

Sustainability Strategies: Develop Initiatives to Transform Your Business

8 WEEKS | ONLINE PROGRAM

Develop Your Vision for a Sustainable Business Future

Changes in technology, climate, demographics, work habits, and consumer preferences are making it essential for organizations to rethink traditional business models. Sustainability has moved from being a regulatory burden to becoming vital to an organization's future vision and a necessity for remaining competitive in a fast-changing global market.

The challenges we face today require business strategies that place environmental stewardship and social responsibility at the heart of each organization's value proposition. To lead change effectively, modern executives need to recognize how sustainability-based initiatives can create competitive advantages and drive value creation for their organizations.

A multidisciplinary team of faculty at Stanford Graduate School of Business designed this program with two key objectives in mind:

1 To equip you with the necessary tools to analyze, develop, and manage a sustainability-driven strategy with the aim of mitigating, and ultimately reversing, the impacts of your organization's climate footprint.

2 To empower you with the knowledge to understand the sustainability challenges we face and develop the leadership tools and vision to solve them.



Program Walk-Through



Access to Stanford Graduate School of Business proprietary strategy tools and frameworks



Manageable time investment (4–6 hours/week)



Live sessions with faculty



Assignments for you to apply learnings to your own role or industry



Networking with global peers



Featured case studies and cross-industry examples



Feedback on assignments to ensure the relevance of the program material



Certificate of completion from Stanford Graduate School of Business

Key Takeaways

- Develop an understanding of the impacts and root causes of climate change to communicate the value of sustainable business practices to key stakeholders.
- Learn to identify business opportunities that arise by transitioning to an environmentally sustainable organization.
- Understand the interdependence between innovation and sustainability as a guiding force for developing your own sustainability initiatives.
- Develop a proactive mindset to lead change effectively, with an eye toward positioning the organization as an agent of change.



Featured Program Elements

Framework



Business model architecture framework



DICE framework for innovation (define, ideate, create, experiment)



Triple bottom line framework



Protest vulnerability framework



Media coverage framework



Interest group and coalition analysis

Featured Case Studies and Examples



Tesla: Creating a business model that prioritizes sustainability



Boeing/787 and Toyota/Prius: Exploring the building blocks of innovation



Citigroup: Managing a sustainability strategy in regard to marketing, politics, and social interest groups



General Motors: Transforming a legacy business model toward sustainability



Lego: Balancing priorities between social good and good for the environment



Brazil/Amazon region: Balancing priorities between social good and good for the environment



Electric 3-wheelers in Bangladesh: Exploring the value chain as a cycle and identifying areas of improvement for sustainability



CNG mandates case studies: Explore how different stakeholders reacted to the mandates in Delhi and the complexity of the impact of the associated government policies

Capstone Project

Create an action plan that will positively impact sustainability in your organization. Using your weekly workbook exercises as inspiration, you will identify your priorities based on where you can make an immediate difference for your organization.

This Program Is Ideal for Professionals and Leaders Who Are:

- Driving strategies at the business unit or organizational level, where maintaining a competitive advantage is critical
- Striving to be on the leading edge of environmental sustainability or transitioning from a legacy business model to a more innovative approach to business
- Building strategies that move the needle on sustainability efforts within their organizations or industries
- Developing and communicating the vision and value of a sustainable business future



Modules

Module 1

The Climate Challenge

- Develop your understanding the climate challenges at hand and key terminology, including the carbon cycle, energy build-up, tipping points, and cumulative emissions.
- Reflect on how climate change is impacting your organization and what you can learn from your competitors.
- Make a pitch for sustainability as part of a communication exercise.

Module 2

Business Models and Sustainability

- Understand the components of a business model using the business model architecture framework.
- Examine Tesla's business model as part of a case study deep dive.
- Explore where your business model intersects with sustainability issues, and identify opportunities.

Module 3

Sustainability and Your Value Chain

- Learn how Little's Law—a numerical theorem—is applied to understanding circular economies and their relationship to the value chain. Map your organization's value chain in relation to sustainability.
- Propose short-term and long-term actions that impact your organization's value chain as it relates to climate change.

Module 4

Leading for Environmental Sustainability

- Identify opportunities to lead sustainability change at any level of your organization, and learn how to become an agent for change.
- Understand how leadership can be leveraged to support and grow sustainability goals across the organization.

Module 5

Innovation for a Sustainable Future

- Explore the interdependency between innovation and accomplishing sustainability goals.
- Understand the role of leadership in managing the risks associated with change.
- Examine several use cases, including Toyota/Prius, Boeing/787, and Tesla, using the DICE framework—a unified framework for business model innovation.

Module 6

The Politics of Sustainability—Part 1

- Analyze the impacts of political risks from private political groups, such as nongovernmental organizations, individual activists, and the media, using Citigroup's case study as a practical example.
- Investigate the influence of location-based political risks on business decision-making through Tata Motors' case.
- Apply practical tools to mitigate and manage political risks in various business contexts.

Module 7

The Politics of Sustainability—Part 2

- Utilize a structured framework to systematically assess the responses of various interest groups to environmental policies.
- Examine the intricacies of global environmental policy development and implementation, and evaluate an organization's existing sustainability strategy.

Module 8

Triple Bottom Line

- Use the triple bottom line framework to measure, evaluate, and communicate sustainability performance for your organization.
- Analyze sustainability-related strategic performance and how it relates to your organization's value-creation activities, and create your action plan for sustainability.

Faculty



William Barnett

The Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations
Professor Barnett studies how organizations are responding to the challenge of environmental sustainability. He is establishing research sites around the world, investigating a number of areas where organizational adaptation is key, including the proliferation of climate tech startups, issues around environmental justice, the challenge of climate migration, and the urgent need to preserve the world's rainforests.



Chris Field

The Perry L. McCarty Director of the Stanford Woods Institute for the Environment and the Melvin and Joan Lane Professor for Interdisciplinary Environmental Studies at Stanford University

Professor Field's research focuses on climate change, especially solutions that improve lives now, decrease the amount of future warming, and support vibrant economies. Recent projects emphasize decreasing risks from coastal flooding and wildfires. He has been deeply involved with national and international efforts to advance understanding of global ecology and climate change.



Saumitra Jha

Associate Professor of Political Economy

Professor Jha's award-winning research focuses on economic, financial, and organizational approaches to mitigate political polarization and violent conflict and to promote economic development, and his work has been published in the leading journals of both economics and political science. Jha has also been honored with the Teacher of the Year Award, as voted by the students of the Stanford GSB Sloan Fellows Program.



Haim Mendelson

The Kleiner Perkins Caufield & Byers Professor of Electronic Business, Commerce, and Management

Professor Mendelson leads efforts at Stanford Graduate School of Business in studying digital business and its interaction with organizations, markets, and value chains and incorporating their implications into Stanford GSB's curriculum and research. His research interests include digital business, digital platforms, supply chain management, and market microstructure.



Joseph Piotroski

The Robert K. Jaedicke Professor of Accounting

Professor Piotroski leads Stanford GSB's efforts to develop this Executive Education program on sustainable business strategies. An expert on helping leaders and organizations measure and manage value creation, Professor Piotroski's research focuses on corporate transparency, governance, regulation, and decision making in a global context, most notably in China and other developing economies.



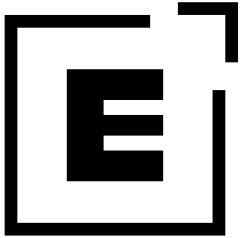
Erica Plambeck

The Charles A. Holloway Professor of Operations, Information and Technology
Professor Plambeck is an expert in manufacturing operations and supply chain management, and her current research focuses on environmental sustainability. She received the Presidential Early Career Award for research in supply chain management and was recognized as a faculty pioneer in social and environmental stewardship by WRI and the Aspen Institute.



Stefanos Zenios

The Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information & Technology
Professor Zenios is the faculty co-director of Stanford GSB's Center for Entrepreneurial Studies. He is an innovative teacher and researcher, and the main architect of Startup Garage, a popular GSB course that helps hundreds of Stanford GSB students and executives learn and apply the innovation processes that are at the center of the Silicon Valley ecosystem.



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