

Rotman Executive Programs

**Sustainability
Leadership:
Innovation for
Growth**

Rotman



Rotman School of Management
UNIVERSITY OF TORONTO

Innovation, Leadership and Strategy for Sustainability

Sustainability is changing the way organizations do business—and it's happening fast. Yes, most businesses already understand the overt benefits it can offer, such as reduced costs and enhanced brand loyalty and awareness. But many may not yet realize that sustainability is actually a key driver of innovation in business today.

Because environmental, social, and governance (ESG) issues impact how organizations operate at nearly every level, "bolted on" sustainability outcomes are no longer sufficient. Sustainability must be built into the business model. As a result, many organizations are now investing in these forward-thinking initiatives, setting sustainability goals, and reporting on their efforts.

The Sustainability Leadership: Innovation for Growth program will provide you with innovation, leadership, and strategic frameworks that can help you put more power behind your own sustainability initiatives. You'll learn how to build a case for sustainability projects and how to lead sustainability strategies in your organization.



2,000+

More than 2,000 global companies have set an emissions reduction goal via the Science Based Targets Initiative (SBTi).

Source: Science Based Targets



96%

Nearly all of the G250 - a full 96% of the world's 250 largest organizations report on their sustainability performance.

Source: 2020 KPMG Survey of Sustainability Reporting

What you'll get:

At the end of this 6-week online program, you will be able to:

- Explain how to use sustainability as a source of innovation to drive new growth and generate enhanced economic, social, and environmental outcomes
- Describe how to improve the overall governance of leadership and teams
- Outline the steps involved in attracting, retaining, and growing employees, customers, and suppliers
- Articulate the impact of sustainability on profitability



Who Should Attend

This program is designed for business leaders, professionals, and consultants who want to gain an understanding of the roles of different functions in developing, adapting, and executing sustainability strategies for organizations.

The program is particularly applicable for:

- **C-suite professionals and senior business leaders** looking to make strategic organizational changes that increase sustainability and develop a positive brand image for investors and shareholders
- **Mid- to senior-level functional managers** across industries such as energy and manufacturing who are looking to contribute to their organization's sustainability efforts within their functions
- **Sustainability and Corporate Social Responsibility (CSR) professionals** seeking to maximize their organization's environmental and social impact through sustainability practices and make a business case for new initiatives
- **Consultants** aiming to offer solutions to their clients to help them achieve their sustainability goals

Program Curriculum

Module 1: An Introduction to Sustainability and Governance

- Learn about the history and the science of sustainability.
- Analyze business examples that emphasize how sustainability can yield tremendous dividends.
- Get an overview of the cleantech industry and learn how organizations are using it to tackle sustainability.

Module 2: How Change and Open Innovation Are Shaping Sustainability Outcomes

- Learn about the true impact of the exponential pace of change and open innovation on organizations.
- Recognize the need to transition from a competitive to a creative mindset.
- Identify why businesses should design for customer experience versus problem solving.
- Delve into seven major global challenges that have impacted our world and see why business model innovation is a pathway forward.



Module 3: Building a Sustainable Business

- Evaluate the importance of vision, mission, value, and purpose in designing sustainable businesses.
- Recognize the need for sustainability leadership and good governance.
- Consider how the principles followed by entrepreneurs and lean start-ups can be used to build sustainable business models.

Module 4: Transitioning to Circular, Low-Carbon Economies and Business Models

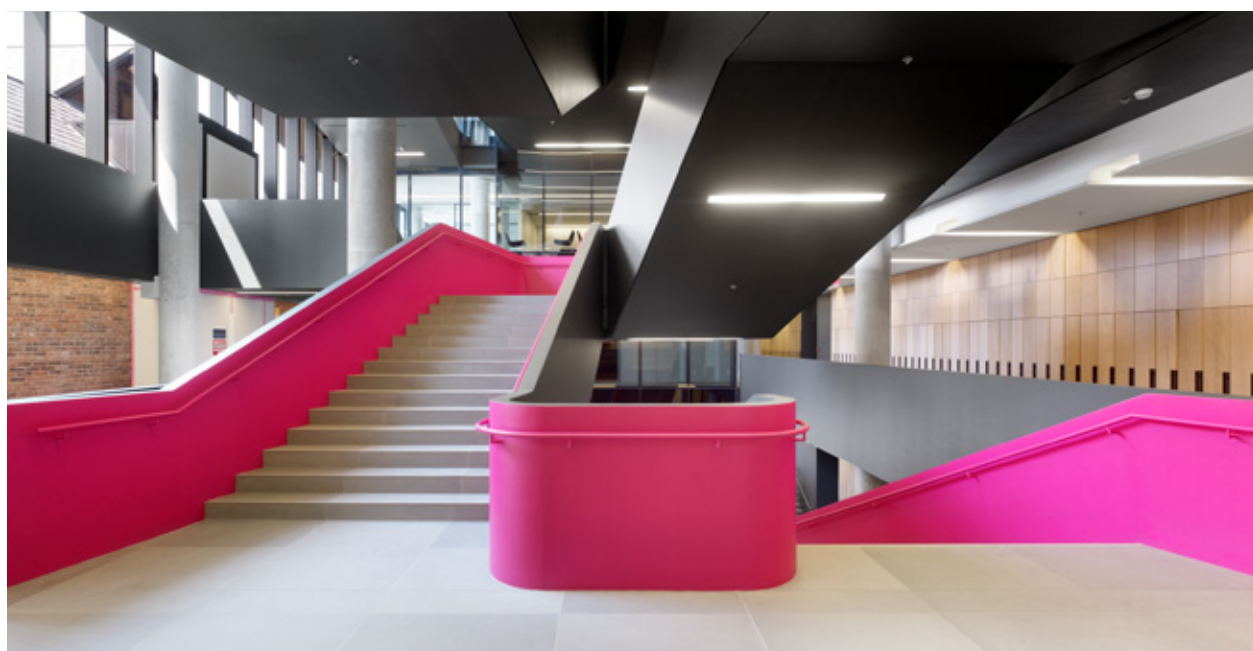
- Examine the implications of a post-COVID world on how we work and live.
- Recognize the significance of the circular economy as the only sustainable growth model.
- Learn how to use the value proposition and triple-layered business model canvases to create innovative business models.

Module 5: Sustainability Finance

- Identify negative externalities associated with a product or service.
- Identify strategies organizations can take to pivot toward sustainable practices.
- Identify funding opportunities for ESG initiatives.
- Discuss the impacts of sustainability finance on carbon emissions.

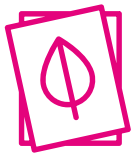
Module 6: Stakeholder Engagement

- Develop engagement plans for your stakeholders: all of the individuals or segments of society that are impacted by your organization.
- Identify steps you can take to lead change in your organization.
- Identify steps that can be taken to improve the sustainability of your supply chain.

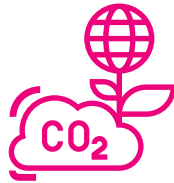


Exploring Sustainability through Real-World Examples

The program highlights a broad range of real-world sustainability case examples, including:



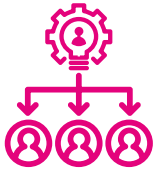
Unilever and its Sustainable Living Plan



Interface and its efforts to achieve a carbon-negative output



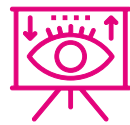
Tesla and **Uber** and their use of going green as a business advantage



Apple and its innovation and leadership



Airbnb and the customer value proposition and business model they created



Starbucks and **Chevron** and the impact of their focus on mission, vision, and values



Nespresso and its use as the original case for the Triple-Layered Business Model Canvas

Learning Methods Include:



Polls



Discussion
Boards



Crowdsources



Quizzes



Sustainability
Playbook



Capstone
Project

Capstone Project

Each week, you'll develop potential initiatives related to that week's content and note them in your playbook. Near the end of the program, you'll use your accumulated findings to complete a final capstone project. This will involve:

- Looking back on the initiatives you've developed each week and prioritizing them
- Developing an execution plan for your top-priority initiative
- Having your initiative reviewed by program leaders and receiving their feedback

Sustainability Action Playbook

The program includes a sustainability playbook that utilizes an initiative register where you can note initiatives that could be implemented in your organization. The initiatives you create are then plugged into application-based playbook exercises in each module.

Module 1: Review a list of sustainable development goals (SDGs) and determine three initiatives your organization might be best able to address.

Module 2: Select one of two business model canvases to analyze and identify potential discontinuities within that canvas. Compare your analysis with the one provided by the faculty to check your thinking. Then set up a process that allows you to do this for your own organization.

Module 3: Identify the principles of leadership and good governance discussed in this module, and reconcile your list with those provided in the Canvas Journal. Then, consider how you could apply these principles in your organization.

Module 4: Use the triple-layered business model canvas to identify opportunities to integrate sustainability into your organization.

Module 5: Consider a list of top-ranked Environmental, Social and Governance (ESG) organizations. Explore the strategies these organizations pursued to earn their rankings, and determine which of these strategies you could champion in your own organization.

Module 6: Conduct a stakeholder analysis: identify and map stakeholders and develop a stakeholder engagement plan.

Key Framework: The Triple-Layered Business Model Canvas

A key framework of the Sustainability Leadership: Innovation for Growth program is the Triple-Layered Business Model Canvas, a tool that's designed to help create more sustainable business models. The three "layers" are:

- The **Economic** layer (based on the original Business Model Canvas development tool)
- The **Environmental** layer (lifecycle perspective)
- The **Social** layer (stakeholder perspective)

The canvas can help business leaders develop a clearer understanding of the interrelationship between these three aspects of their business models.

Richard Blundell

Executive-in-Residence at The Rotman School of Management, University of Toronto

Mr. Blundell has more than 35 years of senior executive management and consulting experience in the global environmental services and technology sectors. His experience includes operations management, corporate and market development, mergers and acquisitions (M&A), new business initiation, and consulting. Mr. Blundell's international experience includes running businesses in Eastern and Western Europe, North and South America, Africa, and Asia. He has significant experience in new business creation and management of growth-stage businesses in global markets and has completed over \$500 million in combined corporate M&A transactions and private equity funding for early-stage organizations.

From 1989 to 2004, Mr. Blundell held senior leadership positions with Laidlaw Inc., Canada's largest waste management organization, as Director of European Business Development; SGS SA, a global organization in inspection, testing, and certification services as Senior Vice President (SVP) of the Global Environmental Services Division; and Hagemeyer-Cosa Liebermann, a technology marketing organization in the Asia-Pacific region as Executive Vice President (EVP) of the Technology Division. During this period and since 2004, Mr. Blundell has held founder and/or executive management positions in 10 early-stage cleantech organizations, including a number of board of directors appointments.

He joined the MaRS Discovery District in 2018 to lead the development of applied innovation networks for global corporate partners. In 2019, he was appointed Managing Director of the Cleantech Venture Services group. MaRS is Canada's largest innovation hub with 1 million square feet of office space in downtown Toronto, serving more than 1,400 startups, from early-stage to high-growth organizations in cleantech, health sciences, fintech, and enterprise software, including a focus on artificial intelligence (AI), the Internet of Things (IoT), acronym (AR), and other Most sources consider this a proper noun, so you may capitalize this term. technologies.

He is an Executive-in-Residence at The Rotman School of Management at the University of Toronto. He joined the Rotman faculty in 2016, where he teaches MBA, Executive MBA, and Global Executive MBA courses in sustainability and entrepreneurship. He is also an advisor to the Prince of Wales Accounting for Sustainability charity. Mr. Blundell holds a BSc from the University of Toronto and an MBA from the Institute of Management Development (IMD), Lausanne.



Walid Hejazi

Associate Professor of International Business at The Rotman School of Management, University of Toronto

Walid Hejazi is an Associate Professor of Economic Analysis and Policy, and Academic Director at The Rotman School of Management. He has researched, advised, and testified extensively on global competitiveness and is currently working on a series of studies that shed light on the competitiveness and productivity of Canadian organizations.

He teaches Macro and Global Economics in Rotman's MBA and EMBA programs and has also delivered lectures in more than 30 countries. Dr. Hejazi has also developed and currently teaches a successful MBA course in Islamic Finance, the first such course in Canada. He is extensively involved in enhancing the prevalence of Islamic Finance in Canada. He is currently writing a book on Islamic project finance and has several ongoing research projects in the area. He holds a PhD and MA from the University of Toronto and an HBA from the University of Western Ontario.



Guest Speakers

The program features four industry guest speakers discussing a range of sustainability topics:

Frances Edmonds | Amplify Impact

Tom Rand | Sustainability in a Time of Change

Stewart Hayes and Stephen Shedletzky | Creating a Purpose-Led Organization

Myra Ashad | Circular Economy



About Rotman

At Rotman Executive Programs, Canada's leading executive education provider for open-enrolment programs, we enable leaders to develop the capacity to transform themselves, their organizations, and their communities by offering specialized business education programs for individuals and organizations, which address today's business challenges and opportunities.

Our programs for individuals cover all areas of executive training, including leadership, management, strategic human resources, governance, and finance for public, private, and non-profit sectors.

We also work directly with organizations and their executives around the globe to address their unique challenges and opportunities by designing customized programs focusing on helping organizations and their leaders achieve better business results.

About Emeritus

The Rotman School of Management is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programs. By working with Emeritus, we are able to broaden access beyond our on-campus offerings in a collaborative and engaging format that stays true to the quality people expect from Rotman.

Emeritus' approach to learning is based on a cohort-based design to maximize peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project-based learning. In the last year, more than 100,000 students from more than 80 countries have benefitted professionally from Emeritus courses.



Duration

6 weeks, online
4-6 hours/week



Program Fees

C\$2,600

Certificate

Upon successful completion of the program, you'll earn a digital certificate of completion from The Rotman School of Management. This program counts toward a Rotman Excellence in Executive Leadership Certificate.



Note: All certificate images are for illustrative purposes only and may be subject to change at the discretion of The Rotman School of Management.



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