a pleonasm. After all, almost every business environment is by definition affected by global practices and institutions. This holds true even for small local businesses, such as small retailers and craftsmen. Their businesses are at the very least affected by institutions that are the result of the international bargaining game. A wish to better understand what is global about the business environment and the relation of the global perspective to both social and environmental sustainability motivated me to start the master's programme in Global Business and Stakeholder Management (GBSM) at RSM. And, in fact, attending this master's programme did do exactly that to me. It was a logical step in better understanding the dynamics at play in global business. This improved understanding of the dynamics at play in global business formed a major and determinative step in my career.

My career already started during my studies, when I worked as part time teacher at the Albeda Business College. During my studies, I also did an internship at Tony's Chocolonely, researching opportunities to improve income and labor conditions in the cocoa-chocolate value chain. That brought me to Ghana. Directly after graduating, I continued working in education and research. I moved to Groningen, where I worked at the University of Groningen. I obtained my Ph.D with research on opportunities for small African farmers to improve their competitive advantage in global value chains. Both the institutional perspective and strategic management perspective were part of the research, which led to scientific publications. I collected most of my data in Ethiopia, in a conflict area on the border with Eritrea, close to Sudan, some 1,000 kilometers from the capital city, Addis Ababa.

After a couple of years, I was invited to start a new challenge, namely to start a professorship in Green Logistics at the NHL Stenden University of Applied Sciences, in Emmen. In September, 2017, I officially began my work as Professor of Green Logistics. This step was a logical one. It gave me the opportunity to look at value chains and supply chains, not only from a "People and Profit" perspective, but also from a planetary perspective. The "green" in Green Logistics refers to the circular economy, while "logistics" is about supply and demand chain management. Currently the programme focuses on various applied research projects with companies. We supervise Ph.D research, and expect to produce a number of scientific publications in the near future. Working at a university of applied sciences allows me to use my problem-solving and analytical mind to its fullest. I do not only observe, model, and theorize phenomena as in classical scientific research; I also use the observations to come to practical solutions that can be applied by our commercial and governmental partners.

As you've seen above, the GBSM master's has had a great influence on my career, so far. My current work is still entirely about sustainability, and the momentum is currently very good. In particular, the circular economy is becoming an influential trend. In the short history of the Green Logistics professorship we have, together with colleagues and students, already advised tens of companies and local governments on how to make their supply chains or regional economies more circular, and we'll continue to do so in the future. The curriculum in Emmen is also changing as a consequence. Simultaneously, we expect innovative scientific publications in the next two to four years.

Alumni	Koen van Walsem
Quote	"Focus on project-based assignments is important"
Topic of Thesis	Dominant Logic
Position(s)	Electric vehicle consultant
Year of graduation	2009

Before this master's programme I studied business information technology and business administration, but I was left with the feeling of, "is this it?" I now knew how companies worked in theory, and what was considered the "best way" to do business; but what did I really find important? The answer, for me, was that business should also aspire to do the right thing and create a better world. This led me to discover the main driver for my pursuing a Master of B-SM: my belief that the corporate world has the power to make the biggest changes. The B-SM master's is a deep-dive into how companies can use their assets in a way that benefits sustainable growth for all involved: society, the environment, and companies.

A second driver for me to pursue this master's was the relatively small number of students, which allows for closer cooperation and a project-based approach. I learn more in a short time-frame when the groups are smaller. The small group setup also gave me a deeper understanding of the different perspectives of other students. RSM is focused on project-based assignments, which also prepared me for the world after university.

This master's, in combination with my personal beliefs, led to me pursue jobs at companies where the goal is to have a good impact on the world. I will always accept jobs that are related to this. Due to job market circumstances, it was only my second employer that matched this criterion. I now work in the electric vehicle industry. For example, I would never be able to work within Groupe Renault on anything about internal combustion engines, because it is a polluting technology that ought to be phased out.
In my career, I first had roles related to bringing the internal corporate social responsibility systems and convictions to a higher level. At this time, my career has switched to sustainable products. I notice that this gives me more satisfaction, because everyone involved seems more dedicated, perhaps due to the fact that these products are the money-generators for the future of the company.

The master's programmes at Erasmus University are project-based. My career mostly draws on the skills I learned related to project management. This background and training helps me to make big assignments, initiatives, and projects successful. In my current position, I work on many such projects, related to large car-sharing fleets, corporate electric-car fleets, and implementing large-scale charging-infrastructure solutions. In addition, the courses I took related to global stakeholder management allowed me to look at opportunities, problems, and challenges from different perspectives. That way I could identify which goals brought the stakeholder "to the table." This, in turn, helps me choose the right way forward.

Alumni	Anima Jhagroe-Ruissen
Quote	"Seeking out and making connections between different domains turned out to be the story of my career"
Topic of Thesis	Gender Equality in Fair Trade
Position(s)	Project assistant Corporate Responsibility at Ahold, Researcher at WUR; Teacher and curriculum designer at Hogeschool Rotterdam - Marketing of Social Business
Year of graduation	2009

First, I finished my bachelor's in commercial economics (CE). However, during this study I was more occupied with social themes, such as cultural diversity. Therefore, my additional activities focused mainly on connecting cultures. I did not see a connection between my study and my activities. When I decided I wanted to do a master's, I searched for a master's that could connect these two different worlds. Of course, I considered subjects like human resources, however they seemed to be too "narrow" for my aims. Then I found out about the Master of Global Business and Stakeholder Management programme (GBSM): a master's about the responsibilities and roles of different stakeholders in society; a master's that explored the interfaces between society and business and state; a master's that gave me the opportunity to think about the future in a different way.

GBSM taught me to think about business concepts, now and in the future, how the business environment can be understood, and what the relations and interests are among different parties. Today, I am still inspired by the subjects of the master's programme, such as leadership, non-profit management, and the global business environment. My additional activities during the master's, such as being part of the organizing committee for the first Max Havelaar Lecture (MHL), left me super inspired. The second year I became chair of the organizing committee of the MHL. Currently, I am a teacher and curriculum designer for the bachelor's study in Marketing of Social Business (MoS) at the Hogeschool Rotterdam (HRO), and I have my own company, Niembooda, which specializes in Indian dance and henna arts. At HRO I teach students how to relate practice and theory, while at Niembooda I am operating a real business in a complex field. GBSM gave me tools for operating at the intersections of different worlds. It's been a decade since I graduated, but the master's programme is still there in everything I do. However, since change is the only constant, I also look for new ways to contribute to the field of sustainability. by thinking and discussing with students how to develop new business models, and even how to redefine "profit" or "commerce." Also, through Niembooda, I try to make a social impact and create a new "market" in the creative sector by teaching dance classes for free. This builds a community that can understand, appreciate, learn, and practice the Indian classical dance, Kathak. It's not easy to practice a foreign art form in the Netherlands. However, in two years my dance school grew from teaching eight students to around forty, a group that not only takes classes but also attends Kathak performances, reads books, and watches YouTube, etc., to understand the art of Kathak. So, actually seeking out and making connections between different domains turned out to be the story of my career, in which GBSM played a major role.

Alumni	Dennis Iseger
Quote	"Exited to think about competitive advantage through sustainability in core planning"
Topic of Thesis	Stakeholder Distance Strategic Management of Home and Host Stakeholders in Multinational Corporations
Position(s)	Interim professional in sustainability and change management DPA Professionals; CSR/Communication manager Arla Foods; Advisor KPMG Sustainability
Year of graduation	2009

During my bachelor's degree study, I took a course in Business and Society Management. I immediately felt this was something I wanted to know more about. For me, it was not a difficult decision at all to choose a Master in Global Business and Stakeholder Management (GBSM) as my course of study.

During the master's programme, I learned how businesses could operate in a sustainable manner. It was exciting to think about ways in which businesses could gain a competitive advantage by integrating sustainability in their core planning. The idea of corporate social responsibility, in which businesses interact with their stakeholders and take people, planet, and profit into account in their decision making process, inspired me and shaped my career.

For me, it is common sense to manage your stakeholders, to identify risks and opportunities by looking to the world outside, and to partner with suppliers and customers to create shared value. However, in reality most businesses and individuals are still focused on the short-term and unable to think "out of the box." In my work as a sustainability manager, I use the theories and ideas that I learned during the master's programme as tools to help businesses succeed.

The GBSM degree has helped me to develop important competences and behavior that I still apply on a daily basis: being guided by a strong moral compass; working with an entrepreneurial spirit; being curious; and, continuously looking for opportunities. I have never regretted my choice of this master's programme, not for a single second.

Alumni	Sara v.d. Meer
Quote	"Being genuine in everything I do has been essential"
Topic of Thesis	Managing the (Global) Commons: the Malaysian Case Study
Position(s)	Cafe manager; Environmentally Sustainable Design Officer, City of Greater Geelong; Treasurer, Geelong Sustainability (current); Head of Operations, HIP V. HYPE
Year of graduation	2010

The opportunity to do some interesting research and learn more about sustainability really drew me to this course. I liked the fact that there were no exams and papers because I learn better while doing research. Studying business before starting the master's gave me a general insight into how businesses work. But having grown up in Kenya, South Africa, and Tanzania, I was acutely aware that we need to find better ways to do business.

It's taken some time for my studies to really have a significant influence on my career, but I wouldn't be in the job I 'm in now without this course. In 2017 I decided that it was time to follow my heart, and I left a job that felt comfortable in pursuit of something with more impact and better aligned with what we learned during the master's programme.

Sustainability and changing the ways that we use resources were always on my mind and had an influence on the decisions that I made, even though it wasn't a central part of my job. While managing a cafe I had the opportunity to implement some changes, but it was often hard to convince the owners that sustainability sells.

I think the biggest thing that influences what I do is finding the balance between the three Ps, "People, Planet, and Profit." I recently introduced this triangle at work, and it has already had significant impact on the way we think about everything we do. Working in the built environment we have the opportunity to shape it into the place we deserve to live.

Living in Australia has definitely brought its challenges, dealing with a government that is still highly committed to fossil fuels. But I truly believe this has pushed me harder to do more. As Margaret Mead famously said: "Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

What also influences everything I do is practicing what I speak about. I don't like the word "preach" because preaching is not an effective way to get any message across. From a lot of the research we did during the master's programme, green washing was a common practice at any of the businesses we looked at. I can't work that way. Being genuine in everything I do, from my work to my home life, has been essential to sharing the sustainability message.

Alumni	Frea Haandrikman
Quote	"Some people care about more than just profits"
Topic of Thesis	Is gender diversity good business? The effects of a gender diverse workforce on profitability.
Position(s)	Research associate PrC/RSM; Lector Sustainable Development, MEF University (Istanbul/Turkey); Faculty Liaison Social Sciences, Erasmus University
Year of graduation	2010

After high school I decided I wanted to study something with an international character and high job security. I chose the Bachelor of International Business Administration at RSM. Although I enjoyed the topics and the international student body, I felt something didn't quite fit with my view of the world. This became clearer during a lecture about the disadvantages, but also advantages, of child labor for a company. Cheap labor! Luckily, I also attended one of the electives offered by the B-SM programme, where it became clear that some people cared about more than just profits. With much joy, I learned about the role of business in today's society, beyond making a profit. When discussing child labor, we learned how simply abolishing child labor doesn't solve the underlying problem, and how businesses could do more to help. Because the elective only showed the tip of the iceberg, I decided to pursue my master's in B-SM.

By choosing this programme I knew I wasn't getting a cookie-cutter diploma. Especially at that time, there were no "looking for a B-SM manager" adverts in the newspaper, as there were for marketing or finance. However, I saw a lot of potential in the breadth of the B-SM programme—addressing real issues throughout an entire business. I also thought the way the programme moved away from paper exams and dozens of multiple choice questions towards more scientific papers and projects would teach me valuable skills.

Having a Master of Global Business and Stakeholder Management (GBSM) in my pocket meant I had knowledge of important trends in business, such as environmental and societal impact, as well as the practical skills I learned throughout the programme. So where do you go from here? Judging from the student body from my year, anywhere. My classmates ended up all around the world in many lines of business. I started as a research associate at RSM, looking into large multinational companies and international partnership projects. I did fieldwork in Colombia, seeing the positive impact local and international companies can have while still making a profit.

After my research years, I ended up in Istanbul, Turkey. Living there opened my eyes once again to how important education and awareness are in our field. I decided to set up a bachelor's elective course at a university, hoping to inspire students the same way that I'd been inspired many years before. The course starts with the basics, such as the Sustainable Development Goals, moves on to look at stakeholders, and ends with students being able to analyze a sustainable development problem and evaluate possible solutions. The most shocking revelation for most students is that businesses can (and should) be part of the solution! The elective is not connected to a particular faculty, which means that students in many departments, from engineering to law, now know that business should be considered as a stakeholder in any future project they might do. What these students might accomplish in the future is hard to say, but it will be built on what I learned during my master's programme Of course, these Turkish students have many issues that they can work on, considering the developments their country has gone through in recent years. The students are highly motivated to improve life for all in their country, and, with a good basic knowledge of sustainable development, I truly believe they will.

After running the course for a few years, I handed it over to colleagues and moved back to The Netherlands. Currently I work as a faculty liaison for the University Library at Erasmus University.

Alumni	Eva van Baren
Quote	"Integrating sustainability into core business practices requires solid business sense and skills"
Topic of Thesis	Trade and Traceability
Position(s)	Junior Sustainability Assurance Expert Fairfood International; Researcher & Lecturer at RSM; Project Manager at DRIFT/ Lancaster University Management School; CSR Officer The Hague University of Applied Sciences; Knowledge Broker at Leiden-Delft-Erasmus Centre for Sustainability
Year of graduation	2010

Growing up on a small Caribbean island, I was always conscious of sustainable development, because of the island's size, isolation, dependence, and ecological and socio-economic vulnerability. Despite my sense of conservation and sustainability, I decided to pursue a degree in international business and management after I moved to the Netherlands. As a student, I became very passionate about traveling and took advantage of every travel opportunity, mostly through study exchange programmes and internships. While traveling, I have gained a wealth of knowledge and experience from living and working with people from different cultures and backgrounds. More importantly, it deepened my personal interest in sustainability issues as I came across, and learned about, communities facing social and environmental challenges.

I was curious and felt empowered, more so because of Prof. Gail Whiteman. I continued to pursue a master's degree in Global Business and Stakeholder Management (GBSM) at RSM, because I believed that businesses should lead sustainable economic development worldwide. I also figured that an interest in sustainability was not enough to gain credibility within an organization. Integrating sustainability into core business practices would also require solid business sense and skills.

Influence? In a big way! I knew that whatever came next I had to somehow contribute to sustainable impact and positive change. I acted on my belief that knowledge is power and started as a researcher and lecturer at RSM. This allowed me to examine and understand the impact of corporate social responsibility (CSR) strategies on organizations through research, and to create meaningful impact through teaching projects. Throughout the master's programme I was taught to be resourceful and to push beyond my comfort zone. This led me to take a step towards the more practical side of sustainable impact: the development of an organization-wide CSR policy at another institution. My drive and motivation to be part of the change continues to grow, especially now that the urgency of transitioning towards sustainability has become so evident. As such, sustainability has become an integral part of my everyday life and will always be the common thread throughout my career.

In my current position at the Leiden-Delft-Erasmus Centre for Sustainability I combine research and practice, which allows me to actively build bridges between science and society by working together with stakeholders on the challenges and opportunities surrounding the transition towards a circular economy. More specifically, we've developed a knowledge and innovation programme, together with the Zuid-Holland province, the LDE-universities, WUR and VNO-NCW West, in which research and practice work together and science-based solutions are key. Thereby, stakeholder management continues to be one of the most important (and challenging!) approaches. Successful sustainable transitions require a positive and constructive multi-stakeholder process because they are complex and uncertain. Also, the underlying "business case" for sustainability initiatives (that they will ensure the success of an idea or a strategy, by, let's say, a start-up) is something I always take into consideration.

Last, I'm not sure what I can say about the actual impact on sustainability that I myself am making, but the impact we hope to make with this new knowledge and innovation programme is that our joint (interdisciplinary) research will form the scientific basis for sustainable solutions and help hasten the big transitions that lie ahead.

Alumni	Marc Bleijenbergh
Quote	"Sustainability is my greatest passion"
Topic of Thesis	Do supermarkets put CSR on the shelf?
Position(s)	Manager Advocacy, Fairfood international; Strategic sustainability management, ABN AMRO
Year of graduation	2010

Already as a child I really couldn't stand injustice and have always wondered why there was so much poverty and pollution of our environment. During the Bachelor I thoroughly enjoyed the course B-SM and in particular the debate sessions dealing with concrete ethical and moral issues. At the end of the Bachelor phase I learned that non-profit management was a part of the Master Business-Society Management. As I had my own company in fundraising for charity goals I considered to make a win-win situation of that by writing my Thesis about non-profit management and fundraising. However already after a few days the Master had started, I realized I enjoyed the vibe, the other students and the topics so much that I wanted to dedicate all my time to this Master and even stopped my company. For the first time in years I loved studying and understanding all the dynamics between business, civil society and government which gave me the overarching and interconnected view towards a more sustainable world I had been looking for.

The B-SM Master has influenced a lot in my career. I went for an internship at Fairfood, an NGO aiming to improve the sustainability of the food industry. Based on that I wrote a book together with Rob van Tulder and LEI about sustainability business models of supermarkets in Europe. Afterwards I dedicated a great amount of time on writing my Thesis about the same topic, as I just wanted to know everything about sustainability and food. After graduation I worked for 5 years as research and engagement manager at Fairfood, where I have engaged with all major food companies in North West Europe, led a research project about issues in the value chain of vanilla from Madagascar and developed a conceptual model for fair prices as a solution to end poverty of producers.

Due to various circumstances I stepped out of the sustainability sector for a while and started working at ABN Amro as management consultant. This to challenge myself to investigate whether I could find pleasure working on other topics. However, after some time I realized that sustainability is my greatest passion (or perhaps a disease:-) which I can't let go of anymore. As such I have recently started working as Sustainability Advisor at ABN Amro.

In my position as Sustainability Advisor I come across and use many topics we have learned about during the Master. Ranging from having developed my research skills, understanding companies approaches towards sustainability from in-active towards pro-active, discussing our internal and external alignment, understanding reputation risks and management and marketing of sustainability.

Currently I investigate the possible sustainability risks of intended investments or loans our relationship managers want to provide to our major corporate clients and provide advises on how these risks can be mitigated. Next to that I am part of internal developments aligning our business line's strategy with the transition of ABN Amro towards being a bank that contributes to a major change towards sustainability.

Alumni	Kathrin Bischoff
Quote	"The social side of business requires an integrated approach"
Topic of Thesis	Business Approaches to Poverty Alleviation - A Classification of Company Initiatives
Position(s)	PhD; Executive Coordinator and Post Doc at the UNESCO-Chair of Entrepreneurship and Intercultural Management of the University of Wuppertal
Year of graduation	2010

I was fascinated by the social side of business. This master's programme is unique in its orientation, due to its strong integration of topics such as corporate social responsibility, stakeholder management, business-society management, and sustainability management into the curricula. This thematic focus, combined with the strong reputation of RSM in terms of research and publications, convinced me to apply for the Master of Global Business and Stakeholder Management (GBSM), in 2010.

The GBSM programme at RSM prepared me well for my academic career. First of all, I was taught sound research methods and academic writing skills throughout the master's, as well as through my work as a research assistant at the Partnership Resource Centre of RSM. Moreover, the thematic focus on sustainability, stakeholder management, and social entrepreneurship in my course work and my master's thesis built an excellent foundation for my current academic work at the UNESCO Chair of Entrepreneurship and Intercultural Management, where I specialize in the area of sustainable entrepreneurship. Overall, my time at RSM has sparked my interest in an academic career and my passion for teaching, research, and sustainability-related project work.

Most of my work relates strongly to sustainability and stakeholder management. My PhD thesis and my research both focus on the notion of sustainable entrepreneurial ecosystems. Moreover, I have taught numerous bachelor's and master's courses in areas such as sustainability management, corporate social responsibility, sustainable leadership, consulting for sustainable business strategies, and sustainable entrepreneurship. As an example, I am currently organizing a three-week excursion to South Africa, as part of a course in social entrepreneurship, where my students will engage in project work in the townships of Cape Town. I've also organized several events and conferences related to sustainability, participated in numerous related third-party projects and conferences, and have volunteered as a university advisor for our local Enactus student team. Overall, the master's programme at RSM gave me a mind-set for sustainability in a business context and provided an excellent foundation for my present career. I can strongly recommend the master's to future students.

Alumni	Debbie Bachrach
Quote	"There are more and more grassroots initiatives that try to bring groups together"
Topic of Thesis	Conquering the desert - Can Israel make a difference in reaching the Millennium Development Goals and if so, how?
Position(s)	Webshop and e-content coordinator
Year of graduation	2011

The economic crisis in 2008 (when I had to choose my master's programme) made it clear to me that things have to change. I value responsibility and care for others and the planet. The economic crisis and global warming, among other crises, showed that governments and businesses have been selfish, destructive, and exploitative. I thought the only way to break the loop was to learn new ways to do business and to govern in a good way that is still profitable and effective. We cannot just insist on old theories and hope for better outcomes. In addition, businesses and governments set an example and have a strong, often negative, influence on people, fueling individualistic, irresponsible, xenophobic, or indifferent behaviors. Luckily, the group of people who feel that this way of living is not sustainable has grown. Nowadays, for example, there are plenty of vegetarian/ vegan restaurants, electric cars, and grassroots initiatives by community groups that, according to the old values, would have been enemies.

After graduating, I worked in the e-commerce business, which operates at the crossroads of different disciplines and departments that speak their own languages and often do not understand each other. I approached them all as stakeholders, and tried to create understanding, improve communication, and ease out sentiments that they might have about each other with the aim to smoothen their interaction. It's nice to show people that they're all working towards the same goal. Personal interaction helps to create understanding. Therefore, I walked up and down the building all day to talk with people, to figure out their motives and (technical) restrictions or requirements. In this way I could broker between departments and make people understand the "other's" point of view.

During my bachelor's and master's exchange, I studied in Israel, respectively at the Hebrew University in Jerusalem and at Tel Aviv University. During that period, I learned about biotechnology and innovations, and also about the Middle-Eastern conflicts from two perspectives (Israeli and Palestinian). I was devastated to see how people are manipulated to hate each other by governments and media. Luckily, there are more and more grassroots initiatives that try to bring both groups together.

A few years ago, a project in Amsterdam was initiated, to bring Muslims and Jews together and try to bridge the gap between both groups here in the Netherlands. After my experiences during my exchange, I jumped at the opportunity to do something meaningful back home. Nowadays, I am honored to be the chairman of this organization, called Mo & Moos.

My career has focused more on social issues than on environmental ones. However, I'm very happy that when it comes to packaging online orders, we always try to make it as environmentally friendly as possible. Our research during the master's programme showed that companies often don't "walk the talk." In my work I try to ensure that the "talk is being walked" consistently. Leadership is essential: set an example and it will motivate people to do the right thing and be happy. I also learned that not everything is as it seems. So, I investigate, ask questions, try to make an impact, and don't take no for an answer.

Alumni	Judith Fraats
Quote	"Sustainability issues that cannot be solved by a single party alone"
Topic of Thesis	Practicing or preaching? : transparency in the partnership process and its contribution to partnership success in Colombia
Position(s)	Junior Research PrC; Programme Manager at IDH, The Sustainable Trade Initiative
Year of graduation	2011

When deciding on a direction for my master's I asked myself the questions, "what do I want to do next and in what kind of an environment?" The fact that sustainability would be at the core of it was clear to me. But the question I couldn't answer was whether I would want to work for a commercial business, the government, or with an NGO. So, the choice was pretty easy in the end. With the master's programme in Global Business and Shareholder Management (GBSM), I would be able to deepen my understanding of all these different sectors, with a focus on sustainability.

Influence? Big time! At the Sustainable Trade Initiative (IDH), I'm working on sustainable trade at the intersection of public-private partnerships. Honestly, when I started GBSM I never thought I would be able to find a job that is so close to, and such an extension of, my studies. Now I work with local and international private sector players across Europe, Asia, and Africa, interacting with a variety of partners in the civil society sphere, but also with governments, focusing on accelerating sustainable market transformation and tackling complex and tricky sustainability issues, including living wage, small-holder livelihoods and gender inequality, to name a few. And learning a ton about the tea sector as well!

In my current job I often say to partners, "we are working on sustainability issues that cannot be solved by a single party alone." So, many topics and approaches I was introduced to at GBSM come back in my current role. How do we broker a fair play between farmers and businesses while serving the public good, rather than just commercial interests? How can farmers remain competitive while their land sizes are decreasing? How do we cope with the effects of climate change, and can we become more resilient? How do we overcome gender inequality in the value chain? These are some of the questions and issues that we work on at IDH. And even though we do not have *the* answer, we are working together with partners on innovative solutions, trying them out and bringing them into practice. That's what matters: we are trying to create an impact in these sectors in such a way that business thrives, people feel empowered and prosperous, and our planet flourishes.

Alumni	Lorenzo Congiu
Quote	"Learn to manage pressure without ever losing your focus"
Topic of Thesis	CEO career horizon problem in family business and its influence on risk-taking
Position(s)	Account Manager EY, Business Development Operations and Functional Leader Nordic Region; Senior Project Manager for Nordic Executive Management in EY
Year of graduation	2011

I was interested in the way the master's looked at business administration matters in light of complex societal problems. I strongly believed, and still do, that leaders need a strong understanding of how to help organizations find their way through an ever more complex stakeholder landscape, surrounded by ever growing societal and environmental problems. The master's introduced me to new perspectives on societal and environmental problems. It gave me the tools to understand and manage the difficult trade-offs that organizations nowadays face. This could not have been delivered better than it was through the small group, interactive learning setup of the master's. The setup stimulated students to actively participate, to debate, to research and work together, while managing very tight, pressured deadlines. This helped build some very close and great friendships that will last for a lifetime.

After graduation, I started working for the Dutch tax advisory firm, EY, as an account manager in the business development department. This position drives and enables the client-serving side of our business to build trusted advisory relationships with our clients, positioning our services through a client-centric lens. EY has a complex global ownership structure that serves many clients with services that often also influence our client's stakeholders. This results in a very challenging working environment, in which many, sometimes conflicting, stakes have to be managed. The lessons I learned in the master's about stakeholder management have proven very useful in this environment. They help me to navigate faster in our organizational setting, and effectively manage the different, conflicting stakes.

Two years ago, I moved within EY to Copenhagen, Denmark, to co-lead our Nordic region's business development department. This meant leading a cross-cultural, very diverse team that's spread all over the Nordic countries. The whole team must work hard at positive change, collaborating with colleagues who must manage very different, often conflicting, stakes for their internal stakeholders and their clients.

A few months ago, when my two years in the team's functional leadership role came to an end, the partner I was reporting to asked me, as a first question during my final evaluation meeting: "Where did you learn to manage so much pressure without ever losing your focus, and still deliver excellent results?" My answer was the "pressure cooker" concept that this master's taught me as a key examination approach. It's been a couple of weeks since I started in my new role as a senior project manager for EY's Nordic executive management team. I will manage and lead our most strategic internal projects, and pro-actively advise our executive team about the strategic agenda. In this role I'll be better positioned to actively incorporate sustainability, and other lessons from my master's, in my daily work.

Alumni	Frans Deelen Souza
Quote	"In Brazil, clients want us to fly for a two-hour meeting, because face2face equals trust…"
Topic of Thesis	It is not love at first sight that binds these partners together: explorative research into opportunism and governance in cross-sector development partnerships
Position(s)	Consulting Manager Brazil at Euromonitor International
Year of graduation	2012

As student I was always drawn towards sustainability issues. Therefore in 2009, together with an enthusiastic group of students, we founded *GreenEUR: Students for a Sustainable University*. We organized awareness events, career and network engagements, and debated with EUR facility management its sustainability practices. While currently chaired by its 9th board, I was the first Marketing Manager and we literally brought sheep's on campus and distributed eatable flyers for our earth day awareness event. This creative promotion captured nationwide media attention from outlets such as NOSop3, 3FM, Spits and Metro. This gave me invaluable hands-on marketing experience and made me question; should I follow up with a Marketing Master? Thankfully, I choose the GBSM master for several reasons, including: smaller groups and thus more interaction; pressure cooker research assignments simulating the real world instead of boring exams; and a holistic course outline that generally interested me.

Through the master I gained skills, knowledge and a sharper analytical mind. Indeed, as Consulting Manager at Euromonitor International in Brazil, I still benefit from my master. At Euromonitor, we conduct strategic market research and describe our corporate culture as "half academic", as we apply a multi-methodology research approach to problems, and "half corporate", storytelling findings, so clients can better allocate their resources.

Many concepts of the master are still relevant in my work, a non-exhaustive list includes: Longitude trend analysis, how nations evolve productivity, to gain economic and military powers; very relevant as we often conduct multi-country studies. The invaluable societal triangle, how stakeholders have different interest, are in conflict and/or collaborate. Useful as we engage with all types of clients, and during fieldwork semi-structured interviews reveal such different interests. Techniques on literature and news reviews; combined with the issue lifecycle, valuable as we promise our clients to "*review everything in the public domain and using that as a stepping stone for more effective fieldwork*".

While writing my master thesis, I also had the role of Research Assistant at the Partnership Research Centre (PrC). My thesis connected economic transaction cost theory to PPPs in a development aid context. Prof. van Tulder and Mrs Pfisterer pushed me forward through critical questions resulting in an interesting thesis and deepened my professional grid. Furthermore, some of the applied theory plays a role as consulting clients regularly scope creep, i.e. renegotiate after a contract have been signed.

Enclosing, while I started my master with passion for sustainability, my life took me towards the dynamic world of market research. I enjoy this domain but sometimes miss the connection to sustainability. Through my work I advised the tobacco industry which is no doubt at the wrong side of history. Yet it was a valuable professional experience as it made me a better market researcher. For example, similar regulation in tobacco is now seen in soft drinks and packaged food (e.g. calorie labeling, sugar sin taxes, a future of white packaging for sugar confection). Such cross-industry insight and societal interplay is surely grounded into concepts of the GBSM master.

Reading *The Economist* was also a habit created during the master. One of the latest editions described that we are losing the fight against climate change. This probably touches a nerve for all B-SM alumni and makes us realize there is still a very long way to go. I also observe this living in São Paulo; we don´t have basic recycling, linear consumption equals happiness for many Brazilians, São Paulo water reservoirs run dry, public transport is non-functional, corruption is widespread, and economic growth lifting people out of poverty is happening less. Closer to home, The Netherlands has a poor renewable energy track record and consumers are addicted to low cost air travel. In Brazil, clients want us to fly for a two-hour meeting, because face2face equals trust, and conference systems sometimes suffer from a lack of telecommunication investment. We still have a long way to go with many wicked problems to analyze and eventually solve, hopefully one day I can course correct, and make more positive impact.

Alumni	Josh Wei-Jun Hsueh
Quote	"Interactions with similarly minded people inspire my research ideas"
Topic of Thesis	Assurance to Sustainability Reports of The Private Family Businesses: Influence on users' perceptions of information credibility
Position(s)	Research Associate University of St. Gallen
Year of graduation	2012

I had two reasons to start the master's programme at the B-SM department of RSM. The first derived from my background as an accountant. The main focus of accounting training is to prepare and communicate accurate information about a firm's financial status, aimed mainly at the firm's shareholders. However, what was missing, and confused me, was the role of other stakeholders who can affect the firm's operations, such as the government, local community, environment, and the general public. To achieve true information transparency, accountants should communicate to these stakeholders too (for instance, through sustainability reporting). This is critical for fully understanding the current status and future prospects of a company. The B-SM master's gave me a chance to complement my accounting background and broaden my perspectives when looking at corporate communication.

The second reason was the quality of the B-SM programme, with its relevant focus and embeddedness. B-SM widens the traditional focus on primary stakeholders, such as shareholders, directors, internal employees, and suppliers, to also include secondary stakeholders, such as non-profit organizations, effected communities, and the environment. Moreover, B-SM's location in the Netherlands is also highly attractive because the authority on sustainability reporting protocols, the Global Reporting Initiative, is located in Amsterdam. The geographical proximity between the school and such an agency provides great exposure for gaining the most updated understanding of the phenomenon of corporate sustainability reporting.

The programme has strongly influenced my career as an academic doing research on the sustainability of family businesses and entrepreneurship. Specifically, one of my main research streams is to ask how a family business's sustainability strategy will help shape the firm identity, as perceived by employees, and the firm image, as perceived by external stakeholders. My first publication, in the Journal of Business Ethics, was based on my B-SM master's thesis, looking at sustainability reporting of family businesses (as further researched and revised while doing my PhD at Bocconi Universtiy in Italy).

Additionally, the network that I developed at B-SM is still highly relevant to my career as an academic. I frequently meet my former tutors, including Vanessa Strike and Gail Whiteman, at various academic meetings, as well as peers from the programme, including Alexander Schabel (who is now a sustainability entrepreneur) and Kathrin Bischoff (who is also a scholar in sustainability entrepreneur). My friend, Emilio Marti, has also recently joined the B-SM faculty. My interactions with these similarly minded people inspire my research ideas and provide alternative perspectives for interpreting my findings, significantly advancing my research and the prospects of publication.

B-SM taught me how to conduct rigorous academic research and reporting. It provided the initial academic training that significantly helped me through my PhD programme and got me to this stage, working as a young scholar in the field of management research. Specifically, the knowledge about family business, qualitative data collection and analysis, structuring of academic papers, and other topics, has enabled me to influence my colleagues at the Center for Family Business at the University of St.Gallen, Switzerland, as we launch a new project using qualitative data to look at family business dynasties.

Moreover, my knowledge of stakeholder theory and my network of colleagues from B-SM enable me to continue developing new research projects on the topic of corporate sustainability, with the goal of providing a systematic theorization of the phenomenon. Managers and policymakers pursuing corporate sustainability can learn from my work to develop practices and policies that help advance many sustainability issues, such as employee engagement and well-being.

Alumni	Jente de Vries
Quote	"Let us not become cynical"
Topic of Thesis	The energy transition: unleashing local energy
Position(s)	co-founder Kromkommer, co-founder Going Monk, project manager BlueCity, co-founder & tiny house builder Going Tiny, current: project manager RotterZwam
Year of graduation	2012

Dear Fellow Idealists,

This would be a great moment to pat each other on the back for our sustainable achievements in the world, for getting to the point where sustainability has become mainstream and being sustainable is even better for your social status than being rich. And, of course, it's great that we've started recycling our garden waste, buying biological foods, putting solar panels on our roofs, and working in social enterprise. Or, maybe you guys have been doing a lot more than me? But still.

I remember, as a student, learning about the state of the world and being unable to sleep. *Doing* something about it was the only response I could think of. And it felt good to spend all my time and energy doing things that (however big or small their impact) I knew were important. I didn't care about working way too many hours and never really making a decent salary. And I definitely didn't worry about having a career. I mean, how can we worry about "having a career" in the face of hunger, war, and the destruction of the earth?

I don't want to tell you about all the things that I've been doing, let alone suggest that I've been doing things the right way. After a few years I too was tired, and I came to the point of longing for a nice sounding job title and a monthly salary. I, too, felt the urge to show off my sustainable water bottle and to eat at the right vegan hipster restaurant. But I also know that, in the end, it's not about that. And that's why I'm writing this to myself (through you) today.

That student who couldn't sleep at night is still here. And while being able to sleep is something I value deeply, I still want that part of me to stay awake and tell me what must be done. I hope that some of you want to stay awake with me. As alumni of the Master of Global Business and Stakeholder Management (GBSM) programme, we are supposed to be among the most aware people in this country or the world. If we're not going to do it, no one will. So please, let us remind each other of what we really need to do, what we can do, and what we want to do.

Let's not doze off. Let's not numb ourselves nor buy off our feelings of guilt with a pair of very responsible vegan leather sneakers. Let us not become cynical. And let us never say that even the smallest step towards a happier, healthier, and more peaceful world is "just a drop in the ocean." We all know that a drop merges into the ocean. But it's more important to remember that the ocean just as well merges into the drop.

Alumni	Janette Cuperus
Quote	"Leadership is not about a title or hierarchy. It is about impact, influence, and inspiration"
Topic of Thesis	Sustainable Insurance - An explorative research on the business case
Position(s)	Manager Cloud Migrations for Aegon Global Technology
Year of graduation	2012

Let me take you on the journey that led to my decision to chose B-SM. The collapse of the Lehman Brothers bank in September 2008 brought down the global financial system. The vast impact and long aftermath was unprecedented, at least in my lifetime. After the introduction of the Euro, and increasingly after the turn of the millenium, financial institutions claimed to have found smarter methods for analyzing data and minimizing risk, when in fact they had simply lost complete track of both. Banks granted credit lines based on "complex risk calculations" that justified high-risk loans without securing additional collateral or guarding against liability. To mitigate their portfolios' risk profiles, banks pooled together different risky financial products and passed those on to others in the market, claiming some sort of lucrative future perspective. These practices inevitably began to compromise personal integrity, so I left my management position and "high potential" career track in the banking industry in 2005, and I plunged into the new world of an internet start-up, in human relations (HR) software, as their #8 on the payroll.

The flat hierarchy, open communication, and focus on creative problem-solving at the start-up felt refreshing. Our belief in our purpose, passion for our solutions, and work ethos reflected the company's mission and our product. With small budgets and no lack of ambition, we had to listen and adapt quickly to customer demands and market changes in order to survive. But survive at any expense? No, not at all. Big leading information technology (IT) companies had put us under pressure, acting, as in the Biblical story, as true Goliaths trying to slay David. Facing these attacks, we had to constantly remind ourselves to be true to our values and the identity that made our company successful. We never shied away from stepping out of negotiations and into court to address what, in our perspective, were Goliath's unethical business practices. Rapidly, we outgrew our start-up status and became a market leader in the Netherlands. As head of Sales, Accounts & Services, I sat at the table with some of the leading Dutch financial institutions again. However, now it was with their IT and HR directors, discussing HR and recruitment strategies and IT architecture.

Because I knew their business sector from the inside (and had, since, acquired IT knowledge and a "start-up mentality") these conversations often laid bare the deepest challenges of the financial sector. My startup experience had been very cathartic. It put relevance and the reason-for-being of our organization in the spotlight. But the same light did not shine in the financial sector. If you lose sight of your values and identity, you lose your compass for what you are supposed to become. It's easy to lose track in a complex corporate environment. How do you make everyone aware of your values in a 10,000-plus employee financial institution? It took huge taxpayer-financed bail-outs to rescue these corporations. And how do you attract new recruits to believe in your organization when your reputation has been harmed?

This challenge became real for me in 2010, when I was asked to join the Non-Life Insurance division of Aegon Netherlands, as IT manager. Working on IT for business application developments gave me access to, as it were, the back of the embroidery of the insurance business. There were many small ways to make a big difference. To better understand and accept the complexity of the corporate environment, I enrolled in RSM's Master of B-SM programme the year I began at Aegon. B-SM is offered as a specialist focus in RSM's part-time MsC. The programme's social-science-based perspective on managerial and organizational issues focused on the interface between business and society. It helped me to better understand and put together the pieces of the corporate environment puzzle every day. The international bargaining society is real, and it has an impact on reputations and customers everywhere, every day.

The skills, knowledge, and theoretical frameworks I gained pursuing my master's helped me answer my long-pending questions about original purpose and integrity in the financial industry, and then compare them to current mission statements. At the same time it helped me understand and investigate the complex challenges of globalization, regulation, and societal change within which the industry is operating. Mapping the path for sustainable insurance for today's leaders in a bargaining society is not easy, but it's a necessary pursuit.

In helped me know when to lead and when to manage. And gaining an understanding of theoretical frameworks while acquiring analytical and research skills added an extra level of depth to my work. Typically IT—and especially IT infrastructure—is seen as a bare necessity, and a very expensive one at that. Understanding our company's context, leadership culture, business strategy, and operations, while correlating and translating these into an IT strategy, has given me the opportunity to help drive business innovations internally. I dare say that we've reached the tipping point for IT to be perceived, internally, as the enabler of new business opportunities.

Leadership is not about a title or hierarchy. It is about impact, influence, and inspiration. Impact involves getting results; influence is about spreading the passion you have for your work; and your inspiration helps your teammates and customers. I'm now working on the public cloud. Cloud developers are strong believers in an ego-free culture. Among cloud engineers you find a lot of "Trekkies" who, now and then, quote the Vulcan salutation, "Greetings. I am pleased to see that we are different. May we together become greater than the sum of both of us." If you bring skills, are willing to share and collaborate, add value, and visibly contribute to your business's goals, hierarchy doesn't matter. You are a leader. In my opinion, that's a powerful statement about sustainable leadership in an organization, and something I strive for. However, this philosophy is not a given, but must be modeled and argued for in the still-traditionally governed insurance industry.

The insurance industry is part of the "invisible hand" of society that enables people and companies to undertake new ventures feeling secure and covered, even when risks are lurking. That trust should be treated with integrity and never broken. I strongly believe in our purpose and that we can be relevant and responsible. To some extent, I've internalized these values—you could call it "corporate citizenship." When strategy choices or internal politics seem to stray from our purpose I'll hold up this mirror to remind us of our values and circle back to what really matters. This keeps me sane, makes complex discussions sometimes far easier, and brings us back into focus.

Currently I'm responsible for Aegon's global Cloud Migration team. We consult and support leadership teams from Aegon's business units worldwide, helping migrate their application landscape from privately-owned, energy-hogging data centers to public cloud providers, such as Amazon Web Services (AWS) and Azure (which is part of Microsoft). It's an exciting challenge, very much intertwined with business strategy, and it's mind-buzzing from a sustainability perspective, as cloud platforms offer disruptive and unlimited opportunities to pursue sustainability.

The huge open-source community of cloud developers allows us to innovate quickly and in a cost-friendly way; and, in return, we contribute to the community with our code contributions. One of our U.S. cloud developers has made it to the "top contributors" list for a solution that enables us to run a well-managed cloud infrastructure environment that is both secure and cost-optimized.

As at most companies, the biggest initial driver change is to lower our operating costs. We're also moving toward a "pay as you go" model by leveraging public cloud providers. With increasing risks (ecology, terrorism, cyber-crime etc.) and increased regulations globally, we can still focus on keeping our insurance products affordable and accessible for all layers of society. But there's more. Migrating to AWS also opens up a new array of capabilities for better leveraging customer demand, or beyond, into areas that previously were unmanageably complex. The average customer is online with at least three devices each day. The depth of data typically exchanged now gives our customers more control of and insight into their insurance and finance portfolios. We can stimulate financial literacy and put customers in the driver seat. Imagine the difference we could make if we provide a free service, in addition to our health-care portfolio, using new technologies so that people anywhere in the world, whether they are in a country as financially challenged as India or a country as prosperous as the Netherlands, can get health-care advice from the convenience of their mobile phone with a combination of artificial intelligence and talking to a doctor, when they need to.

IT has become the enabler of profitable business strategies. I would like to stretch it one notch further. As a self-declared corporate citizen—and an optimistic one—I say that the cloud can be the enabler of new sustainable business strategies.

Alumni	Amara Goeree
Quote	"Using an all-inclusive and collaborative approach is what moves us forward"
Topic of Thesis	Volunteer tourism: perceived added value by the volunteer versus perceived added value of the volunteer by the receiver
Position(s)	RobecoSAM: Corporate Sustainability Assessment and Dow Jones Sustainability Index; Deputy Head Sustainability Applications and Operations and Senior Sustainability Operations Manager; Corporate Sustainability Programme Manager Julius Baer
Year of graduation	2012

Growing up, I always felt a high level of responsibility: to defend minorities; to do the right thing; and etc. But it wasn't until I took a B-SM course, while pursuing a degree in International Business Administration that I realized I wanted to work in the field of sustainable development. This course opened the door to a whole new world for me, and I remember that after the first class I went home and checked whether there was a master's in this area. There was!

At the time, I didn't know what I wanted to do in the field: be a consultant; work as a sustainability manager at a company (a focus that everyone still called "corporate social responsibility" back then); work at an NGO; or, work at an international organization, such as the UN. I think that was the beauty of the programme: the core courses covered such a broad spectrum of topics, that it did not exclude any of these options. For me it was a clear choice, I did not even look at other programmes.

The courses and the teachers influenced my career path a lot. While in the programme, it was still very unclear to me in which part of society management I wanted to work. I was torn between working for a multinational organization or for an NGO. I knew that I wanted to write my thesis on a development topic. It was actually then that I read a book, in preparation for my thesis, that changed my career path drastically. It had been my intention to write about sustainable development in the continent of Africa. The book I was reading was Dead Aid, by Dambisa Moyo. She describes the way that donations and charity, if they lack tools to measure impact, will only slow development, and how this makes the recipients "addicted" to aid and less motivated to work. Moyo argues that we should invest there in the same way that we invest elsewhere, not as charity but as investment. When I read that, I realized that in order to have the highest impact on sustainable development, I needed to influence financial decision making.

That epiphany, together with my curiosity about rating companies on sustainability (something like what one of the B-SM courses called the "Dow Jones Sustainability Index"), and my personal goal to live in Switzerland gave me a clear path after graduation: pursue an internship or any junior role at RobecoSAM (at that time called SAM Sustainable Asset Management) in Zurich. If that didn't work, I planned to do a second master's programme in finance, but that never happened. I got the job and stayed at RobecoSAM for nearly five years.

I took my main courses in Rotterdam, but went on exchange for the electives. The topics all remain relevant, either because they gave me basic knowledge or taught me important skills that I still use today. If I had to pick out one, it would be the conduct of stakeholder dialogues. To be more specific, the focus on team work in all of the courses in which collaboration was a key tool. Sustainability and sustainable finance are still relatively new fields, and I often refer to myself as a "missionary for sustainability." No one is looking for an activist. Instead, using an all-inclusive and collaborative approach is what moves us forward. That was a central lesson I took from the programme.

Moving on to the impact I hope to make on "sustainability," I'm pragmatic and use a lot of human psychology in my approach to sustainability. What that means is that I try to listen to stakeholders, and link what they're saying to best practices in sustainability and sustainable finance. I try not to overwhelm stakeholders, but give them many small nudges, all focused on making positive contributions (for themselves, the organization, and society at large). In my last job, I did this by helping establish industry and global sustainability "best practices," and talking to sustainability managers at multinationals all over the world about the ways that they could improve their programmes. In that job, my team and I also focused on translating the information we received from corporates into examples showing how these sustainability practices influenced financial performance.

In my current job, at Julius Baer, I'm in a similar position. On the one hand, I'm responsible for integrating sustainability into our corporate business, together with many internal departments. On the other hand, I work with the products and solutions people and the relationship managers, to offer more fitting sustainability solutions for our private clients (wealthy individuals). In both cases, the greatest impact is made by storytelling and educating. That is what I focus on most. The follow-through work will eventually be taken over by the departments and integrated into our daily business. And the real impact will come when we convince our clients to invest their money in sustainable solutions.

My "dream impact" would be to educate our clients about sustainability so thoroughly that they do not only move a majority (or all) of their assets into sustainable financial products, but they also take what they've learned back into their daily lives and change the ways that they run their own businesses, travel, etc. I hope they eventually become ambassadors for sustainable development.

Alumni	Lisanne Urlings
Quote	"Stimulate a race to the top"
Topic of Thesis	Urban poverty: an emerging business challenge?
Position(s)	Researcher at the Access to Medicine Foundation, Lead Research at Index Initiative/ World Benchmarking Alliance
Year of graduation	2012

I've always had a keen interest in the role of business in social and economic development challenges and the GBSM Master offered an opportunity to prepare for a career with impact. Building knowledge on sustainability issues while developing solid analytical and research skills seemed like a good step in the right direction.

After surviving the 'pressure cooker' and finalizing the GBSM Master, I was very motivated to pursue a career in which I could make a lasting impact and contribute to a better world. GBSM reaffirmed my belief that business can be an important force for good, and that companies have a key role in driving the shift towards a more sustainable and inclusive future. In my first job at the *Access to Medicine Index*, which assesses and ranks the world's largest research-based pharmaceutical companies on their efforts to improve access to medicine in developing countries, I learned more about how companies can contribute to addressing societal challenges close to their core business. Two billion people in the world do not have access to the medicines they need, and pharmaceutical companies have a key role in ensuring that more people can benefit from modern medicine. I experienced how a benchmark that builds on multi-stakeholder dialogue and solid research provides companies and stakeholders with a transparent means by which they can assess, monitor, and improve performance. In my current role as Lead Research at Index Initiative, we are focusing on the development of new corporate SDG benchmarks. Together with Aviva and the UN Foundation, Index Initiative is establishing the World Benchmarking Alliance: a global institution that will develop free, publicly available corporate sustainability benchmarks aligned with the Sustainable Development Goals (SDGs). These benchmarks help to track progress, raise awareness, and promote dialogue on the role of business in achieving the SDGs. Importantly, they stimulate a race to the top, providing a powerful incentive for companies to enhance their sustainability performance and alignment with the SDGs.

In the GBSM Master, we were encouraged to view and analyze issues from multiple perspectives. An important part of my role is doing research and consulting stakeholders from various regions and organizations on how industries can contribute to achieving the SDGs. As benchmarking methodologies are developed through a multi-stakeholder process to ensure they reflect societal expectations, these different stakeholder perspectives and expectations provide important input for the development of benchmarks.

Alumni	Walter Loog
Quote	"It really re-wired me as a human being and as an employee of a large corporation"
Topic of Thesis	The extension to which globalized financial institutions address the stability of the financial system address as their social responsibility
Position(s)	Head of eCommerce (ING Financial Markets), Programme Manager, Innovation Lead (both ING Wholesale Banking)
Year of graduation	2012

When I started the (part-time) masters' programme in September 2008, I had worked one year for ING Financial Markets where, as you will understand, it was a hectic time in the midst of an unrivaled financial crisis. Although my first thought was to specialize in corporate finance, I noticed, in that first year, that dr. Van Tulder's lectures on globalization and international B-SM actually caught my interest even more. At that time, banks and other financial institutions were subject to major governmental rescue operations and experienced massive social backlash for the risky and immoral banking operations at individual companies. Government and society in general began to question the size and workings of the financial system, as they were constituted. It was a perfect storm in the "social triangle" of government, market, and civil society, as described in Van Tulder/Van der Zwart - *International Business-Society Management*. Since I knew that financial courses were largely available after graduation, I decided to change the focus of my master's programme to B-SM, in particular on the ways that globalized banks pictured their role and accepted responsibility for the financial crisis, as such.

First of all, as it does for many students, putting a master's degree on my cv helped me qualify for more senior positions. Without my master's degree I would not have had the job I currently occupy. So, from that perspective, it has had a big influence.

Secondly, but in fact the more important influence of B-SM, was that it really re-wired me as a human being and as an employee of a large corporation. Every day I try to think and understand what the societal impact is of our changing international operations. How does a product, a strategy change, or a public statement, etc., effect the environment, the government, our clients, or other stakeholders? It sharpened my view of the behaviour and approach not only at ING but at any large corporation where choices effect societal and environmental issues. For me this experience proved to be priceless, and I would recommend it to any of you.

Working as Innovation Lead and Programme Manager at ING, I still make use of the empirical and desk research techniques I learned in the master's almost every day. Assumptions and hypotheses that I first learned there are validated by my peers, and I keep on thinking as critically and objectively as possible.

Regarding sustainability specifically, there are two ways in which it remains central to my work. Currently, within my department, I apply that concept to the business model of ING itself. With all the new regulations and technological developments upon us, I ask how can we make sure we keep our business model as sustainable as possible, and, of course, how can we contribute to a more resilient financial system in general? I hope to also work on sustainability from the environmental and societal points of view. How can we spark and support "green finance" opportunities even more? What can we, as a large, influential bank, do to support the UN's Sustainable Development Goals (not only looking at our own footprint, but that of our clients as well)? What can we do to "green up" our economic model and promote a circular economy at the largest levels? These are my goals for the future.

Alumni	Asma Naimi
Quote	"Business is not separate from society"
Topic of Thesis	Trust in the Banking Sector: The Effects of CSR Initiatives on the Perception of Future Employees
Position(s)	PhD Candidate at ESADE Business School, Senior Consultant at PwC
Year of graduation	2012

Growing up as a daughter of refugees from Afghanistan defined my purpose in life from an early age on, and on and has encouraged me to make a positive contribution to society. The idea of business as a powerful way to create change has fascinated me since the start of my academic career. Corporations can be a source of doing good, but its sole pursuit for profit can also lead to negative outcomes, and in some cases even to corporate crimes. These are two sides of the same "coin". I wanted to thoroughly understand the role of business in society to be able to help organizations create positive impact. In 2010, the Global Business and Society Master (GBSM) programme was one of the very few programmes that focused on these issues from a business perspective. The Master programme offered well-rounded research-based insights in how to analyze the role of corporations in tackling societal challenges. It was a perfect fit and set the stage for my professional development in the Business and Society field.

After graduation, I worked as a consultant for PwC in the sphere of public-private partnerships, carrying out international projects with a social aim. I was responsible for impact measurement, implementation of development cooperation programmes, setting up a development fund, and building the capacity of female leaders in the MENA region and social enterprises in the Netherlands. I was fortunate to work on a broad range of societal issues relating to the Sustainable Development Goals in collaboration with the Ministry of Foreign Affairs, the Corporate Responsibility office of PwC, and social innovators in the field. After gaining relevant experience in creating change in and outside of the organization, I decided to specialize further and start a doctoral programme. At the moment, I am a PhD Candidate at ESADE Business School. The focus of my research is on the role of social enterprises in tackling large societal challenges. The GBSM Master programme had already showed me the role of academia in creating knowledge that truly matters. This experience played an important part in my decision to return to my academic career. I believe it has been an inevitable point in my life and furthermore essential for my impact in the field that I have been passionate about for so long.

In my previous consulting job at PwC, as well as in my current academic work at ESADE Business School, the knowledge and skills from the Master programme have been very beneficial. These showed me how to take different perspectives (People, Planet, and Profit) to analyze certain issues and come up with informed strategies that ensure sustainability. The programme has also provided me with an understanding of the grey area where the reality of business is confronted with multiple dilemmas, and how to approach ethical decision-making. In addition, by returning to the academic world, I am now even more appreciative of the pioneering work that was shared with us in 2010. The notion that business is not separate from society, but an integral part of our daily lives, has set in motion a strain of research that is questioning assumptions that have been taken for granted for too long. I am very happy to see the advancement of the Business and Society field in theory and practice. With my research, I aim to create knowledge on how social enterprises, as innovative organizational forms, can contribute to tackling societal challenges. One of my main ambitions in life is to build a bridge between academia and practice, and translate this knowledge to build a more sustainable and just society.

2013 – 2017: REINVENTING B-SM

Alumni	Pedro Boot
Quote	"I have been bitten by the 'impact bug' of GB-SM"
Topic of Thesis	Sustainability brand image transfer in sporting events: The case of Olympic Games
Position(s)	Analyst at Lagoa Investimentos; Founder of Akredito
Year of graduation	2013

During my bachelor's in business administration I realized that the part of business that most motivates me is when business has a positive impact on society or on the environment. After that, choosing the Master of Global Business and Stakeholder Management (GBSM) came easy. The master's programme pushed students to analyze and discuss relevant global issues and, further, to understand the roles that businesses and other stakeholders play in finding solutions.

GBSM confirmed that my career would follow the path leading toward the greatest impacts. In every internship I took, job I landed, or company I founded, I've analyzed my decisions based on the potential impact they would have on the environment or society. My career has led me through environmental, social, and governance consulting, circular economy startups, impact investing, and affordable health-care companies. Most recently I co-founded Akredito, with the aim of reintegrating bottom-of-the-pyramid, financially excluded people in Brazil, by offering low-interest loans to pay off defaulted debts. Having been bitten by the "impact bug" at GBSM, I don't see how my career will ever stray from the path of trying to create positive impacts.

The GBSM master's programme provided me with the tools and framework necessary to analyze global issues and search for solutions. The programme also offered an international environment that stimulated the development of personal skills, such as participation in debates and presentations. Additionally, GBSM challenged me to be critical and constantly analyze the implications of the actions I take in my professional and personal life. Currently, my company is having a positive impact on the social aspects of sustainability through its low-income loan programme. In Brazil, over 60 million people are registered as "in default" by credit reporting agencies. People in default are rejected when attempting to open bank accounts, take out loans, or rent houses, and may even be rejected for jobs. We are directly contributing to social and financial inclusion by offering loans to pay off their defaulted debts.

Alumni	Tom Veldhuis
Quote	"Seeing the bigger picture"
Topic of Thesis	CSR and business-NGO partnerships : an assessment of partnerships and impact at Accenture
Position(s)	Management Consulting at Accenture
Year of graduation	2013

I very much believe in the European Union, and I believe that collaboration is the key for achieving sustainable results. This master's programme allowed me to explore complexities and different dimensions that are inevitably part of complex cooperation structures. Looking back on my choice, I now realize that I have always been interested in and eager for collaboration, especially when it crosses conventional barriers.

I work at Accenture as a consultant in the Aerospace sector, but I am also very active within the Inclusion and Diversity (I&D) domain (I am the lead in Accenture Netherlands' Pride organization). In this role, I speak with other businesses, government institutions, and NGOs, within and outside the Netherlands, to advise on I&D best practices and policies. Consulting is, in essence, a very collaborative profession, but I noticed it is especially valuable when you talk about I&D. In my experience, I see a very dispersed landscape of highly mature organization and very underdeveloped ones, regarding I&D policies. To achieve results in this domain, innovative and unconventional collaborations are sometimes required.

The biggest benefit I gained is that I can very quickly see the bigger picture, and that everything is interconnected and often more complex than it seems at first glance. It helps me to, first of all, challenge my own assumptions and convictions, but it also helps me to look critically at the work of others. In terms of sustainability in the ecological sense, I must admit that I am not a great contributor: I do not have a car; I travel by bike and public transport as much as I can, but I do fly a lot for work. I want to improve on this point, so I helped to introduce "meatless Mondays" at the office and am currently looking at how we can make the office supply chain, in general, more sustainable.

Alumni	Bertrand Rohrbock
Quote	"There is no single truth"
Topic of Thesis	Empowering trust; effects of follower empowerment on the trust relationship with their leader
Position(s)	Managing consultant @ Info Support; Manager Information Services and software development @ Eurotransplant International Foundation
Year of graduation	2013

The opportunity to learn more about social psychology. I firmly believe that as a manager I depend on my team. Understanding them and enabling them to do their jobs is my job. How did this influence your career?

After completing the master's I found I was missing something in my job. The people I worked with were great, and so was the pay, but I was lacking purpose. I decided to follow my heart and changed jobs. I am currently working at Eurotransplant International Foundation on the IT systems that help us provide extended life for patients in need of organ donation.

Mainly the understanding that there is no single "truth." Everybody creates their own version of it, and there is no definitive version. This is a very helpful insight in a highly political international organization such as Eurotransplant. As for sustainability, part of my reason to change jobs was my wish to reduce my ecological footprint. I used to drive 30,000 km a year; now I ride my bike for around 2,000 km.

Alumni	Nicola Kontny
Quote	"Understanding the global challenges clients face helps"
Topic of Thesis	The impact of strategic corporate volunteering on the perception of consumer attitudes towards a firm
Position(s)	Consultant and now Senior Consultant at the department of Climate Change and Sustainability Services at Ernst & Young (EY) in Düsseldorf, Germany
Year of graduation	2013

My main motivation was to learn more about the intersection of environment, economics, and social and cultural issues, all combined in one study. I was also looking for an education that addresses sustainability from a business perspective.

After finishing my master's, I was very keen to start a career in the field of sustainability. However, I quickly realized that demand for sustainability jobs is huge, and openings are few and far between. Looking back, learning to persevere has proven essential. Since job openings were scarce, I first did an internship at the sustainability department at Pricewaterhouse Coopers (PwC) and then, finally, started full-time as a consultant at the Dutch advisory firm, EY, in the department of Climate Change and Sustainability Services.

During my studies, I very much appreciated the international education, and that was one of the reasons why I also wanted to go abroad while working for EY. I was accepted into an international programme for junior executives at EY, in 2016, and I spent three months working in Johannesburg, South Africa. As a team member of the local Climate Change and Sustainability Services team, I was involved in a variety of sustainability projects connected to the topics of human rights, water scarcity, and corporate governance, for a number of South African clients involved in various industries. Since I've studied abroad and in English, I wasn't afraid to jump into this adventure, which has been one of the greatest adventures of my personal and professional life.

Some of the most valuable skills that I built on during my master's was critical thinking, and the ability to unpack complex problems, divide them into their constituent parts, and come up with novel solutions. In my job as a Senior Consultant in the department of Climate Change and Sustainability Services at EY, I regularly have to come up with problem solving strategies and I often realize that some of the basis for that was laid during my time at RSM.

In my job, I particularly appreciate the multi-faceted nature of sustainability consultancy and assurance. I'm involved in a multitude of varying projects, from the development and review of sustainability strategies, to the design of stakeholder involvement methods and the assurance of non-financial information to measure sustainability performances. I also usually work in teams, something I'm used to from both my bachelor's and my master's studies at RSM. I mainly work for multinational companies, and I appreciate that the focus on "global business" and "global businesses" has always been strong during my master's studies. It is still helping me to understand the global challenges my clients face.

Alumni	Sophie Muuse
Quote	"Guiding People towards wellbeing"
Topic of Thesis	Why and how CSR reputation strength enables customers to forgive
Position(s)	Strategic, Innovative, Sustainable Business Developer, Independent consultant Wellbeing guide, Walking Meditations; co-founder, Sheep in a bag
Year of graduation	2013

Rapid change and turbulence spurs transformation led by the bold that explore the unconventional roads.

For me, the only off-the-beaten track within the science of Business Administration was Global Business and Stakeholder Management. I wanted to expand my horizon and get a broader and more profound understanding of global issues and how to transform to a society that creates value for all stakeholders. I wanted to understand whether this is a Utopia or an achievable goal. This was exactly what GBSM was offering: to gain the skills for a deep multi-disciplinary understanding of issues and to work with ambitious out-of-the-box thinkers on creative solutions.

Everything comes into our lives at the right time, so did GBSM. It was a major game-changer, as the Master offered a fast track skill development to gain a deeper understanding into multi-stakeholders and issue identification, and to build bridges between them. It showed me the complexity of issues (even on paper), the interest and controversy of sustainability, and how sustainability can encourage business and societal transformation. For me, GBSM was an invitation to explore the essence of sustainability, to go to places where our supply chain starts, where nature is wild and free, and to meet the stakeholders.

After graduation, my personal conclusion was that creating a sustainable world is not a goal. It's an intrinsic value of each individual. Exploring the concepts of sustainability in GBSM led to the understanding that each of these concepts need to be awakened within the individual in order for sustainability to be truly effective.

A great example is the four-phase model that dr. Van Tulder shared during the first week of the Master. The model shows how businesses and leaders move from an inactive to a proactive attitude towards societal issues. This process is very interesting as it states that businesses and leaders have an active attitude when they are internally motivated to take responsibility for societal issues and thereby search for a balanced internal alignment. A business is a reflection of the individuals that work within it. Therefore, it's important to encourage individuals to move through these phases: what's their internal motivation? Is the individual searching for a balanced internal alignment?

This has led me to my current career path: awakening sustainability within the individual by creating a true understanding of the complete you. We as individuals have to overcome many internal tipping points in order to profoundly understand the value of compassion, commitment, and conscious communication and action. How can we master the skill of non-judgmental listening to our stakeholders if we cannot truly listen to ourselves? How can we come up with new solutions to work with earth's resources, when we are depleting our own internal resources?

Sustainability taps into the infinite potential of each individual, awakening the need for strong leaders who can lead global transformation towards a new paradigm: "Guiding people towards wellbeing"

Alumni	Marcel Koeleman
Quote	"The aesthetic experience contributes to the establishment of responsibility between people"
Topic of Thesis	Aesthetics at the Heart of Leadership
Position(s)	Manager - Artist - Researcher
Year of graduation	2014

Peter Senge makes clear in his key management work, *The Fifth Discipline*, that it is essential to develop Systems Thinking in order to deal structurally with increasing complexity in society. In his 1990 book, Senge pointed out that we were entering, "the era of mutual dependence." In his view, Systems Thinking enables leaders and others to see the whole picture and the cohesion within it. Without Systems Thinking, "one sees only parts, instead of the whole, one sees people in helpless reaction, instead of active people participating in the creation of their own world." Senge calls Systems Thinking, "the fifth discipline," which binds with the other four (personal mastery, mental models, a common vision, and team learning) to create an interaction at the level of system structures, instead of an interaction at the level of behavioral patterns (or worse, only reacting to fragmented events).

Bringing awareness and empowerment to the individual professional is a key element of Systems Thinking. Senge calls it "personal mastery." In his view, we each need a clear (personal) vision of what is important, and a clear grasp of reality. There is often a gap between what you see and what you want, which Senge calls "creative tension," a potential tool for learning. The integration of rational as well as intuitive information is essential to "feed" the creative tension in order to make the right choice and decision. This will lead to, "an increasing awareness of our connection with the world, sympathy, and commitment to the whole." For Senge, a high degree of personal mastery, together with the ability to express yourself, makes you a more effective Systems Thinker, and a good example to others.

Senge argues that these attitudes and awareness enable people to share a common vision that fulfills "one of our deepest desires...to be connected to a higher goal and to each other." These he connects to the features of wholeness and completeness in Systems Thinking by arguing that it is ultimately shown by "direct experience," in which all relevant information, impressions, and feelings are integrated. In this way, Senge adds the importance of attitude for the Systems Thinker, because of its importance helping us connect to one another. Nevertheless, he does not detail the way it may lead to connectedness and to community.

For management development the concept of Systems Thinking as presented by Senge is fundamental for being able to have a complete picture of the world in which somebody, a human being as well as a manager, is operating. “Wholeness” in a management context, Henry Mintzberg writes in his 1989 book, *Mintzberg on Management*, is achieved via collaboration between the left (linear, intellectual) and right (relational, holistic) sides of the human brain, in which “the important processes on policy level which are required to manage an organization are mainly controlled by the competences that belong to the right side of the brain.” Nevertheless, Mintzberg observes, the tendency in management development, and more specifically in the field of business administration, is to develop strongly only the competences that are related to the linear left side of the brain.

Both Senge and Mintzberg make clear the importance of leading completely with all human competences and a balanced attitude. But where Senge focuses mainly on the development of individual empowerment, in order to reach a certain level of Systems Thinking, Mintzberg applies his insights to organizational design and the control mechanisms within organizations. They both make clear that an internal personal connection between left and right brains, between rationality and intuition, is key to a successful modern manager, an insight that fits the current day complexity of business and society. They are, however, less clear about how connectedness can be established among people, in order to create a community with shared goals and vitality. They point out the fuzziness and mysteriousness of it, without giving clues to enacting it.

In my master’s thesis, “Aesthetics at the Heart of Leadership,” I drew on 25 interviews with business leaders to conclude that the so-called “aesthetic” experience helps establish this connectedness between people. The French scientist, Mikel Dufrenne, broke this process down into three sequential phenomena, in his book, *The Phenomenology of Aesthetic Experience*. “For aesthetic experience remains always and only a form of perceptual experience,” Dufrenne concluded. Consequently, he was driven to present a general theory of perception. In his theory, perception is seen as proceeding through three stages: first, “...at the level of presence...that we experience the irrecusable force of the sensuous and submit ourselves to this force through the agency of the body;” second, “...at the level of representation and imagination, perception tends to objectify, shaping the inchoate of perceived presence into distinguishable entities and events;” and, third, “...the last stage in the full development of perception is one of reflection and feeling...Aesthetic experience culminates in feeling as the reading of expression.” Imagination does not, for Dufrenne, play a central role in aesthetic experience. This insight enabled me to connect all the separate disciplines of business administration in order to make an integrated, vital system.

A next step now is to describe if and how the aesthetic experience, apart from connectedness and engagement, contributes to the establishment of responsibility between people. A paper is in preparation.

Alumni	Jan Anton van Zanten
Quote	"The SDGs cannot be achieved without corporate contributions"
Topic of Thesis	The Middle-Income Trap
Position(s)	Consultant United Nations Environment Programme (Kenya); MPhil student University of Cambridge; Consultant Steward Redqueen; part-time PhD student RSM
Year of graduation	2014

In 2011-12 I was doing an exchange semester in Taipei as part of my undergraduate study in International Business and Management. Exploring a beautiful country with a culture that I initially knew little about was a thrill. Yet some scenes in Taiwan were highly recognizable. No matter where you went—from strolls along the city's night markets to hiking through picturesque mountain towns—the McDonalds arch was lit brightly, Toyota cars passed frequently, and Nike sneakers trotted on all surfaces. How do these companies spread across the globe, how do they connect cultures, and—to me the most interesting—how do they deal with the various stakeholders and sustainability issues in the places where they work? It was in Taiwan that I decided to come to Rotterdam for the MS in Global Business and Stakeholder Management (GBSM) to study such questions.

The programme was broad and offered me the flexibility to chart my own educational pathway. During the modules and the writing of my thesis I studied corporate behavior in relation to themes such as climate change, water and sanitation, and the middle-income trap. I gained qualitative and quantitative research skills, improved my writing and presenting abilities, and, by being actively engaged in the student association, I developed relations that five years later still prominently feature in my professional and personal life. Additionally, I had the opportunity to do an internship at ING Bank's Economics Department—under the supervision of GBSM alumna Fabienne Fortanier—which greatly added to my understanding of economics and, not unimportant, of Excel. In short, GBSM gave me a well-stocked toolbox to positively contribute to sustainable development.

Today I work for the boutique consulting firm, Steward Redqueen. From our office in the Netherlands, we advise multinationals, governments, development finance institutions, and civil society organizations around the globe on sustainability and impact. We organize trainings and workshops, evaluate policies and programmes, and we closely work with our clients to develop corporate sustainability strategies. Additionally, a large proportion of our work consists of doing socio-economic impact studies. These aim to quantify a company's contributions to society, directly (i.e., resulting from an organization's direct activities) as well as indirectly (i.e., the social and economic effects supported throughout a company's value chain). Such studies help companies in their stakeholder engagement, and they offer metrics for their policies. In my work, I aim to provide companies with insights about their impact on society and advise them on how their impact can be improved.

But the theoretical questions that made me go to Rotterdam in the first place have not disappeared from my agenda. Therefore, I returned to the B-SM programme in May 2017 to write a PhD thesis (part-time) on the role of companies in sustainable development. In 2015, all the world's leaders adopted the Sustainable Development Goals (SDGs) as part of the sustainable development agenda until 2030. The challenges that the SDGs are set to address are immense—ranging from eradicating poverty and hunger to protecting the planet—and cannot be achieved without corporate contributions. My aim is to bridge science and policy by teasing out theoretical lessons from my daily work experience. I endeavor to help better understand how companies contribute to diverse SDGs, and to identify opportunities for further increasing their impact.

It is hugely rewarding to still be engaged with the faculty and be part of a diverse alumni group. It is beyond dispute that companies have vast opportunities to contribute to society. I hope we can help them accelerate and increase these contributions. Let's see what the next 20 years will bring!

Alumni	Joost Zandvliet
Quote	"See yourself as an important change agent"
Topic of Thesis	Paying the price: a research into the mainstreaming of true pricing
Position(s)	Consultant at SeederDeBoer; Strategy Consultant at Keyrus USA
Year of graduation	2014

Looking back at my choice for this master, I realize that I was most motivated and triggered by my interest in solving highly relevant, big picture issues. To bring out the best in myself, I need to work on these big questions. Especially in business I saw, and unfortunately still see, the disconnect with solving challenges such as climate change and social inequality. I want to change that.

After graduating I started looking for jobs in sustainability, to continue on the track I started with my Masters. I quickly realized that these jobs might not be the perfect fit for me, even though I'm really engaged in sustainability. The same interest that draws me to big challenges, also draws me to new challenges. I want change in my job as well, to see new companies and influence them, in any way possible. That's why I started to work as a management consultant. My main focus is not sustainability, but when possible I try to bring it to the attention to my clients, as well as in my own consultancy organization.

As JFK once said it: "As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them". I believe that this quote best illustrates what this Master has given me. Both in bringing forth sustainability as an important issue, but also in seeing yourself as an important change agent in any challenge you'll face in life. And that's a great lesson, as it puts yourself in charge of the change you want to see. I love that.

Alumni	Nienke Keen
Quote	"Seek 'out of the box' solutions' were others get stuck in interests"
Topic of Thesis	Capturing collaborative complexities : are theories of change an aid or a burden for public private partnerships for food security?
Position(s)	Programme Officer, IDH The Sustainable Trade Initiative; Founder, Keen for Impact; Regional Business Developer, East Africa at AgriProFocus
Year of graduation	2014

As the daughter of an economics teacher, I was always puzzled by the fact that negative impacts of companies could simply be ignored by labeling them 'externalities'. I could not, and still cannot, accept a notion of value creation that ignores negative impacts on people and the planet. It was during my Bachelor studies that I decided I wanted to contribute to changing this. I explored the option of doing a Master's degree in Development Studies through an internship at an NGO and at a social enterprise. That's how I came to realize that I had more faith in the business route and I chose the GBSM programme in combination with the Pre-Master's in General Management.

In my working life I have always stayed very close to the subjects of this Master. Soon after graduating I started working for IDH Sustainable Trade Initiative. I worked there for several years with the stakeholders in the cocoa and chocolate value chain in pursuit of making the sector more sustainable. The core business of IDH is to develop cross-sector collaborations that can offer solutions to address the most burning issues of a specific value chain or region. In my current job at the multi-stakeholder network organisation AgriProFocus, the subject of our Master's degree is yet again core to the vision of the organisation. We aim to help our members fight poverty through agricultural development by facilitating collaboration, collective learning and collective leadership. I'm finding that my business background is a unique asset. Still too many people struggle to see the possibilities when companies aim to do good business whilst doing good. Luckily our population is growing.

Many topics of the Master keep on coming back in my work and it would be hard to pick one. But cross-sector collaboration is definitely a central topic in my professional career. In fact, I have kept on studying it and recently published an academic article with Rob van Tulder on the topic in the *Journal of Business Ethics*. I keep on learning and I continue to look for ways in which I can help companies generate more positive impact. Perhaps the biggest lesson I learned from GBSM is to seek 'out of the box' solutions where others get stuck at seeing a conflict of interests.

Alumni	Michiel Lenstra
Quote	"Money is Power (more precisely: money is energy)"
Topic of Thesis	Do you really have a BoP strategy?: exploring MNCs' context-specific strategies for the base of the pyramid
Position(s)	KPMG Advisory; Freelance Impact Investing Advisor, Aequitas Generations; Lead Wire Investments at Wire Group
Year of graduation	2014

For me, the GBSM master's programme was the main reason to enroll in RSM. It was a "no-brainer," the perfect answer to my search for a programme where I could combine my unrelenting idealism with the insights I'd gained while working in the not-for-profit sector. Whether I like it or not, money is power (more precisely, money is energy, as I've more recently come to understand), and the biggest money flows are in business and finance, not in the sector where I'd chosen to start my career.

B-SM was attractive to me in two ways. First of all, I was never in it for the money. I started business administration to improve my organizing skills, and I thought private companies offered me a chance to learn from the best, rather than the public sector. Second, as I realized in my third year, just doing things right was not enough. I also wanted to do the right thing, to empathize with employees, for example, or to make business more environmentally responsible, to see beyond the dikes of the Netherlands. I wanted to make a dent in the universe. B-SM ticked all the right boxes. It offered the perfect combination of having societal impact and achieving better results.

It wasn't the content of the master's that stuck with me, so much as it was the excitement and potential I felt while exploring the interaction between private incentives and public outcomes. At B-SM, we were a group of "early converts" to the idea that the innovative power of business could be wielded to solve societal problems.

To implement this idea of "business for good," however, I felt that I needed to become a sheep in wolf's clothing (or a Trojan Horse, if you prefer) and build up my credibility in "traditional business." Joining the mergers and acquisitions department (M&A) of the auditing giant KPMG (which I have since frequently referred to as "the dark side") was the perfect ploy. After several years and an incredibly rewarding learning curve, I switched to KPMG's sustainability team, where I used the analytical skills gained in the M&A practice to advise large companies on their sustainability strategies. It was at KPMG Sustainability Services that I turned the concept of "private incentives vs public outcomes" into a concrete analytical framework. I developed the KPMG True Value methodology, which builds on the traditions of natural and social capital accounting, together with a team, and with pilot-customer Holcim Cement. The methodology calculates, in monetary terms, the impact of companies on society: in other words, the positive and negative externalities of their business operations.

I left KPMG and joined Wire Group, a boutique impact-investing firm, where I've taken the lead in building our capacity to support wealthy families and individuals who want to invest their capital into businesses that have set out to tackle the biggest global (or local) challenges, such as those described by the Sustainable Development Goals (SDGs). To me, it's clear that this newly formed, yet rapidly developing, impact-investing sector is where I was destined to end up, ever since I chose to switch from non-profit to for-profit. This is where I can help influence the money flows and turn them into a force for positive change.

My GBSM year built upon a foundational year in an MBA-style comprehensive business programme (for a Master of Science degree in General Management). The combination of courses from finance and accounting, negotiations, and corporate governance, to corporate social responsibility (CSR) gave me a solid foundation for building an impact-investing advisory business. On the investment side, the financial and analytical skills gained during my master's, and further developed at KPMG, are essential. On the impact side, my GBSM background contributes to my ability to understand the complex pathways through which these investments come to affect people and the planet. And on the business-building side, the all-around approach of the master's in general management is an asset.

More than the specific courses we take, however, I believe the most important thing is for each of us to follow our own vision. Twenty years ago, I read in the book, *Banker to the Poor*, how Muhammad Yunus had set-up a company dedicated to selling mobile phones to women in Bangladesh, who could in turn rent these out by the minute and earn an income. I knew at that time that I wanted to be involved in setting up companies (or financing them, as it turned out) that earn a profit while solving social or environmental problems.

When I think about the impact that I'd still like to make on "sustainability," it would be to (continue) helping to build an inclusive economic system in which negative externalities, such as climate gas emissions and poverty, no longer exist—because the system has become truly efficient and is no longer driven exclusively by financial value, but by social, environmental, and spiritual values in equal measure.

Alumni	Kim Middelkamp
Quote	"My current career path connects some of the dots of my past"
Topic of Thesis	Scaling of Social Enterprises in the Netherlands
Position(s)	Talent trainee @ Young Colfield + New business @ Sallandse Wegenbouw
Year of graduation	2015

I remember it wasn't easy to pick a master's because I sincerely had no clue what to do at the time. But I did know a few things. One was that I didn't want to focus on any one particular specialized area of business, since I have a broad range of interests and talents. At one point, I asked myself what I wanted to contribute to the world. I thought about what is really important to me and found that I am quite idealistic. I truly want to contribute to make this world a better place. I believe we can do this by doing business. Additionally, the fact that sustainability was becoming more important made me optimistic about the future. But most importantly, regardless of what others think or what the future brings, I had to choose a master's in an area that I like and find interesting, which is sustainability.

Since many options are open after finishing a master's in sustainability, it was, at first, hard to find my career path. That is why, true millennial that I am, I began with a two-year traineeship to explore several business areas. I developed my leadership skills and truly worked on my personal development, though I was less focused on sustainability. With this work experience, I discovered I wanted to work in my father's civil construction company, Sallandse Wegenbouw. When I began, my role at the company was developing new business, and one of the main challenges was to help the civil construction sector become a circular economy. It feels like my current career path connects some of the dots of my past. It gives me loads of energy to work on my passion of sustainability and help make a better and smarter world through business.

At the moment, the construction sector is facing a big transformation toward a circular economy. The government published a government-wide programme to complete the transformation by 2050. Recycling has been a topic in civil engineering already, but creating a circular method is new, and it calls for new ways of thinking. At the same time, the sector is fairly conservative. Many parties are collaborating and cooperation is accompanied by many rules and contracts. Therefore, the shift toward a circular economy by 2050 presents a big challenge and raises many questions. My goal is to accomplish this transition at the Sallandse Wegenbouw. I start by sharing my knowledge of what circularity actually means. This means drawing on what I learned at RSM, especially from the "Cradle to

Cradle" and "Global Business Strategies" courses. I've already collaborated on this with Diana den Held, when we were students in the "Circular Economy" course and made a group assignment about this challenge for the Sallandse Wegenbouw, a great preparation for the future!

Alumni	Talitha Muusse
Quote	"It really helps to be able to speak my client's language and understand their business and issues"
Topic of Thesis	Will generation Y make a difference?
Position(s)	Entrepreneur | Chairman Cambio | Millennial expert
Year of graduation	2015

When I started the Master of GBSM, I was already active on the issue of sustainability. I had founded the DJ100 (Young Sustainable 100) platform a few years before and had worked for MVO Nederland, a Dutch organization focused on corporate social responsibility (CSR). I entered the GBSM programme to broaden and strengthen my intellectual comprehension of the ways that business can have a positive impact on society and help deal with climate change.

Although I'd already started my career before entering GBSM, the programme definitely had a positive influence on the direction I was going. Because of GBSM I was able to begin an internship at Deloitte Sustainability Consulting (most of their employees were also B-SM alumni). Working for this large consulting firm gave me new skills and a more professional mentality, and it sparked my interest in working on sustainability with large international companies. Besides this internship, the intellectual debates in class about ethics, climate change policies, stakeholder management, and business strategies have really helped me better understand the complex issues of international business. Without that knowledge I wouldn't be able to work with my clients the way I do today. It really helps to speak their language and understand their business and issues. Finally, I really loved having the freedom to choose my own master's thesis topic. I had a growing fascination with generations, specifically the millennials, and how generations can transform society through new paradigms and ways of thinking. My thesis mentor coached and guided me, which made my thinking more focused and interesting. In my thesis, I was able to combine my own insights with B-SM concepts by asking how the millennial generation could become the driver of the sustainability movement within business. The process prepared me well to become a professional speaker on this topic.

I still work with many B-SM topics and approaches. I remember very clearly the account of the different motivations that drive companies to pursue sustainability, and what values underlie their strategies. I still use this account when engaging new clients or partners. It helps us understand where companies are coming from, and which arguments will best influence them. And of course, my interest in linking generations to sustainability development was sparked during, and because of, my master's studies, and this has become a huge part of my daily work as a speaker, influencer, and entrepreneur. The B-SM master's made it possible for me to find my own interests within sustainability, and use it to shape my career.

Alumni	Jos de Best
Quote	"Strategize sustainable business models"
Topic of Thesis	The Missing Link in Our Economy: Business Cases for Restoring Ecosystems
Position(s)	Trading company Kenya
Year of graduation	2016

I was always fascinated by the way businesses seem to organize and shape our world, by the global supply chains up to the local supermarket or electronics store, connecting the dots, and constantly bringing innovation at a fast pace. I was frustrated, however, to learn about the negative impact of this global system on society and the environment. I was motivated to start a Master in B-SM, because it deals with these issues face-to-face, pushing students to come up with solutions that will reorganize and disrupt the business sphere, for a more sustainable global system. Besides, the master's pushed me to work on myself to be a better future manager; it stressed the personal component. Lastly, the master's had a very international orientation, which suited my career hopes.

I am currently working in Kenya, managing a small, but fast-growing company that deals with importing and distributing Dutch vegetable seeds and other products and services. I notice that all the business and organizational skills I learned at B-SM come in handy—ranging from HR to management accounting to strategy to supply chain management. However, the most challenging aspect of my work lies in managing complex, international stakeholder partnerships, and ensuring that we support the broader goals of, for example, food security (while still meeting our sales targets). The importance of these larger goals were key aspects of the B-SM programme.

In my personal approach, I remember that every student/employee/actor has his or her value and is part of the larger system. On the global business and supply chain side of the story, B-SM gave me the tools I needed to strategize sustainable business models. And the focus on business ethics taught me that our responsibility goes far beyond value for shareholders. While we need to use ideas and tactics that make business sense, we are responsible for more than that.

Alumni	Simon Norris
Quote	"Organisations and entrepreneurs are powerful engines of progress"
Topic of Thesis	Opening the 'black box' - An exploration of the innovation process towards sustainable business models
Position(s)	Postgraduate researcher and doctoral candidate at the Leuphana University of Lüneburg
Year of graduation	2016

During my bachelor's studies in international business, I wanted to dive deeper into the purpose of business. All the theories and concepts I studied served a cause to which I did not entirely subscribe: maximising the value of a business for someone else. That is, to be an agent of capitalism. Ethics and corporate responsibility were often side notes, at best only implied. Yet, I wanted to maximise my own value, not just for one organisation, but also for society at large, and, most importantly, for myself—to become an agent of societal progress through means of business. I strongly believe in the power of enterprise. Organisations and entrepreneurs are powerful engines of progress, and no shift towards a sustainable society is possible without them. That's why I chose the master's in Global Business and Sustainability (GBS).

I want to make very clear that there's no clear-cut path for those choosing to dedicate their work to the sustainable conduct of organisations. It is my impression that many companies themselves have yet to discover how to weave sustainability into their junior-job descriptions, preferring experienced personnel over the task of nurturing young professionals. By choosing GBS, I chose a difficult path, one that transcends disciplines and puts the onus on each graduate to define for yourself where you want to go and to proactively work toward that. After struggling for a while, I got the opportunity to build on my master's thesis research by beginning a PhD in the same field, at the Centre for Sustainability Management of the Leuphana University of Lüneburg, in Germany. Now I hope to deepen my subject knowledge and drive sustainable business development in practice.

The courses provided me with a deeper understanding of the often elusive, abstract concept of sustainability. While the limited duration of the programme required a narrowed focus on a few selected topics, to yet gain sufficient understanding, I still encountered many more hotly discussed concepts and a range of mainstay theories. For my master's thesis, I looked at the topic of sustainable business models and explored their innovation processes. Since my current research centers on the same concept, I still draw on extensive knowledge from my studies. Nevertheless, my current position allows me to expand and disperse this knowledge further, through my research and exchange with other practitioners. In the future, I will carry what I've learned back into the field to aid in the necessary transformation of business towards a more sustainable state.

Alumni	Sylke Jellema
Quote	"The feeling of taking courses with likeminded people, made me enjoy and value the programme enormously"
Topic of Thesis	How culture can orchestrate sustainable development
Position(s)	PhD candidate at the BSM department
Year of graduation	2016

I think my story is similar to those of a lot of Global Business Sustainability (GBS) alumni. As an eighteen-year old high school graduate, I made the decision to start a bachelor's degree in International Business. I felt that the corporate world was the place where the most interesting and impactful things were happening, and I was excited to enter this new field. After three years of business courses, and one as an "exchange minor" in Hong Kong, I realized that this world wasn't entirely what I wanted it to be. Whereas my curriculum focused mostly on what seemed to be the primary objective of doing business, maximizing profits, I had a completely different objective, something more in lines with doing business as an impetus for societal progress or change. On top of this, my experience in Hong Kong provided me with new perspectives on environmental and social issues, such as urbanization, poverty, and economic progress, to name a few. I was confused. The world that I'd decided to enter was not what I'd expected or hoped it to be. On the other hand, I still believed that the world of business has a tremendous influence on the kind of society we're living in. So, it would be logical to think that most change should come from within the system, right?

I remember clearly that I was lying in a hammock somewhere in Hong Kong when I started reading about master's programmes in the Netherlands. One, at RSM was called Global Business and Stakeholder Management. It focused on social responsibility, environmental challenges, and philanthropy, all in the field of international business. A master's programme that focused on doing business as a way of doing good, not as a source for raising capital: it was exactly what I'd been looking for. So, I enrolled. For the next two years I learned about the planetary boundaries, business ethics, corporate social responsibility (CSR), and NGOs. On top of that, I participated in a UN roleplaying event on negotiating climate change policy and wrote a thesis about the linkages between culture and sustainable development. Apart from this interesting curriculum, it was the general sentiment of my group that was so new to me. My cohort was a relatively small one, with about thirty-five students in total, I believe. And the feeling of taking these courses with likeminded people (I mean, we were not all "on the same page," maybe not even the same chapter, but definitely in the same book) made me enjoy and value this programme enormously.

Now, two years later, I am in the first year of my PhD in B-SM and I'm involved in the most interesting cases about certification, NGO's, identity, and culture. I chose a business PhD because I still believe that the world of business is where vital societal change can and should happen, and where so much can still be done. I'm eager to learn more about the interface between business and society, and hopefully contribute to this knowledge by means of my own research.

Alumni	Lukas Muche
Quote	"Question the status quo"
Topic of Thesis	Shared Value Creation in Mobile Money Systems - A new perspective on business models
Position(s)	Junior Purchasing Manager Recycling
Year of graduation	2016

I was always well aware of sustainability as a broad concept and tried to shape my life according to its values. During my Bachelor programme in International Business Administration I thought there must be more to business and organizational management than solely learning about the different ways to do business in private organizations. Simultaneously, I believe in the consumer having (often underrated) power through purchasing behavior. The GBS Master at RSM was the perfect way to get more into the societal, ecological and economical duties and activities of organizations and how they can contribute to a better society and environment. The broad range of elective subjects gave me even more opportunities to shape the programme around my interests in the field of sustainability.

The knowledge and experiences I gained throughout the programme strengthened my desire to incorporate these in my professional career. This also influenced my job search. I now work in the recycling procurement of a large international aluminum company. There, I cater to the ever-increasing need to recycle aluminum in its diverse forms which are e.g. used beverage cans, automotive parts and production scrap. Being part of this team lets me contribute to the positive change of making products from recyclable materials whose recycling saves energy, resources and ultimately adds to a smaller environmental footprint in its areas of use. The Master programme also influences my daily work as it taught me to question the status quo, to look behind the façade and to stand up for my own values and believes.

Especially life-cycle-assessments and finding the sweet spot between ecological and economical considerations play a large role in my present position. As a purchaser in the metals industry focusing on the recycling side I secure the constant supply of aluminum scrap that is processed in the multiple production facilities of my company. This has a positive impact on sustainability as it reduces the need of newly produced aluminum made from natural resources. It goes hand in hand with lower carbon emissions, as the recycling of aluminum requires only 5% of the energy needed to produce new metal. It also weights considerably less than e.g. steel which further reduces the energy/fuel consumption of cars.

This position is a great continuation of the Master programme because it gives me the opportunity to make an impact on more sustainable business and to increase the awareness towards sustainability.

Alumni	Evan v.d. Holst
Quote	"Systemic change cannot happen in isolation"
Topic of Thesis	Scaling social enterprises
Position(s)	Entrepreneur, programme manager at Impact Hub
Year of graduation	2017

Ever since the start of my studies I knew I wanted to contribute to global systemic change. My minor in Developmental Studies taught me that the "traditional perception" of the West helping the Global South didn't prove to be realistic or successful, and it equipped me with a new concept: social entrepreneurship. Social enterprises can be seen as a combination of non-profit and for-profit organizations. They utilize innovative business models not only to make a profit but to solve societal challenges. Wanting to experiment with this impact-first mentality right away, I co-founded the social enterprise Floki Goods, during a gap year in 2014. With Floki Goods, we set out to improve the livelihood of Indian and Nepalese scarf producers by developing a fair supply chain to Europe. Although this was an immensely valuable experience, I soon found out that I was missing critical business knowledge and skills. My master's studies in management enabled me to deepen my knowledge of various business topics and provided a solid foundation for my future entrepreneurial endeavors.

During my master's studies I chose to plunge further into the world of social entrepreneurship for my thesis research. I found that the social enterprise movement had gained significant influence and attention in recent years. In many countries they have a tailored legal structure; global organizations such as the Impact Hub and Benefit Corporations boost their popularity and development; and, different types of institutions—corporate and non-profit, as well as governmental—look to their social innovativeness for inspiration. What interested me most, however, was why the scale reached by for-profit entrepreneurship, such as with Facebook and Google, was not seen in this sector. In my research I developed a model to identify strategies that social enterprises can employ to tackle eight of the most impactful scaling barriers. Strategies that have the highest impact are: first, implementing a theory of change; second, developing a governance structure; and, third, developing business acumen. Other impactful strategies include overcoming founder's syndrome, choosing loans over equity, and choosing realism over idealism. Looking at the model as a whole, one of the most valuable insights it provided was to identify a link between the quality of human interactions required by organizations and their scaling potential.

One of my hopes was that this research would not become another stack of paper in a drawer at the university. To make my research useful, academically as well as practically, I combined it with an internship at an influential player in the Dutch social enterprise field, the Corporate Responsibility Office of Pricewaterhouse Coopers Netherlands (PwC). Interning there while conducting my research enabled me to reach the crucial stakeholders for my interviews, witness the leading developments in the field, and make my research practical and useful in a follow-up publication, "What mainstream business can learn from social enterprises."

In addition to the great opportunity to write an official PwC publication, I was thrilled to see my thesis win the yearly thesis competition of Social Enterprise NL and the 2017 Rotterdam Thesis Award of the Erasmus University. Boosted with inspiration and enthusiasm, I went on to work at the Impact Hub in Amsterdam, as programme manager and start-up trainer. At the Impact Hub, we believe systemic change cannot happen in isolation. We offer space, community, and content to social entrepreneurs to boost their growth. Although my thesis was an academic adventure, I have used the knowledge and insights gained from this research in my work until this day.

Alumni	Philine Overbeeke
Quote	"Expand my understanding of the world's "wicked problems"
Topic of Thesis	The value of volunteers
Position(s)	Junior researcher, B-SM, RSM Erasmus University
Year of graduation	2017

Facebook reminds me "on this day" that I've been consciously trying to live a more sustainable life for longer than I would have thought. Apparently, I've been encouraging my online friends to participate in Earth Hour for years now, and I joined in more discussions about the environment than I could remember. It makes me think about how and when the green "spark" first appeared in my life.

Growing up, my family was always on the "socially conscious" side. I was a World Wildlife Foundation "ranger" and started volunteering when I was about ten years old. My siblings and I were told to take short showers, lights off when you leave the room, and when you're cold put on a sweater before turning up the heat. During our summer holidays we didn't fly to tropical resorts; in fact, I wasn't on a plane until I was seventeen-years old. No, we biked. My parents kept up this way of vacationing until I got to the age where I was too embarrassed by it; that last year we biked from Paris back to our Dutch hometown.

These habits stayed with me in my adult life (with the exception of the biking holidays). Over the years I also began to bug my friends about shorter showers, recycling, volunteering, and etc. I think my green "spark" turned into a small fire during my Bachelor of Business Administration studies at RSM. Even though I knew business administration was the right field for me, I had the bad feeling that everything we were learning was about earning more money and creating more power.

But one course in the programme, Leadership, Sustainability and Governance, looked at "wicked problems" and how to approach them. Despite some doubts I had about the set-up of the course, I was genuinely excited by its content. I remember vividly when a master's student came in after the seminar one day to present the Global Business Sustainability (GBS) master's programme to us. She called her classmates and herself "tree huggers." While most of the other students laughed or made fun of it, for me it was a first time hearing about this genuinely interesting master's option.

In the last year of my bachelor's, I participated in Prof. Meijs's minor "Learning by doing: Consulting to Social Entrepreneurs". It was a breath of fresh air; I began learning about nonprofit organizations, organizations that were actually trying to do good. The course was less than half-way through when I decided that, despite multiple people telling me not to, I would definitely start the GBS master's the following year. That summer, I started working as a research assistant at the B-SM department on a very interesting project about citizen engagement in two of the Netherlands poorest neighborhoods. This side-job also gave me a deeper look into academic life and deepened my understanding of volunteer management.

The GBS master's programme provided me with a lot of theoretical knowledge of the social-justice causes I'd been supporting for many years. During lectures and (live) case studies, I broadened my views on sustainability in a holistic way, and I learned about the challenges multinationals face when taking responsibility. I surprised myself by actually enjoying a behavioral ethics course, for the first time ever, and I branched out, taking on projects in support of the Dutch peat meadows (while visiting lovely farms and regions).

It felt good to be in this bubble, where I could expand my understanding of the world's "wicked problems," while surrounded by like-minded people and knowledgeable teachers. With the electives, I started to focus my studies on the social aspects of sustainability, while simultaneously "greening" my personal life. My master's thesis focused on the value of volunteers. I was lucky to get the amazing opportunity to do a research internship at UNICEF, to gather my data and gain another valuable, real-life experience.

I am now in the process of rewriting my thesis for publication, while working at the B-SM department as a researcher. My research is focused mostly on non-profit organizations, volunteer management, and citizen engagement, for which I frequently use what I learned during my GBS master's. I also work with students a lot, and I believe that my having followed the same path as most of them helps me understand their opinions, choices, and questions. I'm looking forward to continue sharing my knowledge and helping students find their paths in the world of sustainability. Additionally, I'm curious to see what the next steps to a more sustainable world will be, and how this will inspire me to new ways of improving my personal impact.

Alumni	Ruben Koster
Quote	"Once you know about certain problems, you have an obligation to do something about them"
Topic of Thesis	Sustainable energy technology from a Heideggerian perspective
Position(s)	Consultant Programme & Portfolio Management, PwC Advisory
Year of graduation	2017

Sustainability was definitely not the reason I started my bachelor's in business administration. I was drawn to RSM by the allure of a strong career in business. Perhaps it was the zeitgeist, or simply my mistaken vision, but I didn't see the link between business and sustainability at that time.

I continued with a bachelor/master in philosophy three years later. That was a time to reassess my motivations and actions. The environment, and sustainability generally, became more pressing topics of interest that influenced my choices strongly. I had some minor worries upfront, about what a master's in Global Business Sustainability (GBS) would do for my career, as compared to other programmes such as a master's in finance. However, once you know about certain problems, you have an obligation to do something about them. With confidence that my career would turn out all right, I decided to start a GBS master's. It's still a RSM degree, but with a focus on one of the most pressing problems of our time.

Studying GBS strengthened my interest in environmental sustainability and my desire to do something about the current problems. This also made my job search more specific, which is not a bad thing given the rather generic breadth of my master's. For instance, why waste my time and energy in the meat or current aviation industry? I've always been more of a generalist, and I had been looking at consulting the last few years of my study. It was hard to find an organization with a strong focus on sustainability that also offered an excellent learning experience.

I started on the advisory team at Pricewaterhouse Coopers (PwC), a few months after finishing my master's. I went for PwC because of their sustainability ambitions as an organization and the friendly atmosphere. Being a sustainable organization does not mean that we only offer consulting on the topic of sustainability. However, PwC does offer great personal development and a strong learning curve. With that precondition fulfilled, it remains up to me, as an individual, to do as much as I can on the topic of sustainability within our firm and for our clients.

It's never easy to assess your impact on environmental sustainability. I feel that I'm primarily making an impact as a consumer (saying such a thing is perhaps one of the most common excuses of our time, but that aside). Always put your money where your mouth is. Following this, I am making an impact as an "activist" by trying to change the behaviour of people around me. I also have these forty hours-a-week in which I can change things for the better. I work within the Programme & Portfolio Management team at PwC Advisory, and the knowledge I gained in the master's helps me to create a new perspective on topics. Think, for instance, of the inside-out versus the outside-in perspectives. Simply talking to co-workers and team members, promoting a "new normal," and trying to involve sustainability wherever possible is what I need to do at this stage.

Alumni	Malou Peters-Sengers
Quote	"Convert the power of the new generation's desire for change into innovative solutions"
Topic of Thesis	The Social Entrepreneur in a Web of Institutions
Position(s)	Communication manager, Sustainable Motion
Year of graduation	2017

When I started my bachelor's in public administration and organizational sciences, I aimed for a job in government or politics. I believed that was the way to contribute to social change. During my bachelor's studies, I learned more about the big challenges society is facing. One challenge that I was completely touched by is that of climate change. When I learned about its complexity, scope, and the immediate need for action, I decided to devote my further studies and career to it. When I dove deeper into the subject, I learned about the tremendous influence the business world has on climate change. It was clear that the government alone would by no means have enough power to steer business toward any positive impact on this issue. Luckily, I'd joined Enactus, a student organization focused on social entrepreneurship, along with my studies. Enactus made me see that business can have a positive social impact, at least on the small scale. I wanted to learn how this could be achieved at the bigger scale of big corporations. Therefore, it made sense to enroll in the Global Business and Sustainability (GBS) master's that covered this subject!

The GBS master's provided me with broad, basic knowledge about sustainability and business. More important, I did not only learn about the big challenges society is facing because of climate change, but also about the opportunities that arise driven by the need for change. I was, for example, flabbergasted by the fact that thinking from the perspective of the circular economy could make existing business models look completely outdated, while also providing me with so many new ideas. The master's made me see the tremendous potential there is for change in the business world. In addition. I learned to implement several strategies to overcome the barriers that arise when actually pursuing this change. I now work at Sustainable Motion, a small enterprise that specializes in developing and executing programmes to give companies fresh insight into how to become future-proof in a fast changing world. We convert the power of the new generation's desire for change into innovative solutions. I am, and will stay, committed to steering the business world toward having a more positive impact combating climate change!

Alumni	Eleni Kanellou
Quote	"Experience in working with diverse, large groups of people is required"
Topic of Thesis	An Environmental Compliance Index (ECI): evidence from the Vienna Stock exchange
Position(s)	Research Associate at NTUA, DSS Lab
Year of graduation	2017

Tackling climate change is one of the major challenges of our time. Unfortunately, even though some progress has been made, there is still a long way to go. I've always been conscious about protecting the environment. My bachelor's degree was in a highly competitive sector, Accounting and Finance, from the Athens University of Economics and Business. Although useful for understanding how the economic world works, those studies did not satisfy me on a personal level. In my search for a master's programme, I came across RSM's (RSM) Global Business and Sustainability programme (GBS). At first, I wasn't certain it was the right next step for me. However, I took a leap of faith and applied. Pursuing this master's turns out to have been a career changing decision.

I have a degree with a focus on accounting. I also had, prior to the master's, some professional experience during an internship in a small private firm mainly focused on consulting, book keeping, and taxes for small companies and individuals. What the vast majority of Accounting and Finance graduates do is to become consultants or auditors in big audit companies, or they work in the tax office, etc. However, after obtaining the GBS degree, my career took a very different turn. I was very interested in research, so I found a vacancy in the Management & Decision Support Systems Laboratory, in the School of Electrical and Computer Engineering at National Technical University of Athens. There, apart from actually completing a dissertation, one also has the opportunity to work in European-funded projects, including Horizon 2020. The majority of these projects have to do with energy efficiency and sustainability.

The knowledge I obtained in the GBS master is very useful in the five different European-funded projects I'm currently working on. I find that I often use the stakeholder engagement and dissemination strategies, as well as state of the art analysis of the current situation, and finally, I propose frameworks or road-maps that can be applied to the policies in the future. Apart from the technical knowledge I obtained from the master's, I got experience in working with diverse, large groups of people, and that's also required in my current position. What's more, my presentation skills and analytical thinking are still important.

Alumni	Colinda van Brummelen
Quote	"Balancing people, planet and profit should always be a baseline"
Topic of Thesis	Implementation of SDGs into Corporate Social Responsibility strategies
Position(s)	UN Global Compact Network Netherlands; private tutor; Sustainability and Responsible Governance PwC
Year of graduation	2017

I started my university life at the Erasmus University with a Bachelor's in International Business Administration. I most enjoyed the course on leadership, sustainability & governance and got one of the highest marks of the year. During an exchange at Sciences Po in Paris, I took courses on development economics and environmental politics. This got me excited - I wanted to find a good combination of working for profit, while taking the society and environment around it into account. I decided that a Master's in Global Business & Sustainability could help me to develop a sustainable mind-set.

During my master, I took a break to do two 6-month internships at the Dutch Ministry of Foreign Affairs and at the local (Dutch) UN Global Compact Network. Both internships taught me a lot about the way businesses and the Dutch government look at sustainability and their own responsibilities. After my studies, I started working in the Sustainability & Responsible Government team at PwC. This team consists of interesting people with different backgrounds, all working towards making organizations more sustainable.

The importance of balancing people, planet and profit should always be a baseline when doing a project within an organization. The importance of the Sustainable Development Goals was a topic of my master thesis and is an important topic in my work at PwC. I hope to have an impact on sustainability by working with organizations on a variety of topics and projects. I want to inspire businesses to get involved in achieving the Sustainable Development Goals through PwC publications. Finally, in my role as mentor to current students studying B-SM at Erasmus University, I hope to inspire students to employ this mindset in their future career.

Alumni	Nada van Schouwenburg
Quote	"There are rarely straightforward answers to the questions we ask ourselves"
Topic of Thesis	The SDGs and corporate reporting: What are the Dutch companies doing?
Position(s)	Sustainability & Communication project developer
Year of graduation	2017

The GBS master has had a profound impact on both my personal and professional life, which is exactly what I had hoped for when I decided to enroll in this programme, two years ago. The master distinguishes itself from the other university programmes because it aims to tackle today's greatest challenges, which attracts students who do not just want to fit in to our current economic system but want to actively question the status quo and provide way for change.

Although the term 'sustainability' has been around for ages, studying sustainability means constantly being on the verge of change and innovation. The GBSM programme focuses on the future of our planet and the role of various stakeholders in it. This means that there are rarely straightforward answers to the questions we ask ourselves during the year. Especially the long in-depth discussions with your professors and peers teach you the critical mindset and skills that you need most for your future career.

I wrote my master thesis bout the use of the SDGs in corporate reporting, which also landed me my first job. While I was conducting the research, I got in contact with my current employer through a mutual connection. With the knowledge I acquired during the GBSM and specifically my thesis research, I was asked to develop and communicate the sustainability policy of the company.

Although I don't have much experience when it comes to building a career, I have learned one important thing in the past years. Delivering the best work possible, while treating the people around you with kindness and respect is better than any written accomplishment on your CV. This network of people on whom you have made a positive impact will help you, more than anything, in building your career.

A few years ago, I realized something significant about my future career. An average person in this world will spend more than 90,000 hours in his or her life working. Just let that sink in - you will be working at least 90,000 hours of your rather short time here on earth. This is not a terrible thing, but it is something to be aware of. For me, this idea of spending a significant part of my life building a career led to setting two important conditions for myself. The first is that I want to spend my working life creating positive change for both people and planet, adding more than just financial value to our economic system. Secondly, I want to be extremely happy while doing so. Life is too short and working life too long for anything less than feelings such as excitement, fulfillment and happiness.

Part III

WHAT NEXT: DELINEATING PATHWAYS FOR THE FUTURE

INTRODUCTION

Part I and II primarily focused on the past and the present of sustainable business scholarship both in academia and practice. The Department of B-SM as well as the community of alumni also constitute a *future community*. For this third part of the book, the present staff of the B-SM Department were invited to give their personal vision on the future of their part of discipline and how they would like to contribute. Again, we asked for a personal account, not necessarily a perfectly scientific legitimation, from the philosophy that narratives and visions in the constitution of a vibrant and sustainable community depend as much on content as on passion. The combined efforts of the present staff of the department will – arguably – not be sufficient to help mainstream sustainable business around the world. But the aim is to achieve the highest possible impact, considering conditions such as limited finance, faculty politics, pressure created by teaching larger groups of students, the role of science in society that has come under pressure because of limited resources, the difficulty of reproducing research methods, or even the idea that science – in particular regarding the 'grand challenges' of our time is yet another 'opinion'. How should we deal with these challenges?

There are many approaches and the function of a big department is partly to facilitate diversity in research and teaching. The genealogy of the department nevertheless shows a particular concentration of areas of attention (see box). The management challenge is to sustain three types of relevance: (1) scientific (requiring robust theories and replicable methods), (2) societal (requiring timely knowledge on complex issues) and (3) managerial (requiring applicable knowledge that can support managers in their approach to these complex issues). Mainstreaming sustainable business implies that the discipline will help companies move towards what can be called CSR 3.0: Corporate Sustainable or Societal Responsibility. No scientific department, no university or business school, no stakeholder can develop this on their own merit. CSR 3.0 requires bridges between science and society, between students and alumni, and between basic and applied research. This part includes some of the approaches pioneered by the present staff of the Department that are aimed at creating the foundations for a vibrant and relevant future community of business scholars in academia as well as in practice. The research and teaching program of the department has been appreciated by students and visitation committees. The scientific and societal relevance has been considered excellent. But like any organizational entity, sustaining this score depends on the ambitions and approaches adopted by the staff. Organizing a department implies selecting of topics, staff, and developing expert centers and an appealing teaching programme. This part illustrates how the department is slowly moving into a number of more focused areas under the influence of its present staff and under budgetary limitations.

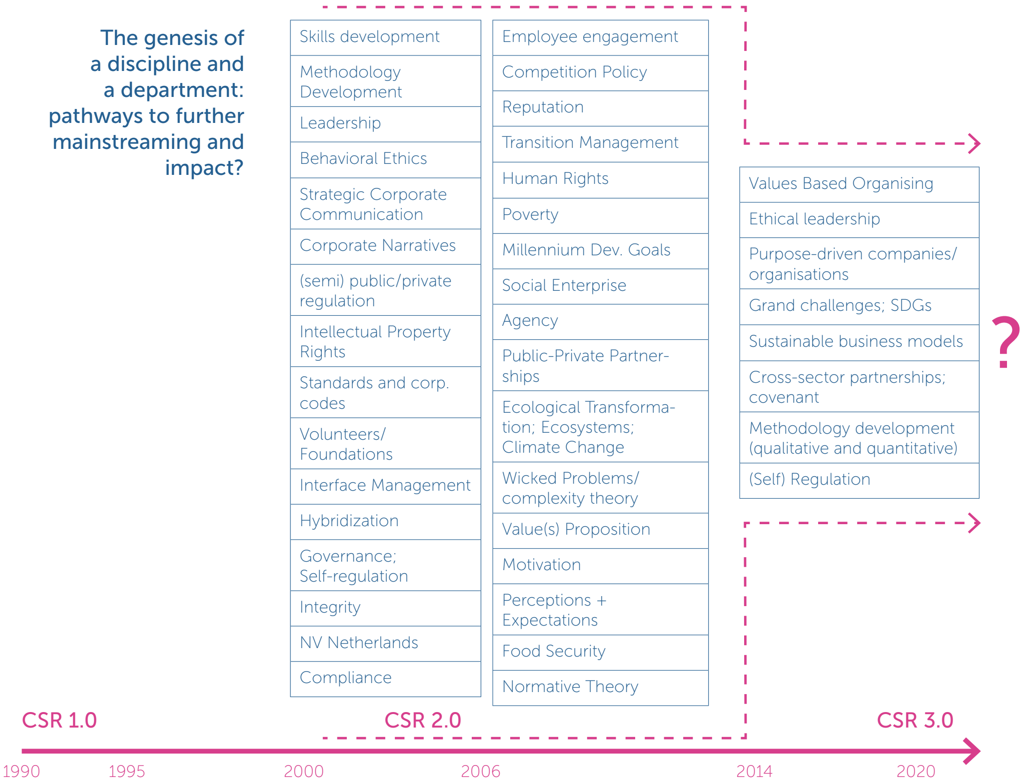

Figure 3.1 The future of B-SM: further converging?

The research program is still aimed at enhancing 'values-based organizing'; the analytical focus is on 'purpose-driven organizations', leadership questions, grand challenges such as the Sustainable Development Goals and forms of effective regulation and new institution building like cross-sector partnerships. This requires new methodologies, but of course also a receptive society – including interested students and companies – as well as a receptive business school. The Department of Business-Society Management is well established in the Rotterdam School of Management, which has seriously increased its impact on the discourse in many areas of sustainability. Sustaining this position depends as much on its staff, the students, the sustained support of the wider community of management scholars as well as its link with developments in society.

FUTURE NARRATIVES

Author	Joep Cornelissen
Title	Imagining organizations as fit for 21st century grand challenges

My research proceeds from both positive and normative standpoints to ask what images or models of organization are useful, and how they determine our expectations, management, and assessment of organizations, paricularly in terms of their contribution to society. (e.g., Cornelissen, 2005; Ketokivi, Mantere & Cornelissen, 2017). A classic, but still widespread, image of organizations is that they are machines, efficiently designed to produce certain outputs and meet predefined targets. This particular image goes back to Frederick Winslow Taylor's formulation of industrial bureaucracy in the early 1900s, better known as "scientific management," which blended ideas and principles from mechanical engineering and "social physics." One implication of this image is that productivity can be enhanced by specifying cause and effect in the production process, as is true of mechanical production. The machine image laid the foundation for many technical approaches to understanding and managing organizations (e.g., control systems, cost-savings, "human resources" management) that are still with us today (and even, perhaps somewhat ironically, making a comeback in the digital age). Amazon, for example, is experimenting again with some of its principles.

Managers and employees, indeed all of us, from students to people on the street, use images, and specifically metaphorical images, to conceptualize and think about organizations. Different people may use different images or alternate between them, reminding us that the reality of an organization does not dictate the way that it is represented in people's minds or articulated to others. Kate Raworth elaborates on this in her book, *Doughnut Economics* (2017). Her focus is on the economy and theoretical images of the economy, rather than on organizations. She shows how economics is rooted in naïve images borrowed from physics (equilibrium, forces acting on each other, etc.), but should be reimagined from a "complexity science" perspective that considers organizations as relationally connected to other organizations and systems (a perspective that, by the way, is also embraced by many in the Business-Society Management [B-SM] department).

What Raworth does in her popular book, and what I similarly try to do in my research, is to uncover the implicit images in our work and thinking about organizations, and then imagine more useful alternatives for those involved in working in or managing organizations, as well as for society at large. The crux here is that our imagination allows us to frame the same organization in different, at times incompatible, ways (Cornelissen, 2005). An organization can be metaphorically thought of as a machine, an organism, an open polity or democracy, a political system, a nexus of contracts, or as an instrument of domination (among many other things), depending on how we want to imagine it for ourselves, which in turn depends on what focus we choose and what we choose to ignore. The alternative images we associate with an organization lead to alternative decisions and courses of actions, with direct consequences for ourselves, as well as for the economy and society at large. Alternative images also reveal different ideological convictions about how organizations can best accomplish their ends and how workers and employees, based on their abilities and motivations, should be managed (Barley & Kunda, 1992). Often, alternative ways of imagining and framing an organization are pitted against each other, and the disputants struggle to show that their framing is more apt.

Metaphors and Theories of Organization

Given the central role of metaphors for conceptualizing and understanding organizations, one would expect to find a large amount of time and energy being devoted within academic circles to understanding the processes by which they're generated and the outcomes they bring for everyone involved with organizations. Yet, research on the topic has been scant over the years; in many ways, it's still seen as a fringe subject compared to other more "mainstream" subjects and research questions. To some extent, this lack of attention reflects the usual ebb and flow of scholarly research. Metaphor, as a subject, had its heyday in the 1980s, amid broader meta-theoretical discussions about paradigms, methods, and theory, but was less discussed in the decades after. Those who continued writing about metaphor in recent decades were genuine enthusiasts. This lack of attention has a broad impact on the academic community. One direct consequence is that prominent scholars in economics, sociology, and organizational theory do not routinely reflect on the theories and assumptions they work from as metaphors. To give one example, economists tend to define organizations in figurative terms, as natural, self-constituted "individuals" underpinned by a nexus of specific treaties and contracts (e.g., Fama & Jensen, 1985). Fama and Jensen (1985, p. 101) assert that organizations can be understood "'as if' they come from the maximization of an objective function—for example, the value maximization rule of the financial economics literature." They implicitly assign a role to metaphor (note the "as if" in their reasoning) without inspecting it, and they use that metaphor as part of their research. Yet they hardly reflect on it, nor do they think about whether that metaphor is used by individuals and organizations in the real world. In fact, these researchers often go out of their way to suggest that their theorizing about organizations is not in the slightest metaphorical, as if that would undermine their credibility as serious academics who write "literal" and formal theory.

The effect is to hide, rather than reveal, the underlying metaphor of economic utility, and may be intended to "objectify" and naturalize their premises (cf. Raworth, 2017). Overall, there is very little reflection within academic circles on images and models of organizations—images that, as in this case, form the basis for much economic thought in both theory and practice. The theoretical language of organizations is laden with metaphors. Instead of hiding them in our theories, it would make more sense to pursue a detailed understanding of the ways that metaphors work, and harnessing their generative potential. Without such reflection, we miss thinking about the fundamental assumptions, or grounds, on which we reason about organizations or explain individual and collective behaviors. It also limits our ability to be more generative. Inspecting metaphors would let us shift them, or invert the logic of an image to make a counterfactual image, or offer alternative and potentially more useful images that might better serve society (Cornelissen & Durand, 2014).

One consequence of this lack of reflection is that, to some extent, we're out of step with the demands of our times, which call for much more complex and dynamic metaphorical images than previously. Where the contemporary global, digital, and distributed nature of organization requires new images, or new assemblages of images, academics, managers, policy makers, and industry analysts seem, instead, to have returned to old stalwarts, such as the machine image (or, as Haworth shows, to naïve physics models of the economy). The machine image, for example, is again used for managing large (e.g., Amazon) and small organizations, in both manufacturing and high-tech or service sectors. What this dogged persistence of the machine image shows (with hardly anyone questioning its aptness) is something that applies to all metaphors.

In the context of organizations, there is a strong preference for concrete images and for images that emphasize individual agency and control. There is a corollary bias against more abstract images that are less specific about agency or that position control and management of organizations outside the hands of individuals. As we know, concreteness is important; it is a core basis for metaphors to be considered as apt and useful (Cornelissen & Kafouros, 2008). This is, for example, why the machine image fares better than more abstract societal images (such as corporate citizenship and corporate democracy) or sustenance metaphors (such as organizational development and growth). In addition to concreteness, another key feature is the agency a metaphor grants to individuals, something that is particularly important for managers who want to see themselves (and who want to be seen by others) as being in charge and in control. Managers want to believe they can "leverage" assets, "structure" the organization, and "streamline" its operation to "drive" results (a manager's metaphorical dream scenario). To some extent, this agentic or control aspect of metaphors may be partly explained by

Lakoff and Johnson's embodiment hypothesis, which maintains that metaphors with "embodied source domains" (e.g., human-initiated motor actions or human sense experiences) are preferred over other, usually more complex, "cultural source domains" (Lakoff and Johnson, 1980). Even beyond the embodiment hypothesis, images that are "human scale" and manipulable, as opposed to abstract, have the advantage of promising direct comprehension and control. Such images allow people, individually and collectively, to imagine that organizations are "like them," in a way, that makes the organizations "real," i.e., similar to their own being and actions.

To illustrate this a bit more, it is instructive to relate the feature of control to metaphors drawn from complexity science, to get an immediate sense of why an image such as that of the machine persists over time. New complexity images are constantly being touted and introduced as the next big thing, but are never widely embraced. (Although who knows? The digital age and our environmental crisis may create a more fertile ground for new metaphors to finally take hold.) The difficulty here is that the image of complexity does not concretely say how individuals fit in the picture. It also offers a very complex causal picture that most of us struggle with, in which organizations are produced and reproduced as emerging accomplishments out of a complex causal interplay of forces. Certainly, a manager may then simply use a machine image as a more easily understood and "manageable" proxy. However, although the combination of concreteness and control may provide an explanation for the implicit preference for certain metaphors over others, it should not be accepted as a rule or as a standard for selecting metaphors. It simply reveals a bias, or human tendency, that we should recognize and at times make the most of, one we should also sometimes challenge or actively circumvent.

If the times ask for complex and coordinated solutions to grand challenges, such as climate change, it arguably does not work to keep debating whether climate change is "man-made" or not. This may be the wrong image, because the issue probably cannot be reduced (in its entirety, at least) to a human scale. It may be easier said than done, but becoming aware and reflective is an important first step. A further solution, and one that I have explored in my own work (Cornelissen & Kafouros, 2008), is to foster lateral (as opposed to discrete and unitary) forms of thinking, encouraging people to work through and across various metaphors as vantage points. This solution prescribes an active process in which individuals start with concrete images but gradually complicate them by combining ideas into ever bigger assemblages, thus extending the metaphor beyond the basic image with which they started. This "molecular" approach lets us build more complex metaphorical images out of "atomic" metaphorical parts, called primary metaphors (Cornelissen & Kafouros, 2008). A primary metaphor is the most basic metaphorical description of a target domain; it has a minimal structure. Primary metaphors arise in an almost automatic manner, through everyday experience, by means of conflation, during which cross-domain associations are formed between a target domain and other domains. Complex metaphors are then formed from these primary ones through further conceptual blending and elaboration—that is, the fitting together of smaller, metaphorical "pieces" into larger wholes (Cornelissen, 2005).

To view organizations as "complex adaptive systems" requires crediting them with the qualitative properties of complex and chaotic systems, such as self-organization in a network sustained by importing energy, co-evolution to the edge of chaos, nonlinear interactions within and between organizations, irreversibility, and system evolution based on recombination—a real headache for anyone to fathom, particularly without any preparation. However, the primary metaphors that are combined in this complex metaphor include "actions are self-propelled motions" (whereby actions of organizations are metaphorically structured as movements of one's body through space), "relationships are enclosures" (which likens interactions between organizations to occurances in enclosed spaces), "change is motion" (which sees change or development as a movement in a direction, for example, "down a path," and makes it irreversible), and "organizational landscape as natural systems" (which likens the surroundings of an organization to a complex natural system, such as weather systems or thermodynamics, and leads us to see it as an entity that is subject to natural forces).

When complex metaphors are broken down in this manner, we can see how the primary metaphors lead to a complex metaphorical image, wherein organizations, although "emergent" and "constantly changing," act as bodily "agents" and move in a "path-dependent" way in a "space" or "landscape" that is "chaotic" and "constantly evolving." There is also an evolutionary intention in such moves, as they may lead to a better "adaptation" (i.e., a "form" or "configuration" of the organization that "[co]evolved" with the "ecology" of the "changing space" or "landscape"). As K.M. Carley put it in a 2002 paper, "through a process of synthetic adaptation, groups and organizations become more than the simple aggregate of the constituent personnel and become complex, computational and adaptive agents in their own right." This final inference is inescapable, but it can only be reached if we do the basic primary metaphorical work beforehand.

The best suggestion that I can offer, for now, is that we horizontally "scale up" from basic primary metaphors to more complex constellations that are a better fit for our times. This move will not only foster the imagination, but also encourage all of us to work with, and embrace, more complex and dynamic images of organizations.

Author	Marius van Dijke
Title	The Future of Behavioral Ethics

The start of the twenty-first century revealed corporate scandals of perplexing magnitude, such as the Enron, WorldCom, and Parmalat debacles (see also Part I). This left society shocked and millions of shareholders and employees financially hurt. More recently, the global banking and economic crises that started with the bankruptcy of Lehman Brothers in 2008 further stimulated governments, local communities, shareholders, and employees to put pressure on organizations to manage their employees and managers in ways that reduce immoral conduct. Partly as a response to these developments, researchers have increasingly taken up the social scientific study of moral and immoral conduct of organizational managers and employees. This scholarly field of inquiry is commonly referred to as behavioral ethics. The field of behavioral ethics is commonly defined as studying "individual behavior that is subject to or judged according to generally accepted moral norms of behavior" (Treviño, Weaver, & Reynolds, 2006, p. 952).

The vast scope of the field of behavioral ethics can be illustrated using Kish-Gephart et al.'s (2010) classification of factors that have been argued to influence organization members' moral versus immoral behavior. These authors distinguish between characteristics of individual organization members, characteristics of the moral issue at hand, and contextual / organizational factors as antecedents of (im)moral behavior. Individual factors describe individual differences in personality or abilities, and psychological processes that facilitate the display of (im)moral behavior. Studying this first class of factors has sometimes been labeled a "bad apple" approach to the study of behavioral ethics. In addition to research studying intuitive and rational processes involved in the production of moral judgment and behavior, such research focuses, for instance, on chronic individual difference factors that shape moral behavior, such as Machiavellianism (i.e., the extent to which one uses cunning and deception in social interactions) and moral identity (i.e., the extent to which being a moral and prosocial person forms a central part of one's self-definition; Cohen et al., in press). An example of a psychological process is the study of trust in others (i.e., accepting vulnerability), which makes it subjectively "safe" for people to focus on others' welfare, rather than on their short-term self-interest.

Characteristics of the moral issue at hand refer, for instance, to whether an action has large, negative consequences for the actors or the collectives that are harmed and whether there is social consensus that an action forms a clear norm transgression (Reynolds, 2006).

Contextual antecedents of (im)moral behavior can refer to the type of climate (e.g., an ethical climate), organizational decision-making procedures (e.g., fair versus unfair decisions), leadership actions that characterize organizations (e.g., ethical leadership, abusive supervision), and the workings of the organizational hierarchy and power distributions (e.g., when does power lead to corrupt and selfish behavior, and when does it facilitate morally appropriate behavior?).

One important contribution of behavioral ethics research for our understanding of moral behavior in business contexts is that we now acknowledge that social context strongly influences individuals' moral judgment and behavior. Yet, behavioral ethics researchers have neglected to study how individual, issue related, and contextual factors shape specific moral behaviors in organizations, and whether there are meaningful intra-individual fluctuations in moral behavior. Yet, meaningful intra-personal variations in behavior exist, for instance in terms of work performance (e.g., over the course of a work day or a work week), and this intra-individual variation has been linked with various contextual and individual difference antecedents (Dalal, Bhave, & Fiset, 2014). It may be similarly important to assess intra-individual fluctuations in moral behavior (e.g., in terms of contributing to the collective, or conversely, harming the collective) as a function of contextual and stable individual difference factors.

The integrative study of behavioral ethics at macro, meso, and micro levels of analysis can bring benefits in terms of research integration and integrated thinking about these different levels. Specifically, this requires studying behavioral ethics as a collectively shared phenomenon (i.e., the macro level) while simultaneously considering how various factors shape specific behaviors (i.e., the meso level), and how such behaviors may have intra-individual fluctuations (i.e., the micro level). This may result in meaningful integration of theories that have affected the fields of organizational behavior and strategy. It may also facilitate integration of behavioral ethics theory with more traditional business ethics paradigms, which have often focused on how organizations should act in the broader societal context (i.e., in the child labour example provided earlier on).

Challenges for behavioral ethics scholars are not limited to their research agenda. Another challenge is to make current (and future) research findings more useful to the curricula of business schools and to organizations and society at large. Many business schools view and present themselves as developers of future managers who are high in moral awareness (Rasche, Gilbert, & Schedel, 2013). The majority of existing moral education programs are aimed at improving moral reasoning skills by communicating important moral principles and standards to participants and by encouraging them to think through and discuss moral dilemmas (LeClair & Ferrel, 2000; Loe, Ferrel, & Mansfield, 2002). Yet, most programs are not evaluated at all, and the few studies that have been used to evaluate some of the programs do not meet standards for evaluation studies (i.e., using the best possible approximation of a randomized controlled trial). Some studies (although they do not meet the ideal evaluation standards) suggest that programs designed to improve moral reasoning are successful in this. Yet, there is no evidence that such programs also improve moral behavior, either in the short or long term (Weaver, Reynolds, & Brown, 2014; see also Christensen, Peirce, Hartman, Hoffman, & Carrier, 2007; Giacalone & Promislo, 2013).

One major conclusion of behavioral ethics research is that moral decision-making and action do not solely (or even principally) rely on rational, controlled reasoning processes. Instead, intuitive and emotional influences play a large role. Behavioral ethics research thus suggests that current moral education programs are not successful in improving moral behavior because they address only a small subset of antecedents of moral behavior, a type of antecedents that may not promote moral behavior at all (Cohen et al., in press). In fact, such programs could even have unwanted effects because they may train participants in justifying their behavior, even immoral behavior (Gini, Pozzoli, & Hauser, 2011; Moore & Tenbrunsel, 2014). All this does not imply that moral education is useless. It implies that effective moral education methods should address how to deal with automatic and emotional influences on moral judgment and behavior.

Insights from behavioral ethics research suggest that individuals should be taught to understand how their moral intuitions and emotions are influenced by particular social contexts. This might allow people to understand which situations to avoid and which to seek out. Two interesting tools in this respect are emotion regulation and emotion reappraisal. Emotion regulation is the ability to respond to new events with appropriate emotions and to regulate or delay strong emotional responses. Reappraisal refers to the ability to reflect on the cause and content of a particular emotional response and to adjust the emotion. Importantly, research indicates that both abilities can be improved by training (Dufresne & Offstein, 2012; Feinberg, Willer, Antonenko, & John, 2012), suggesting that such training could play a role in moral education.

Moral education programs may also address automatic processes involved in moral evaluation and behavior. People can learn new automatic processes (Wegwarth, Gaissmaier, & Gigenrenzer, 2009). Indeed, the essence of many types of training (e.g., sports training) is precisely to learn new automatic cognitive or behavioral routines. Moral education may need to become more a type of training that addresses the learning of automatic responses that are better suited to issues at hand. It is also possible to train people to make automatic processes less effective in influencing judgment and behavior (Paas, Renkl, & Sweller, 2004). Yet, developing appropriate moral intuitions and responses requires a focus on long-term habit development, rather than on immediate learning of information such as is common in many learning settings.

It may even be possible to train moral behavior among organization members based on insights from behavioral ethics during their daily work activities. One potentially promising development in this regard is the method of ecological momentary interventions (EMI), which is being developed in health and clinical psychology (Heron & Smyth, 2010). EMI refers to treatments that are provided to people in real time during their everyday lives, in natural settings. An example from health psychology is that persons who participate in a smoking cessation intervention receive a message on their smartphone with tips on how to deal with cravings at the time when they often smoke. Such interventions could also be targeted to help organization members deal with emotional and automatic influences on moral decision making and behavior, to the extent that these influences are ineffective. For instance, in situations in which organization members are likely to fall back on automatic routines (such as when their job is temporarily very demanding), which may make them act in less moral ways, they may be automatically contacted with suggestions on how to deal with this.

Author	Emilio Marti
Title	Can Research on the Business-Case for CSR Become a Self-Fulfilling Prophecy?

For the mainstreaming of sustainable business practices, theories about corporate social responsibility (CSR) may play an important role. Theories matter because they influence the behavior of actors. If actors believe that a new theory is true, they may change their behavior in line with the theory. In extreme cases, a new theory can become a self-fulfilling prophecy even when it was initially only partially "true."

Why Theories Matter

In 1973, three financial economists developed a new theory to calculate the value of stock options, which came to be called the "Black–Scholes–Merton option pricing theory" and earned them the 1997 Nobel Prize in Economics. When the theory was published, the theoretical prices that the theory calculated bore little resemblance to the prices at which stock options actually traded (MacKenzie & Millo, 2003). The new theory did not describe reality well. Yet, more and more options traders started to use the new theory as they saw that the new theory helped them avoid risks and earn more money. By the mid-1980s, most options traders used the new theory, and the "predictions" of the initially "false" theory had become fully accurate (MacKenzie & Millo, 2003). In such cases, theories do not merely describe social reality but shape it.

A second example of self-fulfilling theories involves transaction cost theory (Ghoshal & Moran, 1996). This theory postulates that employees will behave opportunistically. Mangers who believe in the theory will, thus, set up elaborate controlling mechanisms to monitor their employees. Yet, monitoring can have negative consequences for the motivation of employees. If employees do not feel trusted, extrinsic motivation may crowd out intrinsic motivation, thereby fostering opportunistic behavior (Ghoshal & Moran, 1996). If so, the theory's assumptions about opportunistic behavior will become self-fulfilling.

Why Research on CSR Matters

In a 2018 paper with Jean-Pascal Gond from Cass Business School in London (Marti & Gond, 2018), we built on these ideas to explore the role of theories on

CSR for the mainstreaming of sustainable business practices. Since the 1980s, over 200 studies have quantitatively explored whether doing CSR creates profits for corporations (see, for example, Wang, Dou, & Jia, 2016). The business case for CSR is further advanced by popular theories on the "base of the pyramid" (Prahalad, 2006) and on "creating shared values" (Porter & Kramer, 2011).

The evidence from these theories remains controversial. Proving the business case for CSR has been describes as the "holy grail" of business-society research. Meta-analyses have, thus, shown that business-society journals are more likely to publish papers that find a business case than papers that do not (Rost & Ehrmann, 2017) , and that, while most papers published in business-society journals tend to find a business case, most papers published in economics and finance journals do not (Orlitzky, 2011).

Yet, whether a theory is "true," or not, is not the only thing that matters—if theories shape rather than merely describe social reality. Theories that may initially not have been "true" can become so over time by changing the behavior of business actors. In our paper, Professor Gond and I therefore developed a conceptual model of the way that theories on the business case for CSR may, over time, become self-fulfilling prophecies. Our model has three steps (Marti & Gond, 2018). In a first step, companies that believe in theories on the business case for CSR start experimenting with new CSR activities. For example, a company may employ more people from disadvantages minorities. In a second step, the experimentation may produce anomalies, that is, widely observable events that contradict conventional wisdom but align with the new theory. For example, companies that employ people from disadvantaged minorities may become more innovative than anticipated. In a third step, the anomalies may convince initially unconvinced actors that the new theory is valid, thereby shifting their practices toward CSR.

Through this process, the rules of the game within the economy may change. Once shareholders, customers, and other important stakeholders believe in a new CSR theory, they will favor companies that employ people from disadvantaged minorities, based on the theory that these companies will be successful in the future, while shunning companies that do not heed the new theory—again, based on the theory that the latter companies will fare badly. Through this process, theories that may initially have been "true" only for specific companies and specific contexts may become mainstreamed and thus "true" for a wider range of companies and contexts (Marti & Gond, 2018). Put differently, new CSR theories will become self-fulfilling.

Author	Guido Berens
Title	The Role of Social Media Corporate Communications in Sustainability

Corporations play an important part in the transition to a more sustainable society, and their stakeholders often seem willing to help them fulfill this role. For example, survey studies among the (Western) general public suggest that most consumers are willing to reward companies whom they view as "sustainable," while most job applicants indicate they would prefer to work for a sustainable company, even if the salary is lower (e.g. Cone Communications, 2016, 2017). However, communication between the company and its stakeholders (corporate communication) has an important role to play in this process. For example, one survey of the American public also concludes that "consumers need more than a Super Bowl ad or a one-off effort to believe a company is making a difference" (Cone Communications, 2017). Inadequate corporate communication can lead to indifference or even negative reactions among stakeholders. So, what constitutes "adequate" corporate communication on sustainability?

A recent review of the literature on the role of communication in sustainability (Crane & Glozer, 2016) distinguishes two important ways of looking at communication: "functionalist" (reflecting reality) and "constitutive" (creating reality). A functionalist perspective sees communication as the act of sending information from one entity to another. Different factors may help or hinder such transfers, including the clarity of communication, any distractions present, and the credibility of the communication. This is the "traditional" way of looking at corporate communication: as the art of crafting and coordinating messages that can be spread to the world through various media (e.g. in a Super Bowl ad). Adequate communication, in this view, would consist of messages that are clear, consistent, appealing, and honest. The functionalist perspective is indifferent to the object about which the company communicates—for example, the message could be about a new "green" product or a partnership with an NGO aiming to help local communities. The message merely communicates about this given "object." Its goal is often to convince the audience of something—for example, that it would be a good idea to buy the green product, or that the company is a good citizen. A constitutive perspective, on the other hand, sees communication as a co-creation process. Rather than merely transferring information, communication is a dialogue between entities with the aim of creating a new reality. For example, a company highlights what it is doing in terms of sustainability not to convince people that it is already sustainable, but to open a dialogue that can help it to improve sustainability. In this perspective, adequate communication is that which creates an open dialogue, characterized by "two-way symmetrical communication" (Grunig, 2009), in which not only are views exchanged (two-way), but all parties remain open to influence from each other (symmetrical), leading to co-creation.

The constitutive perspective resonates very well with the increasing relevance of social media, or "Web 2.0." In theory at least, the increasing use of social media by both companies and their stakeholders should facilitate an open dialogue (Grunig, 2009). However, as Grunig also notes, such a dialogue does not always occur. In many cases, social media is still used just to send information, rather than to co-create, even when the intention to co-create might be there. There are several reasons why this might happen. First, especially in the early years, social media users (including corporate communication professionals) may have suffered from a lack of professionalism or awareness of "netiquette," leading to a breakdown of the dialogue. In 2010, for example, Nestle suffered backlash for deleting posts on its Facebook page containing altered Nestle logos (as well as for being rude to the posters), through a campaign organized by Greenpeace (McCarthy, 2010). In the years since, people have become accustomed to Web 2.0, and mistakes like these might happen less often. Still, the number of stakeholders that companies have to deal with remains an issue. No matter how professional they are, most companies simply do not have the time or resources to engage in conversations with everybody who contacts them on social media.

A second, more fundamental, barrier to co-creative dialogue is the continuing power imbalance between actors. For example, having access to social media might give small-holder farmers in Africa a little more power than before (when it was much more difficult for farmers to obtain independent information or to make their voices heard), but that doesn't put them on an equal footing with huge multinationals such as Unilever or Nestle. Similarly, in the Western world, events such as the recent scandal involving Facebook and Cambridge Analytica, regarding violation of privacy, have made some stakeholders wary of being too open on social media, fearing that powerful actors, both corporate and governmental, might abuse their information. For example, one study I was involved with (Li et al., 2014) suggested that a strong presence of a company in its own (general) corporate Twitter channel, combined with a lack of user anonymity, may lead to a lower engagement of users in the channel. The combination of a high company presence and low anonymity might increase fears that the corporation is monitoring the channel too closely and could abuse the information.

In sum, corporate communication plays an important role helping companies contribute to a more sustainable society, while social media has the potential to fundamentally alter the way in which corporate communication about sustainability takes place. I believe that it's an important task for managers in general, and for corporate communication professionals in particular, to help society make use of social media in ways that help, rather than hinder, the shift toward a more sustainable world. More research into how this could be achieved would be very welcome.

Author	Martin de Bree
Title	Business Regulation Reinvented

Introduction

It's remarkable to see frequent newspaper headlines about the undesired effects of all kinds of public regulations, while, at the same time, nobody seems to question the process of designing the legislation and rules that shape regulation. Blanc (2018) states that the theoretical impossibility of designing optimal rules is validated by experience. A closer look at how regulations are generated confirms his observation. Rule-making seems to be a kind of trial-and-error process with many unintended effects. Some of these effects appear foreseeable through common sense, for example when medical specialists find loopholes in the rules for limiting their income. But, in a good number of cases, undesired effects are very hard to anticipate.

Looking more closely at the way legislation is designed, it is remarkable that lawmaking process seem to be mainly linear and sequential. If this is really the case, this raises the question whether lawmaking processes as designed and institutionalized are suitable for delivering legislation that fits today's dynamic and complex society. As academic work with regard to innovation and complexity demonstrates, linear sequential processes are not suitable for dynamic and complex target fields. Ruhl (1997) argues that top-down legal systems contrast problematically with the social and natural systems they seeks to regulate. The tendency to react hastily to societal pressures following incidents with new regulations can also generate flawed legislation. Needless to say that a well-functioning public legal system is essential for facilitating innovation, in general, and for mainstreaming sustainable business, in particular.

Public supervision

Confronted with poorly-designed and, thus, relatively ineffective legislation in a fast-changing and complex society, public supervisors are experiencing more and more problems. On the one hand, their mandate is based on the letter of the law. On the other, society is holding them accountable for incidents and crises. Moreover, many public supervisors are struggling with budget cuts that limit their capacity. Public supervisors are therefore facing not much less than a "mission impossible" in safeguarding public values, such as safety and environmental protection.

Supervisors try to cope with this challenge in different ways. Some public supervisors take a formal stand, and just stick to the formal task of checking only whether companies comply with the law. However, this strategy is risky. Societal and political critics blame them when things go wrong, as supervisors in the financial sector have experiences after the financial crisis. Other supervisors go beyond their formal mandate and focus on the actual effects in society, rather than on regulatory compliance (Kasdorp, 2016). This strategy also comes with risks, as the legitimacy of their expanded mandate is weak and the intervention options are limited.

One popular form for addressing actual effects is meta- or system-based supervision. The supervisor seeks assurances for safeguarding public values, such as safety and environmental protection, from the regulated company itself. This approach locates the primary guarantee for the protection of public values in the regulated organization's management system and culture. The intensity of traditional inspection can then be based on the level of assurance the regulated company is generating. Research in healthcare demonstrates that this approach offers the inspectorate the tools to identify any weak spots in those assurances (Bree & Stoopendaal, 2018). Furthermore, this approach can stimulate the regulated organization to spontaneously fix their weaknesses when confronted with the findings.

Notwithstanding these coping strategies, more ineffective laws keep being generated. Therefore, public supervisors are also starting to express their concerns about the quality of laws to policymakers and politicians.

Lawmaking

If it is true that processes of lawmaking are not suitable for today's dynamic and complex societies, the root cause of the problem is likely to be found in how the basic principles of a legal system relate to today's complex, dynamic, globalized, and networked society.

Maybe lawmakers can be inspired by companies with regard to the use of rules. Hale and Borys (2013) propose two ways to work with rules. One is the top-down approach, in which rules are imposed on the regulated parties and compliance with the rule is required. This way of using rules is suitable for predictable and relatively simple and static situations. The other approach they identify is based on co-creation. Rules are made in the course of operations and can change, depending on developments occurring during the operation. This is a more flexible use of rules, suitable for dynamic and complex situations. This flexible use of rules has been recognized as very effective in the field of safety management, where professionals are less constrained by top-down procedures and have the

freedom to improvise in unforeseen situations (Dekker 2014).
In light of this, it seems plausible to posit that a traditional top-down, linear process of making and imposing rules is not very suitable for a dynamic, complex society. Complex systems ask for more complex and dynamic regulatory processes which engage all relevant knowledge and factoring all the interests of those involved. Also, these new processes should make use of existing non-governmental potential for assurance and self-regulation.
Although the raw design principles may be easy to imagine, and early attempts have been made to experiment with co-creation of legislation, changing these processes would require fundamental choices. Before we can even start discussing this, substantial scholarly and practical work has to be done. Businesses may have an opportunity to engage in public regulation processes and pro-actively propose the ways that their self-regulating capacity could contribute to the realization of UN's Sustainable Development Goals. Public actors most likely will have to realize that the traditional top-down approach to making and imposing laws will be seriously and fundamentally questioned.

Resuming

It seems fair to conclude that a reinvention of our legal systems is needed, facing a world that is even more dynamic, complex, and networked than before. The way laws and regulations are designed and used should probably be adjusted dramatically. Laws may even become obsolete as dominant conceptions or as a means for realizing societal goals and replaced by conceptions more suitable for today's networked world. How can we develop new discourses and paradigms to help us transform existing legal systems into systems which are better designed to learn and to co-create?
Most of the answers are still unknown, but a promising approach seems to be to base government-governance interactions on multi-disciplinary inclusive approaches, building upon academic work in fields like design, innovation, complexity, and ethics. This opens doors to largely unexplored areas of research in the interface between several disciplines, both in the practical and the academic realm.

Author	Steve Kennedy
Title	Innovation for sustainability: new horizons

"For everything to stay the same, everything must change"
— spoken by Tancredi in The Leopard by Giuseppe Tomasi di Lampedusa.

We are now in the sixth wave of innovation since the Industrial Revolution. This wave is driven by the imperative to meet global sustainability challenges, in order for "everything to stay the same." Over the last decade, in every industry sector, we can identify innovations intended to improve environmental and social performance. Many of these innovations, such as renewable energy, electric vehicles, green bio-based chemistry, and sharing platforms, to name a few, have begun to revolutionize the ways we do business.

Innovation for sustainability is not new, but has been at the heart of most corporate sustainability strategies since the mid-1990s. Through the commercialization of realized ideas, firms have sought to improve their environmental and social performance while simultaneously achieving competitive advantage.

The common innovation starting point for firms is to consider how they can "do more with less," by increasing the efficiency of resource use. Waste and pollution are viewed as production inefficiencies that can be minimized through innovations in production methods. Incremental innovations can produce substantial cost savings. For instance, in 2015 Siemens invested €100 million in energy efficiency measures, which are expected to result in savings of €20 million annually, from 2020 onwards. Such innovations also move firms toward their set sustainability targets with low risk and high certainty, helping to generate internal and external support for sustainability paths.

However, impact reduction measures alone aren't sufficient to address global environmental and social challenges. Such incremental innovations in products or production processes don't address the root causes of "unsustainable" behavior, and the savings from are often swallowed up by increases in production volume.

Earth system scientists have shown that some ecological planetary limits, such as those on biodiversity loss, climate change, and nitrogen flows, have already been transgressed, while others are fast being encroached. The crisis is such that, last year, 15,372 natural scientists across the globe signed the World Scientists' Warning to *Humanity*: A Second Notice, about the plight of our ecological systems. This led to renewed calls for firms to move beyond incrementalism toward innovations capable of transforming the business-as-usual production and consumption systems.

While technical innovations retain their importance, focus is shifting to innovative new business models that profoundly change the ways that firms deliver and capture value from their operations. So called "servitisation models" are seen to offer much promise, with large incumbent firms and start-ups alike experimenting with new ways to provide functionality without an exchange of ownership. Philips provides a well-known example with its "pay-per-lux" business model, which offers the service of lighting rather than transferring the ownership of lighting fixtures. This allows Philips to produce products with long-lasting technical cycles and retain the embedded value of returned products through reuse, remanufacturing etc. Such models, however, have no guarantee of commercial success. Key questions that await testing and experimentation include: what type of customer is open to paying for access rather than ownership of a product; what would customers pay for access and what levels of service would they expect in return; how susceptible are products to changes in fashion or technical upgrades; and, what is the acceptable condition of a product on its return?

Sustainable business models need to be carefully designed with intention. Firms need to consider and predict what the effects may be on customer behavior, and on the behavior of the wider social-ecological system in which they're embedded. Well intentioned "buy-one-give-one" business models may stunt the growth of new markets in the developing countries they were meant to help, while leasing models may lead to shorter product lifespans, due to poor customer care, or increased household financial problems, due to unfamiliarity with planning for extended payments. Firms need to test, assess, and monitor their innovations to ensure that they deliver the intended sustainability improvements, and adapt when models produce undesired consequences.

Scholars need to help firms make the connection between the innovation process and the social-ecological systems we're seeking to positively influence. How to train managers to understand the environmental and social challenges their decisions will effect? How to help managers make sense of social-ecological systems operate and the ways that innovations can positively nudge them toward new patterns of behavior? A conceptual understanding of system constructs, such as interconnections, feedback loops, and adaptive capacities, needs to be translated into managerial tools that can be used within the innovation process. Such tools need to go beyond "innovation canvases," that, due to their static snapshot nature, are often used once and then forgotten.

Further integration of the natural and social sciences will play a key role. Insights from the natural sciences are vital for understanding effects on the environment, but also as a source of inspiration, learning innovations from nature through biomimicry. The social sciences similarly offer much to the innovation process, including insights into how people interact with products and services, and through what functionality consumer needs can be satisfied. The research challenge is to find workable combinations within the innovation process, whereby complexity is leveraged by, rather than overwhelming to, managers. On the educational side, we must provide students with experiences of interdisciplinary innovation. In the master's program in Global Business & Sustainability, the Clean Tech Business Study elective (with TU Delft) and the DORP Circular Economy Village (at the Leiden-Delft-Erasmus Center for Sustainability) are examples of how this may be achieved.

In conclusion, to return to our epigraph, it is now widely recognized that much needs to change in order for the world to stay the same. However, experimentation with radical innovations is increasingly common, offering firms a route to achieve this goal by making positive contributions to societal problems. Windows for tackling global sustainability issues, such as climate change, may be closing, but the sixth wave of innovation is far from its peak, and it is attracting our brightest, creative young minds.

Author	Helen Gubby
Title	Researching Intellectual property and the firm

In an interview when he was CEO of Xerox Corporation, Richard Thomas declared: "My focus is intellectual property (IP). I'm convinced that the management of intellectual property is how value-added is going to be created at Xerox. And not just here, either. Increasingly, companies that are good at managing IP will win. The ones that aren't will lose." The quote was picked up by Kevin Rivette and David Kline in a Harvard Business Review article in 2000. The authors saw that the management of intellectual property had become "a core competence of the successful enterprise." However, they were also aware that not all managers had realized the nature of the game. The IP-savvy business leaders were still "a minority among their peers."

For a long time, businesses would have described their physical assets, such as land, buildings, and equipment, as their "main assets." Yet today, in many industries, the value of a firm's intellectual property (IP) is substantially higher than the value of its other assets. IP has become a vital asset for many firms, and IP protection can be just as essential for a small firm as for large ones, and for low-tech as well as high-tech firms. As the global economy becomes increasingly knowledge-based, knowledge assets are increasingly the name of the game.

My PhD thesis was on the development of patent law. As a lawyer, I wanted to know how firms navigate their way through the complicated waterways of intellectual property law. Law and business are deeply intertwined. Yet for managers with no background in it, understanding IP law can be something of a challenge. This is partly due to the complexity of IP law, but also partly because of the great difference between legal reasoning and "good business sense.".
In particular, I wanted to find out how small firms manage IP. Unlike large corporations, start-ups and small firms cannot afford the luxury of in-house, specialist IP lawyers. In practice, that means that the manager of a small-to-medium enterprise (SME) carries a heavier burden of responsibility for IP policy than his or her counterpart in a large firm.

My research focused on one particular type of IP: patents. Of all types of IP, the patent is the most expensive form of legal protection: copyright is free and automatic; design rights and trademarks are, also, a reasonable expense for business; however, the cost of a patent can be substantial. There are filing fees, the attorney or patent agent's fee for drafting the patent documents, payment for filing in each country in which patent protection is sought, and the fee for keeping a patent in force once it is granted. As the most expensive form of IP protection, patents pose a special challenge to managers of smaller firms, which often have more modest capital reserves. They have to understand how patents can be used, and whether they're worth the investment. In my research, I found a surprising degree of ignorance concerning IP law among managers of start-ups and small firms.

I conducted a set of in-depth interviews with legal professionals and the managers of SMEs in England and the Netherlands. I asked the legal professionals to describe their experience working with the SMEs, and asked the managers to describe how they had dealt with their own inventions, and/or the inventions of others, within their SME.

Although the number of interviews with managers was small (13 in total), a picture soon emerged of what they knew about patenting, and what they didn't know but should have known. Some managers appeared to know very little. Quite often, even the managers who had been trained in or studied patenting actually acquired most of their knowledge through trial and error. They made basic mistakes, such as disclosing the nature of an invention at a trade conference, so that it was no longer possible to patent the invention in Europe. Another common mistake was when managers believed that acquiring a patent would give them the right to use the invention: it does not; a patent only gives the right to exclude others from using the invention. When the invention took the form of an addition or improvement to a separate, existing technology, managers often found themselves having to buy a licence for the underlying technology from a third party, or even being refused a licence.

All too often start-ups were so focused on their products and marketing that they paid no attention to IP or IP law: while that's not a problem if their product fails, it would be a major problem if the product turned out to be a success! My findings were confirmed by research carried out by a number of master's students who wrote their theses on IP, start-ups, and small firms.

This naivety regarding patents convinced me that we should not let our business students graduate and send them out into the world without making sure they understand the basics of IP. In IP-savvy firms, patenting decisions are no longer made by the research and development (R&D) departments; management has taken over. IP law has become not just a shield to protect against imitation, but a powerful strategic weapon to fight off and undermine competition. Businesses that do not know how to use IP as a strategic tool will fail; they will simply be outmaneuvered by those who know how to play the IP game. It's become a ruthless game. A good illustration is the infamous smartphone patent wars that have been raging around the world for years.

Firms can manipulate the patent system. A patent strategy may stay within the bounds of what is legal, but whether it's always ethical is another matter. Large corporations can afford to file many patents. Some are filed not because they intend to use that invention, but simply to block competitors from using it. "Patent thickets" discourage new companies from entering the market. Small firms can be intimidated by a cease-and-desist letter from a large firm because patent litigation is so expensive. And when the patents of a small firm are infringed, they often do not have the financial resources to sue the infringers, particularly if the infringer is a large firm. In the context of patenting, firm size matters.

My years in Business-Society Management (B-SM) have alerted me to sustainability issues, and for that I am truly grateful to the department. Studying the strategic use of patents has made me more and more concerned about its impact on society in general. Sustainability is an issue in patent law, too. The underlying idea behind the awarding of patents was that of a social contract: society would gain the benefits of the inventions and the knowledge of how to make and use the inventions, and, in return, inventors were rewarded with a monopoly. But has society become the poor relative in the patent system? Is a system of monopolies the best approach for society? Or should the state reward inventors in a different way, maintaining free access to all innovative technology so that innovation continues to thrive and be rewarded? That is a fascinating area for research.

Author	Maarten Wubben
Title	Developing Moral Heroes for People, Planet and Profit

A spear through the chest. That is how the late Interface CEO Ray Anderson described his epiphany that, for years, his company had been brutally plundering the earth's resources. It made him transform Interface into one of the first companies worldwide to have close to zero negative impact on the environment.

Anderson's epiphany was a breakthrough in his moral development. Befitting a moral hero, his belief in sustainability was far beyond superficial, he persevered despite adversity, and he maintained high regard for the bottom line, his employees, and stakeholders in general. To me it seems that to let people, planet, and profit thrive, current and future managers do not just need to learn new knowledge and skills, they need to be fundamentally championed into such moral heroes. Yet a decade of teaching and doing research on ethics at the Department of Business-Society Management has opened my eyes to how daunting such an endeavor is.

Surely, a single programme that transforms an adult's moral development overnight is unrealistic. But to inspire a longer-term curriculum, one may hope to find at least a usable framework of moral development in the literature. Kohlberg (1984) famously tried, but when his cognitive theory was co-opted during the affective revolution, much of his developmental focus was lost (Haidt, 2001). Moral philosophers have for centuries shared rich normative reflections that I believe may greatly increase moral awareness, but as a practical, moral-developmental roadmap they may offer less guidance. Researchers on behavioral business ethics with scandals such as Enron, Parmalat and Volkswagen fresh in their memories, have focused more on averting deviance or outright disaster than on how to educate moral heroes.

It may be fruitful to look at the other side of the fence, at the renaissant Theory of Positive Disintegration (TPD), a humanistic theory about the development of morality and personality formulated by the psychologist and psychiatrist Kazimierz Dąbrowski (1967; Mendaglio, 2008). The TPD is too comprehensive and broad in scope to fully review here, but Dąbrowski's concept of development merits attention. To him, development is the process of higher, volitional, more complex brain structures increasingly assuming hegemony over lower, primitive, reflexive brain structures, thereby increasingly facilitating other-centered over self-centered motivations. As such, individuals are governed initially only by biological impulses (e.g., self-interest) and socialization (e.g., teachings), but a select number may transcend these motivations toward a self-aware, self-determined, self-affirmed integrated whole of the most essential, positive human qualities, a concept Dąbrowski idiosyncratically calls 'personality'.

However, for such personality to emerge, the initial state of integration governed by biological impulses and socialization first needs to disintegrate. Such 'positive disintegration' manifests itself through inner conflicts, including existential crises, fundamental, negative emotions, or even depression and other psychoneuroses. These conflicts can be sparked by radical life events, but also by (or in tandem with) so-called 'over-excitabilities': a high sensitivity to stimuli that may express itself in excessive thinking, nuanced emotions, and vivid imagination. While over-excitabilities may induce inner conflicts by leading individuals to start questioning their impulses and socialization, they may also offer a way out of these otherwise potentially hazardous conflicts. By employing their over-excitabilities to reflect on their psychoneuroses as an authentic expression of the Self, individuals may involuntarily—as if pierced through the chest by Anderson's spear—start discerning undeniably lower and higher values. This marks the transition toward higher moral development, where individuals may increasingly start realizing their new value hierarchy in their own lives.

While the TPD suggests moral heroism is not frequently achieved, it does offer several worthwhile ideas. First, when managerial dilemmas create inner conflict, this should not be dismissed as 'unproductive', but as an opportunity for managers to grow emotionally toward providing more value for company and society. Second, endorsing the sustainability megatrend does not by itself suggest an authentic value hierarchy—sustainable leadership requires advanced development beyond socialization. Finally, isolated interventions or training programs may not fundamentally impact this developmental process. Instead, authentic education for truly sustainable managers should be spearheaded from a young age, with ample attention to the development potential expressed by students' unique over-excitabilities and inner conflicts.

Author	Ben Wempe
Title	Normative versus behavioral approaches to the B-SM domain

When I joined the Rotterdam School of Management in 1991, I worked at the Department of Methodology and Ethics, one of the forerunners of the current Department of Business-Society Management. People like Erik de Leede and Frits van Engelsdorp-Gastelaars spent a lot of time and energy developing a special 'methodology for applied social sciences'. The main idea was that applied sciences, such as business administration, had some unique features which would require a working method tailed to this type of work. This ambition was echoed in other business schools around the country but the emphasis on values and normativity was unique to the Rotterdam curriculum. In his position as chairman of the Department, De Leede was keen to emphasize the intrinsic link between methodology and ethics. Erik's central idea was to distinguish three types of research in business administration, each based on a type of contract that determined the relationship between the various parties involved. These were called 'ego contract', 'halter contract', and 'triangular contract'. The first stood for traditional research in which there was no need to worry about the impact of one's research on the world, because the sole aim was to enlarge the body of knowledge in a certain area. The second kind was commissioned research the principal was the standard for the execution of the research. The third type was the most intriguing and original idea. It stipulated that certain forms of commissioned research required the researcher to consider all possible effects that such research could have for third parties, such as the people that were investigated in in a company or an organization. The core idea was that the researcher should not indiscriminately carry out any clients' orders. But how to cope with the issue of normativity in the latter two forms of research contracts remained a bit opaque and was typically dealt with on a case by case basis in those years.

With my background in normative political theory, the role of values and normativity in scientific inquiry always seemed natural and self-evident. I had never spent much time considering the legacy of the Vienna Circle and its implications for the conduct of research in the social sciences.

The significance of the contrast between normative and behavioral approaches to the Business-Society domain only became apparent to me when David de Cremer and his group joined our department in 2008. Suddenly our corridors were populated - and our staff meetings frequented by researchers who aspired to investigate central concepts such as legitimacy, power, and justice on the basis of a simple dictionary definition. To me these were essentially contested concepts. What impressed me most was that David delineated his new approach on the basis of a caricature of the normative approach, as if normativity in academia was all the work of former preachers. The new behaviorist approach was presented as the only genuinely scientific approach to ethics, which had finally come round.

But there was another misunderstanding which came to light with the inclusion of behavioral ethics into our Department. This was related to what John Searle, an American philosopher of science, calls the 'direction of fit' between theories and the empirical world. In a behaviorist perspective, the function of a theory is to develop hypotheses, which are to be confirmed or rejected on the basis of empirical research. Following the process model of an 'empirical circle', if empirical findings prompts us to reject one or more of hypotheses, this is a reason to adapt and refine the theory. On the other hand, in a normative approach the function of theories is to specify and justify norms of conduct which typically operate as standards for practice. Consider queuing in your local bakery. The fact that people would jump the queue if they could get away with it is in itself not a reason to conclude that the norm should be reconsidered.

Unfortunately, we have not yet included this important contrast into our course methodology. In my opinion, this is a major gap in our curriculum, which need to be better understood for students to see the relationship between the two approached. A better understanding of this basic difference also seems an essential precondition to achieve a more productive collaboration among researchers working across the normative/behavioral divide in our Department.

Authors	Eva Rood and Rob van Tulder
Title	Why and how: should a business school want to be a force for positive change in the world?

In 2017, RSM adopted a new mission which stated: *We are a force for positive change in the world*. This was a shift from the more traditional: *We educate excellently and responsibly and base our teaching on our sound and world-leading research*. This new mission unleashed a lot of energy and passion among the broader RSM Community, and now it is time for step two. What exactly does it mean *to be a force for positive change*, in the world? What types of students do we want to attract and educate? What type of research contributes to *being a force for positive change*? What consequences does this mission have for the way we organize our own operations and facilities?

RSM's reference framework includes the 17 Sustainable Development Goals, which provide a common language for government, business and civil society organizations. In our newly designed bachelor programs, the SDGs have a prominent place, and they will receive more focus in our master programs. They are becoming part of our common lingo. For a GBS alumnus, this may not sound too spectacular. But for the business school as a whole, it IS a significant step towards mainstreaming the thinking that business is part of a broader system and that it has an effect on that broader system.

The twofold recognition that RSM wants to be a *force for positive change* is particularly supported by two types of insights gained through the research conducted at the B-SM Department. The first is the critical understanding of the difference between 'just' profit-oriented organizing versus 'values-based organizing' as a trigger for corporate performance. Over the years, B-SM research on global companies, issues management, non-profit management as well as the wide variety of behavioral ethics questions has reiterated the understanding that corporations and their leaders best aim at societal value creation rather than profit maximization. The evidence is mounting that a broader stakeholder orientation provides a solid business case for longer financial sustainability.

Secondly, the department's research has shown that change can best be triggered by positive motivation (and narratives). One of the recurring themes of research in the department has been (self)regulation and addressing issues of sustainable development. Since the start of the millennium, B-SM research on wicked (societal) problems has shown the importance of positive medium-term goals in stakeholder coalitions. At the same time, it has also shown that these types of positive change trajectories often fall prey to weak implementation strategies. In other words, the conditions of actually 'walking the talk' in sustainability issues is an important area of management research. The department has slowly moved from general observations to more concrete observations on the 'grand challenges' of our time. More specifically, it is more focused on how to optimize corporate engagement in the Sustainable Development Goals that were issued in 2015. Embracing the Sustainable Development Goals by RSM and Erasmus University alike –as one the first university signatories of the SDG Charter– has been the logical extension of this approach. So, B-SM research is perfectly aligned with the reorientation of the whole of RSM (see Part I). Some of the intellectual support has been provided by the creation of an intellectual framework (Van Tulder, 2018) which is also supportive of the efforts of other departments (Schoenmaker, 2017).

One of the most inspiring examples of the progress made in supporting mainstreaming action with external stakeholders is the collaboration with Commonland. It started with the appointment of Willem Ferwerda as executive fellow Business & Ecosystems at RSM's Centre for Eco-transformation, co-founded by Gail Whiteman and Bettina Wittneben. Ferwerda, who used to be responsible for the Dutch office of the International Union for the Conservation of Nature (IUCN), saw that successful ecological restoration projects often collapsed after initial funding stopped. He concluded that the Union needed a better business plan and decided to join a business school, to inspire students and researchers to take the role of nature into consideration and to contribute to businesses that do not only focus on healthy financial returns, but to include natural and social capital into their business model, as well as a return of inspiration (Ferwerda, 2015). And where else could he go but to the B-SM Department of RSM? Over the past years we have written and taught a number of cases on ecosystem restoration to our Master, MBA, and Executive MBA students. RSM proudly heads a consortium that develops transdisciplinary education on 'landscape restoration with a business approach' (co-funded by the Erasmus+-programme of the European Union, ENABLE. www.rsm.nl/enable). The ENABLE consortium aims to bridge the gap between economy and ecology, and profits widely from expertise from the B-SM Department: sustainable business models, partnership and stakeholder management, and civil society engagement are all of critical importance when jointly developing an approach to combat one of the great challenges of our time, land degradation.

Authors	Marieke de Wal, Stella Pfisterer, Greetje Schouten, Sietze Vellema and Rob van Tulder
Title	Rethinking academic impact: the Partnerships Resource Centre

The Partnerships Resource Centre (PrC) is one of the dedicated research centres connected to B-SM. The centre creates, connects, and shares knowledge on cross-sector partnerships for sustainable and inclusive development and aims to understand how cross-sector partnerships work and how they can contribute to sustainable transformations (see figure 1). Knowledge on how partnerships work and how to measure their effectiveness is timely and relevant for addressing pressing societal, environmental, and economic issues. This becomes evident by the fact that partnership is foregrounded as one of the five principles which support the SDGs, as well as being included in SDG17. The PrC is an ambitious attempt to rethink the connections between academia and society. The centre aims at substantiating this ambition through three strategies.

First, the PrC creates knowledge to enhance the transformative capacity of cross-sector partnerships. By conducting scientific research, the PrC contributes to theory development about the transformative role of partnerships for inclusive and sustainable development. Complex issue areas are unlikely to be explained by a single theory or approach. The PrC strongly believes in theoretical, methodological, and empirical triangulation to unravel causal mechanisms that can explain the impacts of cross-sector partnerships for sustainable and inclusive development. Our research investigates situated practices and uses comparative analysis of case studies for theory development and/or refinement.

Partnerships for Sustainable Development

A current PrC PhD research project (a) explores tensions related to governance, (b) identifies which practices emerge for managing these tensions and (c) discusses their implications in a specific type of cross-sector partnership: public-private partnership for development (PPDP). This dissertation is situated at the interface of management and governance of cross-sector partnerships discussed in the fields of business-society management, public management and development administration. It contributes to the ongoing research of cross-sector partnerships and extends cross-sector governance theories by assessing and theorizing governance tensions and their management.

Second, the PrC connects academic and practical knowledge to support mutual learning. The centre is rooted in academic, practitioner, and policy networks and aims to create feedback loops between academic and practical knowledge. The PrC conducts collaborative research, which is focused on mutual learning in order to contribute to change processes. Our research is therefore based on engagement with tenacious practices performed by organizational actors for identifying and analyzing complex problems. It contributes to appreciative and situational inquiries of partnering practices and translates experiential and tacit know-how into transmittable models and codified knowledge.

Enhancing the success of 2SCALE

In June 2012, the Public Private Partnership Project 2SCALE (Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship) was created by a consortium led by IFDC, ICRA and BoP Inc., supported by a grant from the Dutch Ministry of Foreign Affairs. The goals of 2SCALE are to improve rural livelihoods, nutrition, and food security through public private partnerships (PPPs) in Africa. The PrC facilitates an action research trajectory connected to 2SCALE, to create space for 2SCALE staff to reflect on what they are doing and to encourage more explicit theorizing and systematic monitoring to enhance their capacity to manage change.

Improving effectiveness and added value

Certification organisation UTZ/Rainforest Alliance and the Global Coffee Platform collaborate to change the coffee sector into a more sustainable and inclusive industry. Through a participatory learning assessment, PrC supported the improvement of their collaboration and contributed to accelerate the results of national coffee platforms. PrC used the Collaboration Continuum of Austin and Seitanidi (2012) and the Conditions for Success (Pattberg & Widerberg, 2016) to assess the effectiveness and added value of their partnership.

Third, the PrC shares knowledge to guide the navigation and strategizing processes of partnering. The PrC creates a collaborative testing ground for partnering tools and hereby fulfils a creative lab function. Based on our research findings, we develop lean tools that align with the strategic and operational challenges of partnerships and test these – together with existing tools – in close collaboration with practitioners. We develop diagnostic approaches to identify what contextualized partnering is good at or detecting spaces for partnering. We develop systematic and flexible forms of monitoring, data collection, process observation and analysis to pro-actively inform decision making in partnerships. The PrC is an open knowledge centre. Our findings and outputs are available to the general public.

Scaling, financing, and partnering

The PPPLab for Water and Food (www.ppplab.org) extracts and co-creates knowledge and methodological lessons from and on public-private partnerships that can be used to improve both implementation and policy. Focusing on scaling, financing, and partnering, the PPPLab developed sensemaking booklets and practical tools to inspire policy makers and practitioners.

Unleashing partnering potential

The Promoting Effective Partnering Facility is inspired by the following inquiry: What will it take to unleash the partnering potential for the SDGs? It aims to promote better access to proven partnering knowledge and expertise and to identify and fill gaps in knowledge and expertise. The PEP Initiative was developed by five organisations, each with an established track record in partnering (http://www.effectivepartnering.org).

We want our work to be accessible by both the scientific as well as the practitioners' community. We have a diversified publication strategy in which we publish on a wide array of topics linked to cross-sector partnerships in multiple outlets.

We have published in scientific peer-reviewed journals and books on topics including the impact of partnerships, partnerships in value chains, and partnership configurations. We have contributed to professional publications on the role of governments in partnerships in the *Annual Review of Social Partnerships* and in professional magazines such as The Broker, OneWorld and ViceVersa. Other publications include studies on the critical success factors of partnerships, partnership portfolio management, and partnership governance (https://www.rsm.nl/prc/publications/). These publications are oriented to a broader audience of practitioners and are generally more accessible.

We also use our research in courses in the Global Business and Sustainability Master (e.g., Cross-sector Partnerships for Sustainable Development), for materials in teaching cases (e.g., on the partnership between Rabobank and WWF NL), and in executive training & presentations (e.g., for Netherlands Institute of Foreign Relations Clingendael and at the UN).

In the coming years, PrC aims to elaborate its agenda by engaging research with societal actors working and collaborating in transformative processes in four distinctive fields:

1. Coalitions with (multinational) lead firms realizing an inclusive business agenda that addresses major societal challenges.
2. Collaborations of value-chain and non-chain partners co-creating inclusive development in the Global South.
3. Cross-sector partnerships co-creating public and private value in the context of development objectives.
4. Global, regional, and local alliances collaborating on governance arrangements addressing issues related to sustainable development.

By linking these four fields with our three strategies, we envision effects relating to enhancing partnering capacities, mutual learning with practitioners, and providing strategic guidance for effective partnerships.

Authors	Cees van Dam and Heleen Tiemersma
Title	Mainstreaming Human Rights in Sustainable Business

Over the past decades, companies have been responsible for many positive impacts (employment, access to products and services), but also for many human rights abuses, directly through their operations or indirectly through their subsidiaries and supply chain partners (see Part I). The growing impact of business on society has led to an increased focus on its contributions to a sustainable society. A new social contract for business is emerging, which includes the responsibility to both minimize negative societal impact and create positive societal impact in sustainable ways.

The World Business Council for Sustainable Development (WBCSD) defines a sustainable society as “a world where people live well and within the planet’s resources” (WBCSD 2010). One could say that, both human rights and respect for planetary boundaries are regarded as necessary conditions for a sustainable society. Respect for planetary boundaries supports the conditions for a sustainable planet by setting a limit for our adverse impacts, the “planetary boundaries” (Stockholm Resilience Centre, 2009).

Human rights can be seen as necessary for realizing human well-being and allowing people to live in dignity. From a legal point of view, human rights duties apply primarily to states. By becoming parties to international treaties, States assume obligations and duties under international law to respect, to protect and to fulfill human rights. The obligation to respect means that States must refrain from interfering with or curtailing the enjoyment of human rights. The obligation to protect requires States to protect individuals and groups against human rights abuses. The obligation to fulfill means that States must take positive action to facilitate the enjoyment of basic human rights.

However, since the endorsement of the United Nations Guiding Principles in 2011, human rights are also a company’s business: companies, too, have the responsibility to respect human rights. Human rights can be considered to be the “people dimension” of a sustainable society and sustainable business. Hence, to mainstream sustainable business requires mainstreaming human rights as an integral part of business strategies and operating models.

When it comes to respecting, protecting and fulfilling human rights, state and business each have their own roles, strengths, and contributions. They both contribute by minimizing negative impacts and creating positive ones.

The main global instruments in this respect are the already mentioned United Nations Guiding Principles on Business and Human Rights (UNGPs) and the United Nations Sustainable Development Goals (SDGs). These frameworks have opened the way to further integrate the field of corporate social responsibility (CSR) with those of business and human rights and sustainable development.

Requirements, expectations and attitudes

Business efforts to respect, protect and fulfill human rights are often focused on their value chain and driven by three types of requirements or expectations:

1. complying with regional, national, and local legislation is a legal duty, and non-compliance may lead to legal liability for damage and to fines;
2. respecting human rights, in line with the UNGPs, is a "soft law" (not legally enforceable) responsibility, wherein, despite the absence of fines, non-compliance can lead to loss of investment opportunities, goodwill, and possibly legal liability; and,
3. contributing to one or more SDGs is an opportunity, wherein failing to do so might not have any negative consequences for the company, but the company could anyway miss out on positive effects.

These distinctions determine the priorities for businesses. Contributing to one or more SDGs is only credible and sustainable if the legal compliance is in order, and if a comprehensive due diligence process secures respecting human rights in the company's operations, including those of their business partners. Therefore, legal compliance and human rights due diligence must be embedded in the operational model, while SDGs may be included in the business strategy.

Companies react differently to societal expectations to minimize negative and create positive impacts. In the management literature, four different attitudes or phases are identified: inactive, reactive, active, and proactive. Inactive companies limit themselves to complying with binding legal duties (and even that can be in a limited way). Reactive companies will comply with the UNGPs and/or the Organization for Economic Cooperation and Development (OECD) Guidelines, but only inasmuch as is necessary to protect their reputation and stifle criticism from governments or civil society (Van Tulder c.s. 2014, Van Dam 2015).

By contrast, active and proactive companies will pursue opportunities offered by one or more SDGs, and align them with their legal obligations and their responsibility to respect human rights. The active business case connects these opportunities to the company's strategic objective of creating social impact. The proactive business case goes further, looking beyond the company's strategic objectives to promote structural solutions for complex social problems. Proactive human rights business cases make a seamless connection with the SDGs.

Two main international frameworks guiding business conduct

1. SDGs: The U.N.'s 2015 Sustainable Development Goals define the global priorities for development towards a sustainable society. They cover social and economic development issues like poverty, hunger, health, gender equality, education, global warming, urbanization, environment and social justice. To a large extend, the SDGs are directed to outcomes that contribute to fulfilling human rights and respecting the planetary boundaries by both minimizing negative impacts and creating positive impacts.

Traditionally, fulfilling human rights was considered to be a task of governments, but it has become clear that the problems and challenges the world is facing are so substantial that cooperation with other sectors is necessary. The SDGs make an explicit call on business to participate in partnerships with governments and civil society to contribute to their achievement. Companies are encouraged to start by directing efforts upstream or downstream in their own value chains (SDG Compass, 2015). They can develop proactive business cases to identify the most prominent SDG opportunities in their value chain and create innovative products and services, or other innovative solutions, within their operating model. The SDGs provide the private sector with a lens through which to translate global needs and ambitions into business solutions across the value chain.

Many businesses are taking on this challenge and implementing SDG projects in their business operations. This stimulates a race to the top, setting ambitions for sustainability jointly with other stakeholders, and stimulates companies to "do good" (Van Tulder 2018). At the same time, the ability of businesses to create (sustainable) societal impact is increasingly determining their license to operate (Wilburn 2011).

Nevertheless, businesses need to take into account that "doing good" cannot make up for causing harm. Contributing to one or more SDGs is not credible or sustainable if at the same time the company is involved in human rights abuses, either directly or through its business partners. For example, a company that aims to contribute to a SDG 1 project (no poverty), but does not have a system in place to detect and prevent child labor in its supply chain, can be easily accused of "SDG-washing" (Buhmann, 2018). Even companies whose core business it is to contribute to sustainable development, may at the same time generate negative impacts on people, societies, and the environment. The windmill industry, for example, which contributes to the sustainable energy transition, has been linked to human rights abuse in their supply chain, through the extraction of raw materials like cobalt and copper, necessary for the production of wind turbines (Action Aid/Somo 2018).

Hence, when a company embarks on a SDG mission, it needs to ensure that it has its house in order when it comes to respecting human rights, both in its own operations and in the operations of its business partners. This means complying with the United Nations Guiding Principles or the OECD Guidelines for Multinational Enterprises.

2. UNGP: States' international human rights law obligations require that they respect, protect and fulfill the human rights of individuals within their territory and/or jurisdiction. This includes the duty to protect against human rights abuse by third parties, including business enterprises (UNGPs, Principle 1, Commentary).

However, under current international law, as well as under many national legal regimes, it appears to be difficult to steer a business's conduct to prevent them from, and hold them to account for having negative impacts on human rights. In many countries, human rights are insufficiently covered by law, and, if they are, the authorities may not adequately enforce the law. This is partially due to strong competition between countries to attract foreign investment. On the one hand, this has led to a "race to the bottom" between countries pursuing foreign investment; on the other, companies benefit from the low level of regulation, because it enables them to externalize costs, by forsaking human rights protections for workers, other individuals, and communities, while also putting the environment at risk.

In 2005, heightened attention to this regulatory gap resulted in the appointment of a special UN representative for business and human rights, Professor John Ruggie, who went on to create a worldwide momentum for the issue of business and human rights. In 2008, he delivered the "Protect, Respect and Remedy Framework,"' identifying the state's duty to protect, as well as business's responsibility to respect, human rights (wherever businesses operate and whatever their size or industry). In 2011, this framework was implemented by the UN Guiding Principles on Business and Human Rights. Unanimously endorsed by the UN Human Rights Council, the UNGPs cover all human rights, including civil rights (such as the rights to life, health, and

property) and social and economic rights (such as the right to decent working conditions and prohibitions against child or slave labor).
The responsibility to respect human rights includes a due diligence process, in which actual or potential negative human rights impacts are detected, prevented or mitigated, and their consequences addressed, whether these negative impacts come from the company's own operations or through those of their business partners (such as subsidiaries, suppliers, customers, joint venture partners, or local governments). In other words, companies must know—and show—that they respect human rights in all their operations.
Access to effective remedies is recognized as a fundamental right of individuals and communities, wherever business enterprises abuse human rights.

Although they are not legally binding, the UNGPs have become the worldwide standard for business and human rights, and are considered as the foundation of the rather new domain of Business and Human Rights. Over the years, a lot of general and sector-specific guidance has been established for implementing the UNGPs. The United States, the European Union (EU), and the EU's member states have issued legislation that is inspired by or based on aspects of the UNGPs. Moreover, global value chain leaders, financial institutions, and investors increasingly expect their business partners to comply with the UNGPs and/or the OECD Guidelines. The UNGPs expect companies to treat the risk of causing or contributing to gross human rights abuses as a legal compliance issue, wherever they operate. Hence, the borderline between legal obligations and the corporate responsibility to respect, flowing from the UNGPs, is fluid.

An integrated approach: minimize negative, create positive societal impacts

So far, scientific and societal focus seems to divide the relationships of business and human rights on the one hand, from business's contribution to sustainable development on the other. This distinction can be useful, but the reality is obviously more complex. A more integrated approach may be more effective.

For instance, take the example of a tea estate in Assam, India (Human Rights Institute 2014). Houses are in terrible disrepair, with leaking roofs and damp, cracked walls (concerning the right to proper housing as well as SDG 11). Many families don't have a toilet (concerning the right to healthy living conditions as well as SDG 6). Workers earn around two-thirds of the minimum wage (concerning the right to a living wage as well as SDG 1), and the levels of malnutrition are very high (concerning the right to food as well as SDG 2), even by India's woeful standards. This is often the cause of fatal diseases, such as diarrhea, tuberculosis, and meningitis (concerning the right to health as well as SDG 3). Workers spray chemicals without protection (concerning the right to health as well as SDGs 3, 8, and 15). On some estates evidence of child labor was found (concerning the ban on child labor and the right to education as well as SDGs 1, 2, and 4). Poorly paid plantation workers and their families are a major source for human traffickers who lure away women and children with promises of a new life, only to enslave them in factories and households where wages are paid to the traffickers but not to the workers (concerning the ban on slave labor and human trafficking, as well as SDGs 1, 2, 4, 5, and 8).

The responsibility to respect human rights is perhaps the biggest driver of the SDGs. Respecting the right to health of workers means not making them live in unfit houses or obliging them to use chemicals without proper protection, is a major contribution to the realization of SDG 3. More structural contributions to the health of workers could be ensured by a system of occupational health services, which would contribute to fulfilling human rights (Buhmann 2018; Shift and WBCSD 2018). Respecting the right of workers to a living wage, or a minimum wage, is a major contribution to the realization of SDG 1. In this way, the UNGPs are a powerful driver for meeting the SDGs. They are certainly an indispensable condition for realizing the SDGs.

Concluding..

The emerging social contract between business and society emphasizes business's contribution to sustainable societies, where people live well and within the planetary boundaries. Therefore, mainstreaming sustainable business implies mainstreaming human rights, as an integral part of business strategies and operating models.

It appears that mainstreaming human rights can be implemented by business as a single, integrated approach (UNGPs together with SDGs), using two types of attitudes or business cases (active and proactive) to deliver on three levels of expectations: complying with legislation, respecting human rights, and contributing to the SDGs.

RSM research for proactive human rights strategies in business

In 2014, RSM, Amnesty international and the Foundation of Peace Sciences created the Special Chair on International Business and

Human Rights to conduct research into how companies can develop and implement active and proactive human rights policies. The Chair has a focus on corporate decision-making on business and human rights issues and the role of company lawyers to such decision-making. Another focus is on the role of state-owned enterprises – a hybrid between a state and a business - in respecting and contributing to the fulfilment of human rights.

In 2016, RSM/B-SM (prof. Van Tulder, prof. Van Dam) started to collaborate with ESL (prof. Enneking and prof. Scheltema) on proactive human rights policies and their implementation for business in the context of the EUR Dynamics of Inclusive Prosperity Initiative. The 2018 – 2022 research agenda includes (i) the human rights approach by the Dutch Industry Covenants, (ii) what managerial stances are required for active and proactive business cases, (iii) integrating UN Guiding Principles on Business and Human Rights and UN Sustainable Development Goals. Furthermore, PhD research is conducted on the role of Financial Institutions in preventing company-community conflict.

The research scope and questions are further developed through a conference, to be held early 2019, that includes business, civil society, government and research stakeholders.

Authors	Jane Lynn Capacio and Annette Pelkmans-Balaoing
Title	The Future of the discipline in the field: the Philippines as example

Front-runner companies in the Philippines are now being looked at as potential inclusive business "models," lead firms that create shared value with producers and other stakeholders in value chains. A number of the lead companies in the Philippines allied with the B-SM department in setting up a centre with a long name: " Escaping the Middle Income Trap - Chains for Change: Partnerships for Inclusiveness and Competitiveness (EMIT C4C). They opened their doors to agricultural "action research" teams interested in the value chains for various areas, crops, and stakeholders.

EMIT C4C is a program of the University of the Philippines (UP) Center for Integrative Development Studies, and the Partnerships Resource Center of B-SM. It traces its beginnings from the Escaping the Middle-Income Trap: Pragmatic strategies for Inclusive Growth (EMIT) research project. This project was undertaken by the University of the Philippines (particularly the UP School of Economics and the UP College of Social Sciences and Philosophy), EUR (particularly the Rotterdam School of Management and the Erasmus School of Economics), and the Asian Institute of Technology, in Bangkok.

The EMIT research project, which ran from 2011 through 2016, examined why the many countries that have managed to transition from a low-income to a middle-income status seldom succeed in joining the cluster of industrialized and rich economies of the world. The Philippines is one example. Among the key realizations of the EMIT research was that the Philippines' overall lack of competitiveness, especially vis-à-vis their closest Association of Southeast Asian Nations (ASEAN) competitors, can be traced to their low, stagnant agricultural productivity and the dysfunctional supply chains in that sector. Therefore, as a follow-through to the EMIT research, key professors and researchers from the UP's Asian Institute of Management and EUR's Rotterdam School of Management assembled a team to conduct further "action research" on value chains for inclusive business and inclusive agriculture. This was EMIT C4C.

In its first year (mid-2017 to mid-2018), EMIT C4C focused on the Jollibee Foods Corporation (the biggest quick-serve restaurant in the country) and the Jollibee Group Foundation, which enables "small holders" so they can sell directly to Jollibee and other buyers. The action research also included Unifrutti Tropical Philippines, Inc., a banana exporter that trail-blazed the conduct of business in the country's conflict region. Unifrutti's investments and its efforts to empower former combatants contributed to improved peace and order in the region. EMIT C4C action research also focused on a social enterprise that manages a rice processing center.

Now in its second year, more companies have agreed to participate in EMIT C4C's action research projects. Aside from Jollibee and Unifrutti, the new partners include two conglomerates and a social enterprise donor/lender. EMIT C4C also launched a year-long executive training on "Managing CSR Transitions" with key companies, to expedite business-society learning. In the executive training, top executives from lead firms and corporate foundations have enrolled.

The first year of EMIT C4C's action research produced discussion papers and policy briefs on topics such as inclusive agriculture financing, institutions in value chains, leadership, and diversification. The team also serves as a resource for gatherings of government agencies, companies, and commercial banks, to speak on topics such as wicked problems, sustainable development goals, and inclusive business. EMIT C4C also partners with the Embassy of the Netherlands in Manila, for learning sessions on inclusive value chains and inclusive diplomacy.

Front-runner companies appreciate the efforts of EMIT C4C, and they look forward to deeper-dive action research efforts. Partner front-runner firms have taken the initiative themselves to invite other companies to engage in action research or enroll in the executive training. Participants in previous sessions have given positive assessments. Gisela H. Tiongson, Executive Director of Jollibee Group Foundation, wrote, "This dialogue we've started sparked internal dialogues as well, within our own team and within our own selves. Immersed in the day-to-day challenge of getting things done on the ground, we've always thought of reflection as a luxury, an activity that will take us out of 'praxis,' where the demands are so great. But when reflection and dialogue is in itself part of the praxis, because we have fellow travelers asking the questions and co-reflecting with us, it becomes enriching, rather than time-consuming." And John Perrine, the former President and CEO of Unifrutti, commented that, "I have read many of the reference studies, but this is the first analysis and writing that I've read that truly captures the essential driving factors. I'm truly amazed!"

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