ABIS ANNUAL COLLOQUIUM 2015
GLOBAL SUSTAINABILITY STRATEGY
New models and approaches to achieve sustainable living
MILANO, 20-21.10.2015

Partners:
CONFERENCE THEME

One of the main objectives of the Colloquium is to be an important contributor to the global dialogues around the theme of the Universal Expo 2015 - Feeding the Planet, Energy for Life.

The core issues of sustainable development have become a subject for global concern in recent years, which has been reflected in the field of strategic management. However, the unit of analysis in the field has predominantly been the multinational enterprise. A decade ago, the fundamental questions addressed how corporate strategy would evolve to include sustainability and responsibility - in itself, a relatively new field of enquiry.

Yet the aftermath of the financial and economic crises has highlighted an urgent need for new strategic management and decision-making models which nurture smart, sustainable and inclusive growth, and deliver shared value for business and society. The same issues apply universally to MNCs, SMEs, government agencies, NGOs, and others. The challenge is how to empower and equip as many actors as possible to manage them going forward.

Thus, as in previous years, the 2015 Colloquium will leverage the ABIS model of corporate-academic partnership to focus on ways in which companies, business schools and universities, and other actors can collaborate more effectively to define and develop new frameworks in knowledge, talent and learning that contribute to lasting solutions.

WIFI: ABIS2015
PASSWORD: abis2015

#SUSTSTRATEGY
COLLOQUIUM HOSTS

BRUNO BUSACCA
Dean of SDA Bocconi School of Management

FILIPPO GIORDANO
Professor of Public Management and Policy at SDA Bocconi School of Management and Co-Chair of 14th ABIS Annual Colloquium

FRANCESCO PERRINI
Head of Sustainability Lab at CDR - Claudio Dematté Research, SDA Bocconi School of Management and Chair of 14th ABIS Annual Colloquium

SPEAKERS and MODERATORS

DOMENICO ARCURI
CEO of Invitalia

JACQUES ATTALI
President of Positive Planet & Positive Economy Forum

CÉDRIC BAECHER
Founder, Nomadéis and General Rapporteur of Positive Economy Index, Movement for a Positive Economy

DOUG BAILLIE
Chief HR Officer, Unilever & Advisory Board Chair, ABIS

ROBERTO BARBIERI
Executive Director of Oxfam Italy

ELIO BORGONOVI
Full Professor of Public Management, Università Bocconi

ERNESTO CIORRA
Head of Innovation and Sustainability at Enel

JEAN-PIERRE DE KESEL
Chief Sustainability Officer at Recticel
ABIS Annual Colloquium 2015

**Speakers and Moderators**

**MATTEO DI CASTELNUOVO**
Director of the Master in Green Management, Energy and CSR (MaGER), Università Bocconi

**H.R.H. PRINCESS ABZE DJIGMA**
CEO, Founder and Leader of The Initiative MAMA-LIGHT for Sustainable Energy, AbzeSolar S.A.

**CHRISTOF E. EHRHART**
Head of Corporate Communications & Responsibility and Executive Vice President at Deutsche Post DHL Group

**MARK ESPOSITO**
Professor of Business and Economics at Grenoble Ecole de Management and Harvard University’s Division of Continuing Education

**MARCO FREY**
Director of the Institute of Management, Scuola Superiore Sant’Anna of Pisa and Chairman of Global Compact Italian Foundation

**FRANK GEELS**
Professor of System Innovation and Sustainability at the Sustainable Consumption Institute, The University of Manchester

**RENATO GROTTOLA**
Chief Strategy & M&A Officer, DNV GL Group

**DIDIER HAMON**
Secrétaire Général du groupe, Aéroports de Paris

**ANDREA ILLY**
Chairman and CEO of illycaffé S.p.A.

**ANDREW A. KING**
Professor of Business Administration at Tuck School of Business at Dartmouth

**PETER LACY**
Global Managing Director, Strategy - Sustainability Services at Accenture

**MALCOLM MCINTOSH**
Writer and educator

**JENS MEYER**
Director General, CEDEP & Member of the Board of Directors, ABIS

**MARIO MONTI**
President of Università Bocconi and Chairman of the High-level Group on Own Resources of the European Union

**LETIZIA MORATTI**
Co-Founder of the San Patrignano Foundation

**JANOS PASZTOR**
Assistant Secretary-General for Climate Change at the United Nations
Speakers and Moderators

ALESSANDRA PERRAZZELLI
Board Member of Azienda Trasporti Milanesi & Italy Country Manager of Barclays

PATRIZIA RUTIGLIANO
Executive Vice President of Public Affairs and Communication at Snam

ANTONIO TENCATI
Associate Professor of Management, University of Brescia

SERGIO PIAZZI
Secretary General at the Parliamentary Assembly of the Mediterranean

PAOLO SANTI
Leader of MIT-Fraunhofer Ambient Mobility Initiative

GIOVANNI VALOTTI
President of A2A and Utilitalia

CRISTINA SCOCCHIA
CEO of L’Oréal Italia

MAURIZIO ZOLLO
Full Professor of Strategy and Sustainability, Università Bocconi

RAJENDRA M. SHENDE
Chairman of TERRE Policy Centre, Former Director of United Nations Environment Programme-UNEP

STEFANO POGUTZ
Chair of the CEMS-MIM Faculty Group "Business and the Environment", Università Bocconi

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Director International Programmes, ABIS

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SIMON PICKARD,
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THE GALLERIA VITTORIO EMANUELE II

The Galleria Vittorio Emanuele II is one of the world's oldest shopping malls. Housed within a four-story double arcade in central Milano, the Galleria is named after Vittorio Emanuele II, the first King of the Kingdom of Italy. It was designed in 1861 and built by Giuseppe Mengoni between 1865 and 1877.

MILANO CATHEDRAL

Milano Cathedral is the cathedral church of Milano, Italy. Dedicated to St Mary of the Nativity, it is the seat of the Archbishop of Milano. The Gothic Cathedral took nearly six centuries to complete. It is the 5th-largest church in the world and the second largest in Italy.
The Colloquium is devoted to the future. More specifically, it will feature evidence- and experience-backed perspectives from international thought leaders on the prospects, obstacles and potential game-changing approaches to achieve more sustainable economies, societies and living models in the years to come.

The programme integrates a blend of formats to ensure that dialogue and exchange of ideas are central to the day. In parallel, it will lay down a foundation for Day 2, which has a more practical focus on identifying change scenarios.

**VENUE: AULA MAGNA - VIA GOBBI, 5**

**9:00 WELCOME**
Bruno Busacca, Dean, SDA Bocconi School of Management
Alfons Sauquet Rovira, President and Chair of the Board of Directors, ABIS

**9:15 TOWARDS A SUSTAINABLE FUTURE: DEVELOPING SCENARIOS AND TRANSITION PATHWAYS**
Introduction: Francesco Perrini, Full Professor and Colloquium Co-Chair, SDA Bocconi
Effective global responses to current and future sustainability challenges imply long-term vision and commitment, as well as a deep understanding of system dynamics and systemic change. In this opening session, two of the world's leading thinkers will explore the possible parameters of a more sustainable future, and how we might catalyse a transformation of our current way of life to achieve it.

**OPENING ADDRESS**
Mario Monti, President, Università Bocconi

**KEYNOTE: SYSTEM INNOVATION AND SUSTAINABILITY TRANSITIONS: DYNAMICS AND STRATEGIC IMPLICATIONS**
Frank Geels, Professor of System Innovation and Sustainability, Manchester Business School

**10:00 PLENARY SESSION**
**DEFINING GLOBAL SUSTAINABILITY STRATEGY: 360° PERSPECTIVES**
In response to the opening keynotes, the second session brings together a group of internationally respected leaders to discuss societal, market-based and political strategies to advance the global sustainability agenda, and how to overcome conventional barriers to progress and change.

Letizia Moratti, Co-Founder of the San Patrignano Foundation
Janos Pasztor, Assistant Secretary-General on Climate Change, UN
Sergio Piazzi, Secretary General, Parliamentary Assembly of the Mediterranean
Rajendra Shende, Chairman TERRE Policy Center & Former Director UNEP
Moderator: Doug Baillie, Chief HR Officer, Unilever & Advisory Board Chair, ABIS

**11:15 Coffee Break**

**VENUE: VELODROMO - PIAZZA SRAFFA, 13 - ROOMS N03, N04, N05**

**11:45 MASTER CLASSES**
The Colloquium Master Classes enable participants to engage in a more focused Q&A and debate with our speakers from the opening sessions, as well as a select number of senior respondents. These sessions will be dialogue-based, without presentations, and will lay further foundations for the afternoon’s corporate dialogues (on future models of sustainable living).

**MASTER CLASS I ROOM N03**
Transforming Markets & Economies
Letizia Moratti
Cristina Scocchia, CEO, L’Oréal Italy
Domenico Arcuri, CEO, Invitalia
Cédric Baecher, Founder, Nomadéis and General Rapporteur of Positive Economy Index, Movement for a Positive Economy
Moderator: Malcolm McIntosh, writer and educator

**MASTER CLASS II ROOM N04**
Scenarios & Transition Pathways for Sustainable Futures
Doug Baillie
Frank Geels
Maurizio Zollo, Full Professor of Strategy and Sustainability, Università Bocconi
Moderator: Simon Pickard, Director International Programmes, ABIS

**MASTER CLASS III ROOM N05**
Building Consensus for Global Action
Sergio Piazzi
Rajendra Shende
Roberto Barbieri, Managing Director Oxfam Italia
Moderator: Elio Borgonovi, Full Professor of Public Management, Università Bocconi

**12:45 Lunch**
14:15  FUTURE MODELS FOR SUSTAINABLE LIVING: PART I
CORPORATE LEADERS’ PERSPECTIVES ON 2020 AND BEYOND

In these sessions, leading executives will be asked to reflect on emerging dynamics for systemic change within four domains of global sustainability: energy, mobility, food, and urbanisation, and what these mean for their company and sector.

Beyond the short- and longer-term business challenges and opportunities these paradigm shifts present, speakers will also consider the knowledge and education priorities for their next generation of leaders to thrive in a new era for sustainable business, and the implications for business schools and universities.

ENERGY
Ernesto Ciorra, Head of Innovation and Sustainability, Enel Group
H.R.H. Princess Abze Djigma, CEO, Founder and Leader of The Initiative MAMA-LIGHT for Sustainable Energy, AbzeSolar S.A.
Patrizia Rutigliano, Executive Vice President of Public Affairs and Communications, Snam
Giovanni Valotti, President, A2A and Utilitalia

MOBILITY
Christof Ehrhart, Executive VP Corporate Communications & Responsibility, Deutsche Post DHL
Didier Hamon, Secrétaire Général du groupe, Aéroports de Paris
Alessandra Perrazzelli, Board Member, Azienda Trasporti Milanesi and Italy Country Manager of Barclays

Moderator: Mark Esposito, Professor of Business and Economics at Grenoble Ecole de Management and Harvard University’s Division of Continuing Education

15:15  FUTURE MODELS OF SUSTAINABLE LIVING: PART II
FOOD
Renato Grottola, Chief Strategy & M&A Officer, DNV GL Group
Andrea Illy, CEO, Illycaffé
Stefano Pogutz, Chair of the CEMS-MIM Faculty Group “Business and the Environment”, Università Bocconi

CITIES
Jean-Pierre De Kesel, Chief Sustainability Officer, Recticel
Peter Lacy, Managing Director, Accenture Strategy, Sustainability Services
Paolo Santi, Lead, MIT-Fraunhofer Ambient Mobility

Moderator: Marco Frey, Director of the Institute of Management, Scuola Superiore Sant’Anna of Pisa and Chairman of Global Compact Italian Foundation

16:15  Coffee Break

VENUE: VELODROMO - PIAZZA SRAFFA, 13 - ROOMS N03, N04, N05, N06, N07

16:30  INSIGHT WORKSHOPS: PART I (DETAILS PAGE 8)
LATEST KNOWLEDGE AND IDEAS FROM THE WORLD OF RESEARCH

In the first of two identical sessions bridging Days One and Two, participants are invited to attend one of four parallel tracks devoted to a dimension of the central conference theme.

Each session will feature three short presentations of latest insights from the international research community, with time included for Q&A with the presenter and wider feedback from the audience.

17:45  Close of Day One

19:30  GALA DINNER
GUEST SPEAKER: Jacques Attali, President of Positive Planet & Positive Economy Forum

Museo Diocesano Corso di Porta Ticinese, 95 - Milano
Optional: Guided Visit to the Museo Diocesano
INSIGHT WORKSHOPS: PART I - 16.30 - 17.45
LATEST KNOWLEDGE AND IDEAS FROM THE WORLD OF RESEARCH

VENUE: ROOM N03

SESSION TITLE: MEASURING AND REPORTING FOR SUSTAINABILITY
CHAIR: PAOLO MACCARRONE, POLYTECHNIC UNIVERSITY OF MILANO
Delineating and Measuring Efforts To Create Shared Value
Thomas Laudal, University of Stavanger Business School

Corporate Social Performance Effects Evaluation: New Approach and Russian Companies Experience
Anastasia Petrova-Savchenko, St. Petersburg University Graduate School of Management

An Innovative Proposal for Integrated Reporting Beyond Mainstream
Antonio Tencati, University of Brescia

VENUE: ROOM N04

SESSION TITLE: NEW STRATEGIES FOR CIVIL SOCIETY ORGANISATIONS
CHAIR: ATLE MIDTTUN, BI NORWEGIAN BUSINESS SCHOOL
Turning food waste into food source through NPOs: opportunities and challenges to a circular model in the food industry
Laura Ferri, Catholic University of Milano

Value-creation opportunities through M&As in the non-profit sector: An empirical analysis of processes and key success factors
Clodia Vurro, Bocconi University

From charity to sustainable social enterprise: the transformation process of Roba Amiga
Urriolagoitia Lourdes, ESADE Business School

VENUE: ROOM N05

SESSION TITLE: SUSTAINABILITY AND IMPLICATIONS FOR BUSINESS EDUCATION
CHAIR: SIMON PICKARD, ABIS
Sustainability concept at Spanish listed companies
Anna Bajo Sanjuán, Comillas Pontificial University

The CASE©, Method for sustainable leadership
Federico Fioretto, Studio Federico Fioretto Consultants

Engaging business students on environmental issues
Cristopher Moon, Middlesex University

VENUE: ROOM N06

SESSION TITLE: PUBLIC POLICIES AND STRATEGIES FOR SUSTAINABILITY & SUSTAINABLE LIVING
CHAIR: MANUELA BRUSONI, SDA BOCCONI
Citizens as Drivers for Sustainable Innovation. EU-InnovatE and the case of Southern Europe
Sonia Ruiz, ESADE Business School

Sustainable cities: conceptualising a Cosmopolitan Cities Index
Katerina Nicolopoulou, Strathclyde Business School

Tax policy for sustainability
Sheila Killian, PRME

Policies for new forms of urban mobility in the green economy: An assessment of challenges and opportunities in EU
Nigel Berkeley, Coventry University

VENUE: ROOM N07

SESSION TITLE: CORPORATE STRATEGIES FOR SUSTAINABILITY
CHAIR: BOLESLAW ROK, BUSINESS ETHICS AND SOCIAL INNOVATION CENTRE, KOZMINSKI UNIVERSITY
Corporate Strategies for Sustainability and Value Creation: The Case of Russian Companies
Yuri Blagov, St.Petersburg University Graduate School of Management

CSR policy practice (de)coupling within MNEs: paths to walking the talk
Anna Jacqueminet, Bocconi University

The Strategicness of Strategic CSR: Exploring the Relative Importance of CSR and Underlying Determinants
Esben Pedersen, Copenhagen Business School
THE DIOCESAN MUSEUM

21.10.2015

Day 2 is largely about the participants taking ownership of the debate and working together in facilitated groups to define evidence- and experience-based scenarios for inspiring organizational change around different dimensions of sustainability. In line with ABIS’ mission, it is structured around two parallel, interlinked themes: Knowledge & Education. The thought leadership and new ideas will come from Colloquium delegates. They will be supported in Day 2 sessions by a clear process and experienced moderators.

VENUE: VELODROMO - PIAZZA SRAFFA, 13 - ROOMS N03, N04, N05, N06, 03

9:00      INSIGHT WORKSHOPS: PART II (DETAILS PAGE 11)
          LATEST KNOWLEDGE AND IDEAS FROM THE WORLD OF RESEARCH
          As per the final session of Day One, participants will again have the choice of four parallel tracks to hear – and respond to – latest insights from the global sustainability research world.

10:15     Coffee Break

VENUE: AULA MAGNA - VIA GOBBI, 5

10:45     KEYNOTE ADDRESS
          HOW INNOVATIONS IN KNOWLEDGE SHARING & LEARNING MODELS CAN ENHANCE CORPORATE SUSTAINABILITY
          Andrew King, Professor of Business Administration, Tuck School of Business, Dartmouth College
          Founder, the Alliance for Research on Corporate Sustainability (ARCS)

11:45     SETTING THE STAGE FOR THE AFTERNOON PROGRAMME
          Jens Meyer, Director General, CEDEP & Member of the Board of Directors, ABIS
          Before and after lunch, the audience will split into multiple teams of approx. 10 participants for two scenario workshop sessions. These emphasise interactive dialogue and exchange of insights around different dimensions of sustainability and strategy being put into practice – both in companies and in business schools / corporate learning environments. In this short preparatory session, ABIS Board Member Jens Meyer will explain the format, guidelines and objectives through to the end of the conference.

12:15     SCENARIO WORKSHOPS SESSION 1
          Purpose: The first workshop serves to identify a series of evidence- and experience-based insights with respect to a range of themes around sustainability and strategy. See below for an indicative list of topics.
          Format: The teams will initially share “worst” and “best” experiences (not perceived practices) and seek to identify commonalities across each category. On this basis, each team will develop practical / empirical principles, which will serve as guiding or boundary conditions for innovation and organisational change. The principles will be displayed in “slogan or tagline” format outside of the workshop spaces, and will subsequently inform discussions in Session II.
          Indicative Themes:
          • Increasing organizational resilience to global sustainability trends
          • Assessing the impact of sustainability on brand equity
          • Making the business case for sustainability to the CFO
          • Informing and supporting smart industry policy, regulation and governance
          • Managing open & disruptive innovation (from systems to products)
          • Driving sustainability through value and supply chains
          • Sustainability in the global luxury goods sector
          • Innovating in talent development (frameworks, policies and curricula)
          • Developing new learning and education models
          • Building effective multi-stakeholder partnerships (between business, academia, policy and / or society)

13:30     Lunch

14:30     SCENARIO WORKSHOPS SESSION 2
          On the basis of the empirical cases and principles discussed in Session I, the teams are invited to drill deeper into the ‘red threads’ that connect successful innovation and change scenarios within companies and business schools. Individual teams will be tasked with identifying 2-3 potential ‘remedies’ or ‘nudges’ for organisational change to share with the rest of the Colloquium audience. These are expected to have direct practical relevance for the business and academic worlds, and will be showcased in the closing session as a draft ‘agenda for action’ going forward.

15:45     Coffee Break

16:00     CLOSING SESSION & PRESENTATION OF CHANGE SCENARIOS

16:30     CONFERENCE CLOSE & FAREWELL DRINKS RECEPTION
INSIGHT WORKSHOPS: PART II - 9.00 - 10.15
LATEST KNOWLEDGE AND IDEAS FROM THE WORLD OF RESEARCH

VENUE: ROOM N03
SESSION TITLE: CUSTOMERS AND USERS ENGAGEMENT
CHAIR: JORIS-JOHANN LENSEN, ABIS
The role of social advertising in building sustainable markets
Francesco Rizzi, Scuola Superiore Sant’Anna

Global sustainable customer: do cultural differences matter?
Anna Codini, University of Brescia

User involvement for sustainability innovation: a strategic approach
Boleslaw Rok, Business Ethics and Social Innovation Centre, Kozminski University

VENUE: ROOM N04
SESSION TITLE: SUSTAINABLE BUSINESS MODELS
CHAIR: LUK VAN WASSENHOVE, INSEAD
Emergent Business Models for Sustainability: Forging Green Transition in European Energy Industry
Atle Midttun, BI Norwegian Business School

From Fast to Slow Fashion. Management Challenges for the Sustainability Transformation of Business Models
Birte Freudenreich, Leuphana University Lüneburg

Corporate social responsibility, business model and sustainable innovation: the case of Italian agro-food cluster
Elisabetta Marafioti, University of Milano Bicocca

VENUE: ROOM N05
SESSION TITLE: SUSTAINABILITY IN THE 21ST CENTURY
CHAIR: YURI BLAGOV, ST. PETERSBURG UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT
Sustainability in the 21st Century: Introducing the concept of “Business in Nature”
Rafael Sardá, Centre d’Estudis Avançats de Blanes-Consejo Superior de Investigaciones Científicas (CEAB-CSIC), Blanes-Girona (Spain).

Exploring the role of social dynamics in sustainable value creation
Geraldine Brennan, EPSRC Centre for Industrial Sustainability, Imperial College London

Thinking the Twenty-First Century: Ideas for the New Political Economy
Malcolm McIntosh, Griffith University

VENUE: ROOM N06
SESSION TITLE: INCLUSIVE FIRMS
CHAIR: ESSENB PEDERSEN, COPENHAGEN BUSINESS SCHOOL
Taking a hit to save the world: employee participation in corporate social initiatives
Christiane Bode, Bocconi University

Social Mobility Projects in the UK: Company Practice
Viki Holton, Ashridge Business School

The Reality of Inclusive Business: The Firm’s Perspective
Sally Curtis, Australian National University

VENUE: ROOM 03 - VIA BOCCONI, 8
SESSION TITLE: STRATEGIES FOR SUSTAINABILITY
CHAIR: JULIET ROPER, WAIKATO MANAGEMENT SCHOOL
Obstacles to energy saving: the role of energy suppliers and customer relationship management in France
Claire Burlat, Audencia

Linking downstream and upstream sustainability: SMEs, CSR and the UK jewellery industry
Marylin Carrigan, Coventry University

Sustainable Wine Making: Strategies for Leveraging Regional Clusters
Carol-Ann Tetrault Sirsly, Carleton University

Global Manufacturing and Sustainable Corporate Strategy
Joachim Timlon, Linnaeus University
The leading School of Management in Italy and the only Italian School present in all of the most important International rankings (*Financial Times*, *Bloomberg Businessweek*, *The Economist*, *Forbes*), SDA Bocconi has established itself as a European leader in higher education.

SDA Bocconi School of Management is part of Università Bocconi, the first Italian University to grant a degree in economics. For over a century, Bocconi has played a leading role in Italy's social and economic modernization. SDA Bocconi has been engaged in the promotion and organization of executive education since 1971, with an International approach.

The School's vision of empowering life through knowledge and imagination lies behind its program offerings: Executive Education Open and Custom Programs, MBA and Master Programs, for the development of individuals, companies, institutions and economic systems.

Choosing SDA Bocconi and coming to Milano means entering a uniquely vibrant environment; the entrepreneurial, financial and industrial center of Italy; the heart of fashion, design, food and the art of living; and a doorway to Europe. In short, a city which offers an unparalleled wealth of contacts and opportunities.