

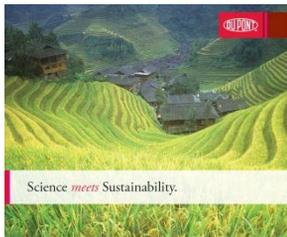
## The CSL Learning Platform of IMD's Global Center for Sustainability Leadership

At the end of June, 400 executives attended IMD's groundbreaking *Orchestrating Winning Performance* (OWP) program. They come to IMD looking for our "real world, real learning" promise. We cannot say it enough, your corporate membership of the CSL Platform is an invaluable part of IMD's differentiation as a **real world, real learning** environment. Sustainability leadership and full strategic integration of sustainability into business thinking and performance is such a fast-moving target that having members prepared to work with us on initiatives that promote their own objectives is a "sure win." The content and thought leadership we provide helps OWP and other program participants and business thought leaders understand the critical relevance of companies taking a broader societal role, not only to assure long-term competitiveness and business health but also to give back to society.

We invite you to share any observations you have on current business thinking in your company, your sector, or indeed from a personal perspective as an expert in the area of sustainability. You can share your thoughts at our roundtables, but also directly with us. I can assure you, IMD has the potential to make your thoughts go far and have impact. Maybe we can even write an article together on a key issue that concerns or inspires you. Contact me: [Aileen Ionescu-Somers](mailto:Aileen.Ionescu-Somers@imd.org)

### New member

DuPont de Nemours joined the CSL Learning Platform in 2014. The chief sustainability officer is Dawn Rittenhouse, who is based in the United States, but our main contact in Europe is Angela Fratila, global practice leader sustainability & social responsibility. Welcome to [DuPont](http://DuPont.com), and we look forward to accompanying you on your continued sustainability journey!



DuPont has achieved zero accidents in its safety objectives; a veritable stretch goal that the company proved was achievable. At our last CSL Platform roundtable, we invited Richard Wiley, Director of Operations EMEA to show us the success factors. We are currently discussing with DuPont how we can document and leverage how success factors in reaching the safety goal can equally be applied to achieving ambitious sustainability goals in companies. More in this space later.

### Current membership and partnerships

Our ambition at CSL is to become a true academic partner for our member companies, and to accompany them on their most groundbreaking "sustainability journeys." To do this, we wish to identify at least one major, cutting edge activity that you are working on and that can be documented in teaching cases, presented and discussed at Roundtables (where, by the way, you may get some valuable input and feedback from our expert participants) and included in broader research initiatives. We need to know about your learning journey. So think about what we could focus on in your company and let's talk! We will be in touch.



We would also like to create a rich IMD network of sustainability leaders interested in seeing sustainability leadership and performance enter the mainstream of business thought leadership and performance. Can you help us recruit a "buddy" company or support organization so that we can expand our network?

If you have ideas, [get in touch](#) and we will take it from there!

www.imd.org/csl-learning-platform

CSL: Your academic partner

## Ongoing Case Studies and Research Projects

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Last year, at our Climate & Energy Strategic Innovation roundtable, we presented PUMA's groundbreaking efforts to place a value on ecosystem services in its corporate value chain. This has led to a collaboration with PUMA to produce a new teaching case.

**PUMA 2010 E P&L** – PUMA completes its first environmental profit and loss account, which values impacts at € 145 million

**Knowing what we didn't know: Can PUMA break ground in sustainability leadership?** *Aileen Ionescu-Somers & Francisco Szekely*



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### UNILEVER: Developing and enabling organizational culture to deliver the USLP

Unilever invited the CSL Platform and the Academy of Business in Society to write a report on developing an organizational culture that enables the delivery on the Unilever Sustainable Living Plan (USLP).

The 15 in-depth interviews with Unilever senior functional managers globally - all of which have been recorded and 6 of which have been videotaped – will also help us create a highly interactive teaching case:

**Unilever's 2020 super-stretch goal: Doubling growth, reducing negative impacts** *Aileen Ionescu-Somers, Francisco Szekely & Jacqueline Brassey – July 2014*



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### In collaboration with Firmenich and PeaceNexus

Earlier this year, at our CSL Platform Roundtable on **Leading value chains toward long-term stretch goals** ([summary here](#)), Berry Magarinos, vice president sustainability partnerships, discussed with us [Firmenich's significant stretch goal of maintaining a continuous supply chain of the vetiver plant](#), which is a key ingredient in major fragrances worldwide but only grown in its highest quality in Haiti and a handful of other places worldwide.



The case drew the attention of the [PeaceNexus Foundation](#), an organization focused on promoting solutions for peace-building challenges. PeaceNexus is increasingly focusing on the role companies take in contributing to peace and harmony in fragile and complex environments. Haiti is probably one of the most complex business contexts in the world today. Since conflict over resources is likely to increase worldwide in tomorrow's world, we will be preparing a teaching case on this ground-breaking initiative.



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### Research project: How can you be more authentic in communicating your corporate purpose?

The CSL Platform is collaborating with global public relations firm [Burson Marsteller](#) on an ongoing research project that focuses on issues around communicating an authentic corporate purpose. In the past we have collaborated with IMD professors John Weeks and Rosa Chung, bringing new perspectives to their existing research.

This year we join forces with [Daina Mazutis](#), professor of strategy, leadership and ethics, who has published groundbreaking articles on authenticity in leadership. We are currently designing a survey to test the dimensions of authenticity in communicating corporate purpose. We will be engaging with you and your organization on this research. If you wish to know more about this project, you can click here for details on last year's work and contact [Aileen Ionescu-Somers](#) for an update on work in 2014, or just wait for the next newsletter!



## Events



### The company in society: Evolving a new role?

October 6-7, 2014

Given the impact of global trends on resource availability and socioeconomics and tomorrow's related challenges, we explore how companies are rethinking their role in society and deliver shared value for all stakeholders. Click [here](#) for more information and to already register free of charge. Any ideas from you on what to include in our event design (experts, organizations, themes, cases) would be welcome - just get in touch!



### Building sustainable value chains Master Class

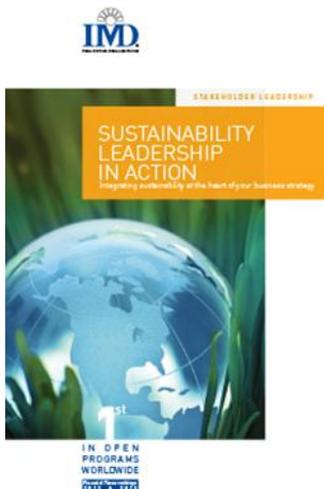
November 6-7, 2014

**Have you ever wondered about the business benefits for your company of building sustainable supply chains more strategically?**

The CSL Learning Platform, in partnership with the [Sustainable Agriculture Initiative](#) (SAI) Platform, has revamped its annual Master Class with new and revised content drawn from the recently published practitioner's guide *Sustainable Sourcing of Agricultural Raw Materials* and involving the two co-authors, Aileen Ionescu-Somers and Reinier de Mann, as well as experts from member companies of the SAI Platform.

This Master Class can answer the above question and much more. It is destined for heads of sustainability; procurement, brand and marketing executives; buyers; and suppliers. For more details visit the event page [here](#), and pass on the information to your relevant colleagues.

### Support mainstreaming of sustainability by sending your colleague to our newly revamped IMD Open Program – November 17-21, 2014



The newly designed **Sustainability Leadership in Action (SLA)** program will help companies integrate sustainability across their core business in order to drive value creation and benefit the planet. Please consider sending one of your executive leaders to this program, to:

- Gain a clear understanding of which sustainability issues are relevant and a priority for the business
- Learn to develop and implement new sustainable business models
- Improve their ability to successfully lead change
- Acquire sustainability concepts and methodologies to create and measure sustainable performance
- Learn how to successfully engage with different stakeholders.

Offered at a reduced rate for CSL Learning Platform members. More details [here](#).

[Note that CSL members benefit from a discounted rate for the Master Class and SLA Open Program in November](#)

## Citizenship

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swisustainability forum  
5-6 juin 2014 · Lausanne

Le rendez-vous  
de l'économie et  
de la durabilité  
en Suisse

### CSL Platform role as community stakeholder

As part of its citizenship in the Swiss community and Canton of Vaud, the CSL Platform collaborated with local NGO [Nice Future](#) and hosted the fourth [G21 Swisustainability Forum](#) at IMD on June 5-6, 2014. The objectives of this annual conference are to:

- Help position Switzerland as a leading country and innovator in sustainable development
- Create a unique platform to exchange “best practices” between different groups such as businesses, political groups, academic institutions and non-governmental organizations (NGOs)
- Promote and consolidate pioneering initiatives that have the most impact in terms of today’s sustainable development challenges

A short news article about the forum can be found [here](#). A summary, which will be a veritable update of innovation at the grassroots level, will be available to you shortly.

### For your reading pleasure: these articles are based on YOUR thought leadership!

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#### The 2014 World Cup: Passing the ball on license to operate?

[Organizations and companies must do more to make global sporting events sustainable](#)

*Dr Aileen Ionescu-Somers – June 2014*

#### Tackling climate change demands transformational change

[Companies must make sure they play their part in finding solutions](#)

*Dr Aileen Ionescu-Somers & Professor Francisco Szekely – May 2014*

#### Global warming and food security: No storm in a teacup

*Aileen Ionescu-Somers on a new report by the IPCC – April 2014*

#### Responding to a social media attack

[How Nestlé dealt with a campaign against its Kit Kat brand](#)

*Dr Aileen Ionescu-Somers & Professor Albrecht Enders – January 2014*

#### Climate and Energy Strategic Innovation

[Summary from the CSL roundtable in September 2013](#)

#### When emerging markets lead the way

[Taking corporate sustainability to the next level](#)

[How local contexts and innovation drive corporate sustainability](#)

[Achieving corporate sustainability impact through scale, reach and collaboration](#)

*Professor Francisco Szekely & Victoria Kemanian - May 2014*

#### Innovation for sustainability

[Part I - Business context and drivers](#)

[Part II – Implementation challenges](#)

[Part III – Systems and leadership](#)

*Dr Aileen Ionescu-Somers & Professor Francisco Szekely - March 2013*

#### Transparency, a new strategy to communicate sustainability performance

[Would your company pass the newspaper test?](#)

*Professor Francisco Szekely & External Researcher Zahir Dossa – February 2014*

#### A stakeholder-driven approach to measuring sustainability

[Shifting sustainability performance measurement from the firm to stakeholders](#)

*Professor Francisco Szekely & External Researcher Zahir Dossa – February 2014*