**Stern School of Business. Undergraduate College. Fall, 2017**

**C75.0068.01 BSPA-UB.0068.01 Sustainability for Competitive Advantage**

**Times: 09/05/2017 – 12/14/2017 | Tu/Th | 3:30-4:45p**

**Location: KMC 5-80**

**Office Hours:**

Faculty: Professor Tensie Whelan (twhelan@stern.nyu.edu)

 Director: Stern Center for Sustainable Business

Teaching Assistant: Dara Kagan, dk3433@stern.nyu.edu

This course is designed to assist students in developing the knowledge, skills, and perspective they need to understand and address environmental and social challenges in business, so that as leaders they reduce risk, create competitive advantage, and develop innovative services, products, and processes, all while building value for society and protecting the planet.

Due to a rapidly changing global ecosystem m, businesses in the future will face fewer resources, greater demands for transparency, less available water, and a warmer climate.  At the risk management level, leaders need to understand how these changing factors can impact their businesses, much as they do for civil conflict, financial panics, and political upheavals.

But as is often the case, new risks create new opportunities: the business leaders who can meet such risks through effective innovation and collaboration will find solutions to these sustainability challenges that meet the needs of society while delivering returns to shareholders.

In this course, students will develop an effective leadership perspective through pursuit of the following *learning objectives:* 1) to become familiar with the key environmental and social issues effecting business today, 2) to understand the evolution of corporate response—from compliance to engagement to innovation, 3) to develop some of the skills required for leading in this new social and political environment (e.g. multi-stakeholder management),  4) to explore the efficiencies and innovations being developed by corporate leaders in pursuit of sustainability, 5) to explore innovations in finance (true cost accounting, net positive value, social impact bonds), and 6) to become familiar with the latest consumer insight research on sustainability. In short, this course is multi-disciplinary, and seeks to integrate across the functions of the firm to arrive at an effective firm-wide leadership sensibility.

The format of the course is a combination of lecture and *discussion seminar.*  Class sessions will span a variety of activities, including:  guest lecturers from the business community, discussion, in-class writing, role-playing, and other participatory exercises.  These various activities will be designed and facilitated by the instructor in order to allow students to engage in reflective dialogue with each other.

Course cases and readings will be posted on NYU Classes, and students are expected to come to class ready to reflect upon their meaning with respect to the topics addressed in that class session.

The course proceeds cumulatively so that all themes, cases and readings inform subsequent discussions.

**Grading:**

**Class Participation: 30%**

Attendance in this course is mandatory. The policy on missed classes is as follows. The first missed class is excused, provided you submit notice for your absence for illness or otherwise. A second missed class will not be penalized if the student writes a short paper (2 pages, double-spaced, submitted to the course TA) summarizing and analyzing the missed readings. After 2 missed classes, the overall participation grade for the course will be affected.

**Group presentations: 30%**

During the course of the term, students will form groups, pick a company to track through each module, present a summary of the readings of one module and relate them to their company and present a final management plan for improving sustainability at the company.

**Course Paper: 40%**

At the end of the term, students will submit a 12-page, double-spaced, paper in which they perform an in-depth competitive sustainability analysis of a specific firm (separate from the group project). The topic of this paper must be approved in consultation with Professor Whelan.

INTRODUCTION

Note: the course will have regular guest speakers from business and civil society, to be identified in August and September.

The NYU Bookstore will carry the following required books:

* "Green Giants" - Williams, E. F.
	+ ISBN: 9780814436134

PDFs of chapters from other books or readings will be in the Resources section of NYU Classes.

**Module 1**

Learning Objective: To introduce the course themes

*Tuesday, 9/5*

Readings: How are businesses approaching sustainability today and why?

* Chapter 1: “Business Reality Reshaped,” Embedded Sustainability: The Next Big Competitive Advantage, Chris Lazlo and Nadya Zhexembayeva, 2011
	+ *Located in NYU Classes: Resources*
* Chapter 3: A Higher Purpose” from Green Giants by Freya Williams, 2015

*Thursday, 9/7*

Readings:

* Chapters 1 – 2: of Conscious Capitalism: Liberating the Heroic Spirit of Business*.* Mackey, J & Sisodia, R. 2014.
	+ *Located in NYU Classes: Resources*
* “The State of Sustainable Business 2017” Globescan and BSR, July 2017
	+ <https://www.bsr.org/reports/2017_BSR_Sustainable-Business-Survey.pdf>

*Tuesday, 9/12*

Readings: To look at the dark side: what causes companies to pursue the unsustainable path?

* Joseph L Bower and Lynn S Paine. “The Error at the Heart of Corporate Leadership, HBR, May 2017 <https://hbr.org/2017/05/managing-for-the-long-term#the-error-at-the-heart-of-corporate-leadership>
* How the Twinkie Made The Superrich Even Richer <http://www.nytimes.com/2016/12/10/business/dealbook/how-the-twinkie-made-the-super-rich-even-richer.html?mtrref=query.nytimes.com&gwh=41FFC20EF4D5A4D30BFA0AEA0E8F01E0&gwt=pay>
* Route to Air Travel Discomfort Starts on Wall Street: <https://www.nytimes.com/2017/05/28/business/corporate-profit-margins-airlines.html?mcubz=0>

*Thursday, 9/14*

Readings:

* “The Extraordinary Science of Addiction to Junk Food,”
	+ - *Located in NYU Resources*
* Timber Company Tells Town in California, Find Your Own Water <http://www.nytimes.com/2016/10/02/us/california-drought-weed-mount-shasta.html?mtrref=query.nytimes.com&gwh=B5E1AE1AB579E8FDD21BA93B774EEF7D&gwt=pay>
* As America’s Opioid Crisis Spirals, Giant Drug Distributor McKesson Is Feeling the Pain <http://fortune.com/2017/06/13/fortune-500-mckesson-opioid-epidemic/>
* Indigenous People are left Poor as Tech World Takes Lithium From Under their Feet

<https://www.washingtonpost.com/classic-apps/indigenous-people-are-left-poor-as-tech-world-takes-lithium-from-under-their-feet/2016/12/19/b86e2ea8-b8cf-11e6-959c-172c82123976_story.html?utm_term=.93db61308d50>

Speaker: Alessandro Carlucci, Former CEO Natura, Board Chairman, BSR

**Module 2**

Learning Objective: to provide an overview of the key environmental and social issues effecting business today

*Tuesday, 9/19*

Readings:

* <http://riskybusiness.org/site/assets/uploads/2015/09/RiskyBusiness_Report_WEB_09_08_14.pdf> Pgs 1-23, 49-53
* UN Sustainable Development Goals – click on each goal to read the background behind it. We will discuss each one as this provides a good road map for the sustainability issues confronting business and society.
	+ <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>
* The Carbon Majors Database: CDP Carbon Majors Report 2017
	+ [https://b8f65cb373b1b7b15feb-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/000/002/327/original/Carbon-Majors-Report-2017.pdf?1501833772](https://b8f65cb373b1b7b15feb-c70d8ead6ced550b4d987d7c03fcdd1d.ssl.cf3.rackcdn.com/cms/reports/documents/000/002/327/original/Carbon-Majors-Report-2017.pdf?1501833772%20)

**Module 3**

Learning Objective: How to Map Material Sustainability Issues and Stakeholders

In these two classes we will build materiality matrices and map stakeholders for sample companies.

*Thursday, 9/21*

Readings:

* Profits with a Purpose:
	+ <http://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Sustainability%20and%20Resource%20Productivity/Our%20Insights/Profits%20with%20purpose/Profits%20with%20Purpose.ashx>
* Materiality matrix TBD

*Tuesday, 9/26*

Readings:

* Stakeholder Engagement Mapping <https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf>
* CSB: Nespresso Stakeholder Case study: <http://www.stern.nyu.edu/sites/default/files/assets/documents/Nespresso_Shared%20Value%20Case%20Study%208.29.16.pdf>

*Thursday, 9/28*

No reading, prep for Sharktank (see guidance in NYU classes)

Shark Tank. Students will pitch the class on a company they would like to track as a group through the different themes of the class, culminating with a final presentation where they, as management consultants, have a sustainability management plan developed for the company. Students will vote and pick the top 7 and decide which group they will join.

**Module 4**

Learning Objective: Learning Additional Sustainability Management Tools

In these three classes we will study emerging business tools such as systems thinking, life-cycle analysis, standards, reporting and certification, and ecosystem services analysis.

*Tuesday, 10/3*

Reading:

* CEO Guide to the Circular Economy
	+ *Located in NYU Classes: Resources*
* <https://www.fastcompany.com/40425022/if-these-giant-companies-can-switch-to-the-circular-economy-so-can-anyone>

Speaker: Kevin Eckerle, CSB Senior Scholar, formerly in sustainability at Accenture

*Thursday, 10/5*

Reading:

* The Business Benefits of Using Sustainability Standards
	+ *Located in NYU Classes: Resources*
* “The Corporate Ecosystem Review: Guidelines for Identifying Business Risks and Opportunities Arising for Ecosystem Change” World Business Council on Sustainable Development, Meridian Institute, World Resources Institute, 2012.
	+ Download here:
		- <http://wbcsdservers.org/wbcsdpublications/cd_files/datas/business-solutions/ecosystems_solutions/pdf/ESR-GuidelinesForIdentifyingBusinessRisks_update.pdf>

*Tuesday, 10/10*

Readings: Systems Thinking (and Supply Chain Partners)

* “Food Systems, Climate Systems, Laundry Systems: The Time for Systems Literacy Is Now!,” [Linda Booth Sweeney](https://thesystemsthinker.com/author/linda-booth-sweeney)
	+ <https://thesystemsthinker.com/%EF%BB%BFfood-systems-climate-systems-laundry-systems-the-time-for-systems-literacy-is-now/>
* “Dancing with Systems,” Donella Meadows
	+ <http://donellameadows.org/archives/dancing-with-systems/>
* FabIndia, HBS case.
	+ *In NYU Classes: Resources*
* The Strategy of Sustainability: A Systems Perspective on Environmental Initiatives
	+ *In NYU Classes: Resources*

**Module 5**

Learning Objective: To Begin to Develop the Business Case for Sustainability

In this class we will look at the drivers of financial performance resulting from sustainability initiatives and examine how to monetize them.

*Thursday, 10/12*

Reading:

* Watch Video First: <https://hbr.org/video/5415413929001/whiteboard-session-the-business-case-for-sustainability>
* “The Comprehensive Business Case for Sustainability,” HBR, Tensie Whelan and Carly Fink
	+ *Located in NYU Classes: Resources*
* Deforestation-free Supply Chains Case Study
	+ *Located in NYU Classes: Resources*

**Module 6**

Learning Objective:  Understanding Sustainable Supply chains/procurement

*Tuesday, 10/17*

Readings:

* Greening Supply Chains: From Blind Spots to Hot Spots to Action
	+ *Located in NYU Classes: Resources*

**Speaker:** Rachael Sherman, Director, Global Supply Chain Sustainability, McDonalds

**Module 7**

Learning Objective: how sustainable management is being used to improve operational efficiencies and performance

*Thursday, 10/19*

Readings:

* “ A New Vision of Value: Connecting corporate and societal value creation,” KPMG 2014
	+ <https://assets.kpmg.com/content/dam/kpmg/pdf/2014/11/A-New-Vision-of-Value.pdf>
* Case TBD

Speaker: Don Reed, Managing Director, Trust & Transparency Services, PwC

*Tuesday, 10/24*

Readings:

* Kashi case
	+ *Located in NYU Classes: Resources*

Guest Lecturer: Sophie Rifkin, Senior Associate Director, Stern Center for Sustainable Business

**Module 8**

Learning Objective: how sustainable management is being used to fuel innovation

*Thursday, 10/26*

Readings

* Chapter 2: “Disruptive Innovation” from Green Giants by Freya Williams, 2015
* CSB Case Study on Sustainability and Innovation in Nike:
	+ <http://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainability%20and%20Innovation_NIKE.pdf>
* “The one piece of Michelle Obama’s legacy that President Trump can’t wreck”
	+ <https://www.washingtonpost.com/news/wonk/wp/2017/05/11/the-one-piece-of-michelle-obamas-legacy-that-president-trump-cant-wreck/?utm_term=.cefee1fc767d>

 Speaker: Micah Kotch, BMW Group, Managing Director Urban-X / MINI Business Innovation

*Tuesday, 10/31*

Readings

* Chapter 5: “Embedded Sustainability,” Embedded Sustainability: The Next Big Competitive Advantage, Chris Lazlo and Nadya Zhexembayeva, 2011
	+ *Located in NYU Classes: Resources*
* Wanted: Fresh Solutions for Age-Old Problems
	+ *Located in NYU Classes: Resources*

**Module 9**

Learning Objective: Engaging today’s consumers in sustainability

*Thursday, 11/2*

Readings:

* Chapter 5: “Mainstream Appeal” from Green Giants by Freya Williams, 2015
* “The Cost of Silence: Why more CEOs are speaking out in the Trump era”
	+ <https://www.washingtonpost.com/news/on-leadership/wp/2017/02/17/the-cost-of-silence-why-more-ceos-are-speaking-out-in-the-trump-era/?utm_term=.ad7b2e454b44>
* Edelman Trust Barometer 2017

<http://www.edelman.com/executive-summary/>

Speaker: Larry Koffler, Executive VP for Business and Social Purpose, Edelman

*Tuesday, 11/7*

Readings:

* Big Brands, Big Impact: A Marketer’s Guide to Behavior Change
	+ Download the report here: <https://www.bsr.org/reports/BSR_SLFG_Marketers_Guide_to_Behavior_Change.pdf>
* Meet the Aspirationals: Designing Brands for Humans
	+ *In NYU Classes: Resources*

**Speaker:**  Sarah Shah, Director of Marketing, Madecasse

**Module 10**

Learning Objective: To explore Sustainability and Employees

*Thursday, 11/9*

Readings:

* Tim Ryan’s Awakening
	+ <http://fortune.com/pwc-diversity-tim-ryan/>
* State Street’s gender Show
	+ <http://fortune.com/2017/05/23/state-street-women-gender-diversity-finance/>

Speaker: Ray Johnson, VP Corporate Sustainability, HSBC Bank USA

**Module 11**

To consider sustainability from the financial perspective

*Tuesday, 11/14*

Readings

* Sustainability and the CFO: Challenges, Opportunities and Next Practices” Rarn Nidumola et al, Corporate Ecoforum and World Environment Center, April 2005.
	+ <http://www.corporateecoforum.com/wp-content/uploads/2015/04/CFO_and_Sustainability_Apr-2015.pdf>
* CSB: Business Tools for Managing Water Resources and Risk:
	+ <http://www.stern.nyu.edu/sites/default/files/assets/documents/Water%20Report%206.21.pdf>
* CSB: Mining & Water Risk Management Case Study:
	+ <http://www.stern.nyu.edu/sites/default/files/assets/documents/Water%20Risk%20Management%20Case%20Study%208.29.16.pdf>

**Module 12**

Learning Objective: To understand ESG (environment, social and governance) investing

*Thursday, 11/16*

Readings

* “From the Stockholder to the Stakeholder: How Sustainability Can Drive Financial Outperformance,” University of Oxford and Arabesque partners, March 2015
	+ [http://www.corporate-engagement.com/files/publication/20140915\_FROM\_THE\_STOCKHOLDER\_TO\_THE\_STAKEHOLDER.pdf](http://www.corporate-engagement.com/files/publication/20140915_FROM_THE_STOCKHOLDER_TO_THE_STAKEHOLDER.pdf%20)
* [Investing](http://fortune.com/kraft-heinz-merger-3g-capital/) with Purpose
	+ *Located in NYU Classes: Resources*
* CSB: Parnassus Case Study
	+ *Located in NYU Classes: Resources*

Speaker: **Casey C. Clark, CFA**|Director of Sustainable & Impact Investing|Managing Director|**Glenmede**

**Module 13**

Learning Objective: To explore innovations in financing aimed at mainstreaming sustainable solutions and investments

*Tuesday, 11/21*

Readings:

* Manning, T. CSB. “Green Bonds” May 2016.
	+ <http://www.stern.nyu.edu/sites/default/files/assets/documents/Green%20Bonds-%20May%202016.pdf>
* Manning, T. CSB “Financing Mechanisms to Support Sustainable Practices,” September 2016.
	+ <http://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainable%20Finance%20Survey_NYU%20CSB_Final_9.20.2016.pdf>
* When the Best Workplaces are the Best Investments
	+ *Located in NYU Classes: Resources*

*Thursday, 11/23 – Thanksgiving Day, no classes*

*Tuesday, 11/28*

Readings

* CSB Case Study: “Citigroup, inc.: Innovation in Energy Efficiency Financing” by Tom Manning
	+ *Located in NYU Classes: Resources*
* “The Conservative Case for a Carbon Tax” with Jerry Taylor
	+ <http://www.huffingtonpost.com/mark-tercek/the-conservative-case-for-a-carbon-tax_b_7214984.html>
* Defying Trump, these state leaders are trying to impose their own carbon taxes
	+ <https://www.washingtonpost.com/news/energy-environment/wp/2017/05/12/defying-trump-these-state-leaders-are-trying-to-impose-their-own-carbon-taxes/?utm_term=.ee9b037056ab>
* Financial firms lead shareholder rebellion against ExxonMobil climate change policies
	+ <https://www.washingtonpost.com/news/energy-environment/wp/2017/05/31/exxonmobil-is-trying-to-fend-off-a-shareholder-rebellion-over-climate-change/?utm_term=.8ac63b662c74>

Speaker: Bruce Schlein, Director, Community Reinvestment Act Business Strategy, Citigroup

**Module 14:**

Learning Objective: To look at how Companies Can Pursue a Net Positive Future

*Thursday, 11/30*

Readings:

* Net Positive: the Future of Sustainable Business
	+ <https://ssir.org/articles/entry/net_positive_the_future_of_sustainable_business>
* Change the World
	+ *Located in NYU Classes: Resources*
* Selling Soap and Saving the World
	+ <http://fortune.com/2017/02/17/unilever-paul-polman-responsibility-growth/>

**Module 15:**

Learning Objective: To conclude the course by discussing the student consulting teams’ recommendations for improved sustainability strategy and management at their chosen company.

*Tuesday, 12/5 – Thursday, 12/7*

Reading:

* The student plans and presentations

*Tuesday, 12/12*

CLASS CANCELED – Classes operate on a Monday schedule.

*Thursday, 12/14*

Career panel. Discussion with Stern alums who have found work in the sustainability space. Final course wrap-up and feedback.

***PAPER DUE DECEMBER 14th***

Students will complete one 10-12 page paper typed in 12-point font and double spaced with 1” margins. The topic of the paper will be written from the perspective of a management consultant performing an in-depth competitive sustainability analysis of a specific firm with specific recommendations (building on the group project). The topic of this paper must be approved in consultation with Professor Whelan.

All students are required to turn their papers in using the Assignments tab in NYU Classes.  Integrated in NYU Classes is an online plagiarism prevention and detection software – Turnitin – that enables faculty to compare the content of submitted assignments to data on the Internet, commercial databases, and previous papers submitted to the system. Additional information about expectations regarding academic integrity appears below

**Group Presentation Instructions**

During the course of the term, students will form groups, pick a company to track through each module and present a final management plan for improving sustainability at the company.

* Meet with your group members regularly to discuss the relevance of each module’s discussion to your company. At least 1 month before the final presentation is due, meet to plan and prepare your presentation.
* The presentation should be a powerpoint, prepared by a team of management consultants for the C-suite of the company. It can be no longer than 15 minutes and each team member needs to be part of the presentation.

The class will provide feedback on your presentation, adding points they think you may have missed and explaining why they agree/disagree with your conclusions.

**Class Discussion**

Faculty as well as students are responsible for maintaining a positive and constructive professional atmosphere within the classroom. Each student must engage in discussion during every class session in order to perform well in the course.

Class discussion will be assessed using the following rubric:

|  |  |
| --- | --- |
| *Grade* | *Criteria* |
| Excellent | An excellent student comes to class prepared; contributes readily to the conversation but does not dominate it; makes thoughtful contributions that advance the conversation; shows interest in and respect for others’ views; participates actively in small groups. |
| Better | A better student comes to class prepared; makes thoughtful comments when called upon; contributes occasionally without prompting; shows interest in and respect for other’ views; participates actively in small groups. |
| Good | A good student comes to class prepared, but does not voluntarily contribute to discussions and gives only minimal answers when called upon.  Such students show interest in the discussion, listening attentively and taking notes.  They may also participate fully in small group discussions. |
| Fair | A fair student participates in discussion, but in a problematic way.  Such students may talk too much, make rambling or tangential contributions, interrupt others with digressive questions, or bluff when unprepared.  Such students also participate actively in small groups. |
| Poor | A poor student does not come to class prepared; does not contribute to discussion voluntarily or when called upon; and does not participate in small group discussions.  Such students may listen attentively but fail to contribute due to lack of preparation. |
| Failing | A failing student disrupts class discussion, whether actively by being negative or rude to others, or passively by appearing distracted, bored or sleepy. |

**NYU Stern Policies**

Academic Integrity

Integrity is critical to the learning process and to all that we do here at NYU Stern. All students are expected to abide by the NYU Stern Student Code of Conduct. A student’s responsibilities include, but are not limited to:

* A duty to acknowledge the work and efforts of others when submitting work as one’s own. Ideas, data, direct quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced.
* A duty to exercise the utmost integrity when preparing for and completing examinations, including an obligation to report any observed violations.

Grading Policies:At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an “A” or “A-” grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards

Please see [www.stern.nyu.edu/uc/codeofconduct](http://www.stern.nyu.edu/uc/codeofconduct) for more information.

Students with Disabilities

Students whose class performance may be affected due to a disability should notify the professor early in the semester so that arrangements can be made, in consultation with the Henry and Lucy Moses Center for Students with Disabilities, to accommodate their needs.

Please see [www.nyu.edu/csd](http://www.nyu.edu/csd) for more information.

NYU Stern Course Policies

* Laptops, cell phones, smartphones, recorders, & other electronic devices may not be used in class unless advance permission is given by the instructor.
* Attendance is required. Absences will be excused only in the case of documented serious illness, family emergency, religious observance, or civic obligation. If you will miss class for religious observance or civic obligation, you must inform your instructor no later than the first week of class.  Recruiting activities are not acceptable reasons for absence from class.
* Students are expected to arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class. (Note that instructors are not obliged to admit late students or readmit students who leave class or may choose to admit them only at specific times.)
* Late assignments will either not be accepted or will incur a grade penalty unless due to documented serious illness or family emergency. Instructors will make exceptions to this policy for reasons of religious observance or civic obligation only when the assignment cannot reasonably be completed prior to the due date and the student makes arrangements for late submission with the instructor in advance.

Recommended Books:

Wirtenberg, J. (2014). *Building a culture for sustainability: People, planet, and profits in a new green economy*. Santa Barbara, CA: Praeger.

Williams, E. F. (2015). *Green giants: How smart companies turn sustainability into billion-dollar businesses*. AMACOM.

Browne, J., Nuttall, R., & Stadlen, T. (2015). *Connect: How companies succeed by engaging radically with society*. WH Allen.

Sisodia, R., Sheth, J. N., & Wolfe, D. B. (2014). *Firms of endearment: How world-class companies profit from passion and purpose*. Pearson FT Press.

Mackey, J., & Sisodia, R. (2014). *Conscious capitalism: Liberating the heroic spirit of business*. Boston, MA: Harvard Business Review Press.

Laszlo, C., & Zhexembayeva, N. (2011). *Embedded sustainability: The next big competitive advantage*. Stanford Business Books.

Stout, Lynn. (2012) The Shareholder Value Myth. Berrett-Koehler Publishers.

Robertson, M. (2014). *Sustainability: principles and practice*. Routledge.

Willard, B. (2012). *The new sustainability advantage: Seven business case benefits of a triple bottom line*. Gabriola Island, B.C.: New Society.

Meadows, D. H., & Wright, D. (2008). *Thinking in systems: A primer*. White River Junction, VT: Chelsea Green Pub.

Blackburn, W. R. (2007). *The sustainability handbook: The complete management guide to achieving social, economic and environmental responsibility*. London: Earthscan.

Winston, Andrew S. *The Big Pivot: Radically Practical Strategies for a Hotter, Scarcer and More Open World*. Harvard Business Review Press. 2015