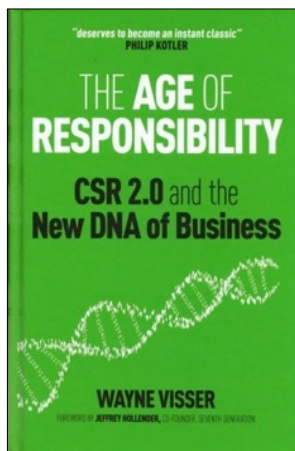


Integrated Value

The Future of Sustainable Business in the Nexus Economy

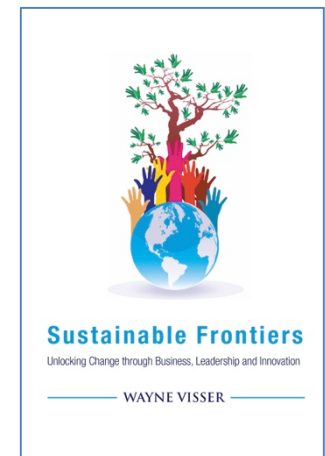


Prof. Dr. Wayne Visser

Professor of Integrated Value and Chair in Sustainable Transformation, Antwerp Management School

Fellow & Head Tutor: University of Cambridge
Institute for Sustainability Leadership

Founder, Kaleidoscope Futures & CSR International



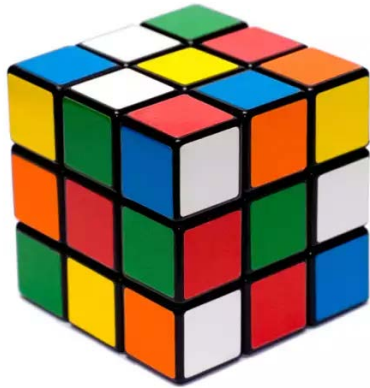
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To Begin With ... and In Conclusion

3 PROBLEMS



1. Systems Breakdown
2. Rising Expectations
3. Response Failure

5 OPPORTUNITIES



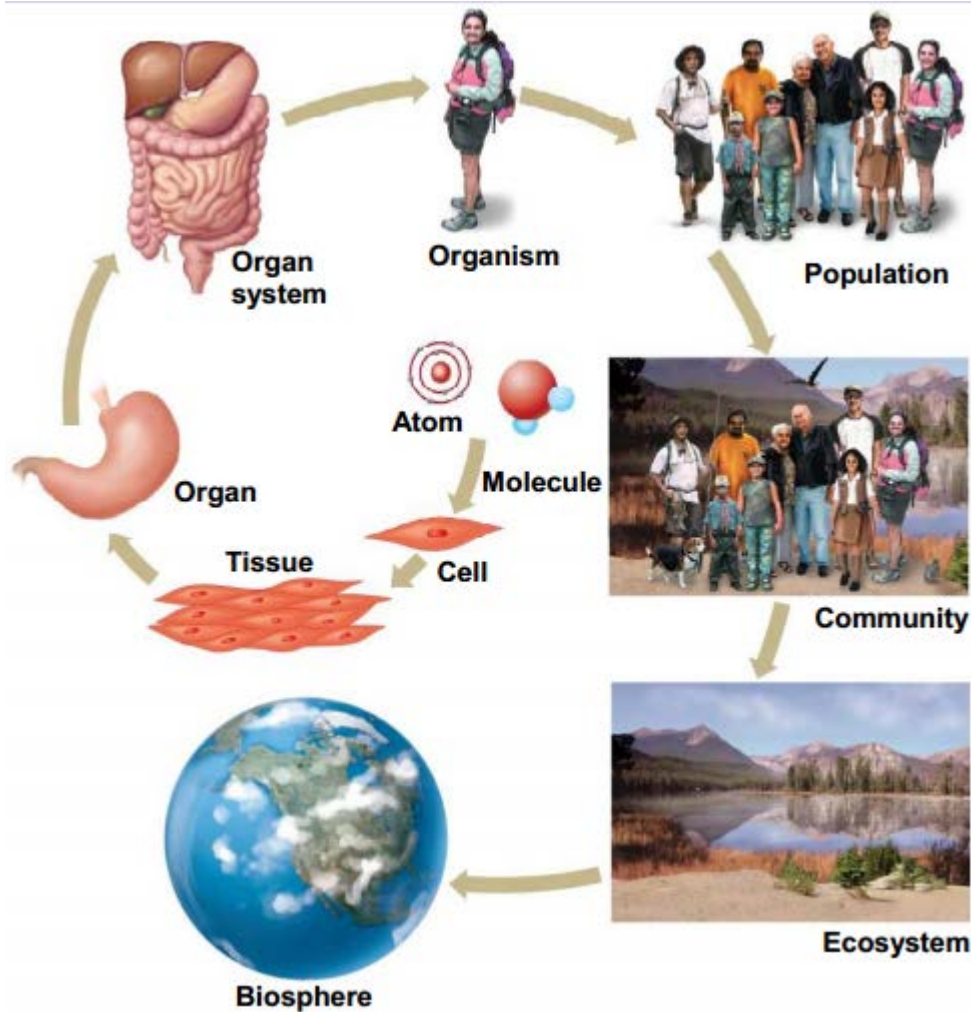
1. What We Mind
2. What we Measure
3. What We Model
4. What We Make
5. What We Manage



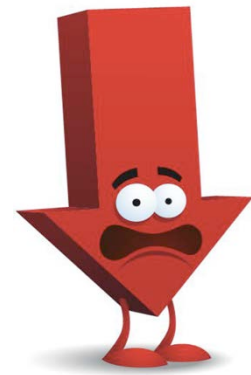
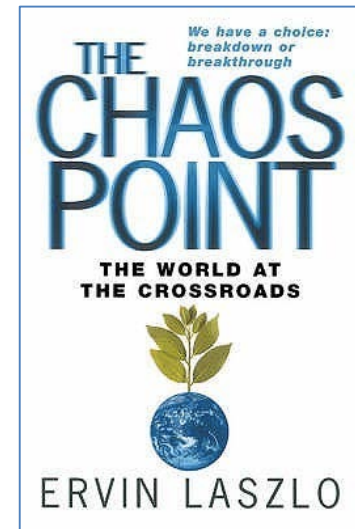
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Problem 1: Systems Breakdown



BREAKTHROUGH



BREAKDOWN



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Problem 2: Rising Expectations

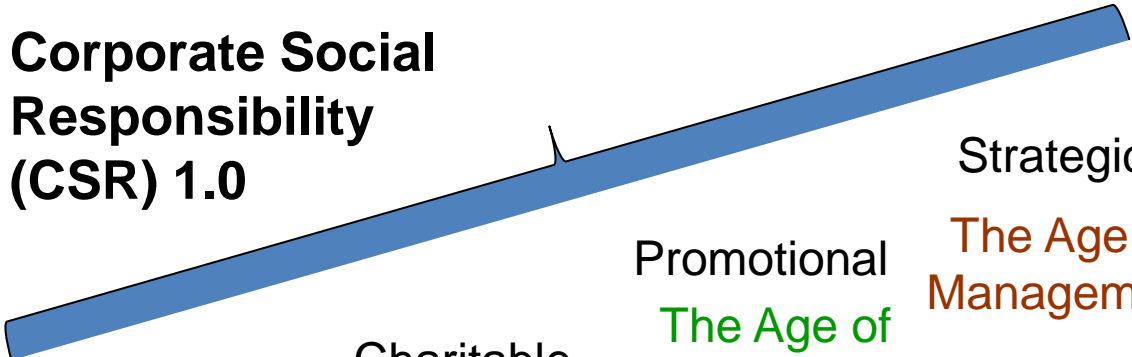


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Problem 3: Response Failure

Corporate Social Responsibility (CSR) 1.0



Defensive
The Age of Greed

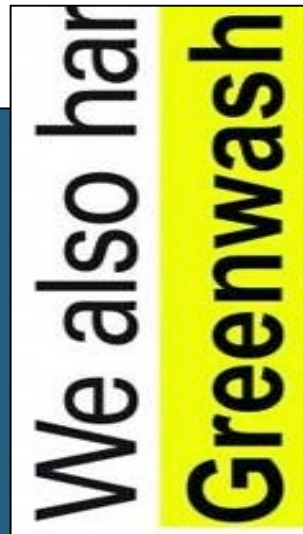
Charitable
The Age of Philanthropy

Promotional
The Age of Marketing

Strategic
The Age of Management

Transformative
The Age of Responsibility

CSR 2.0



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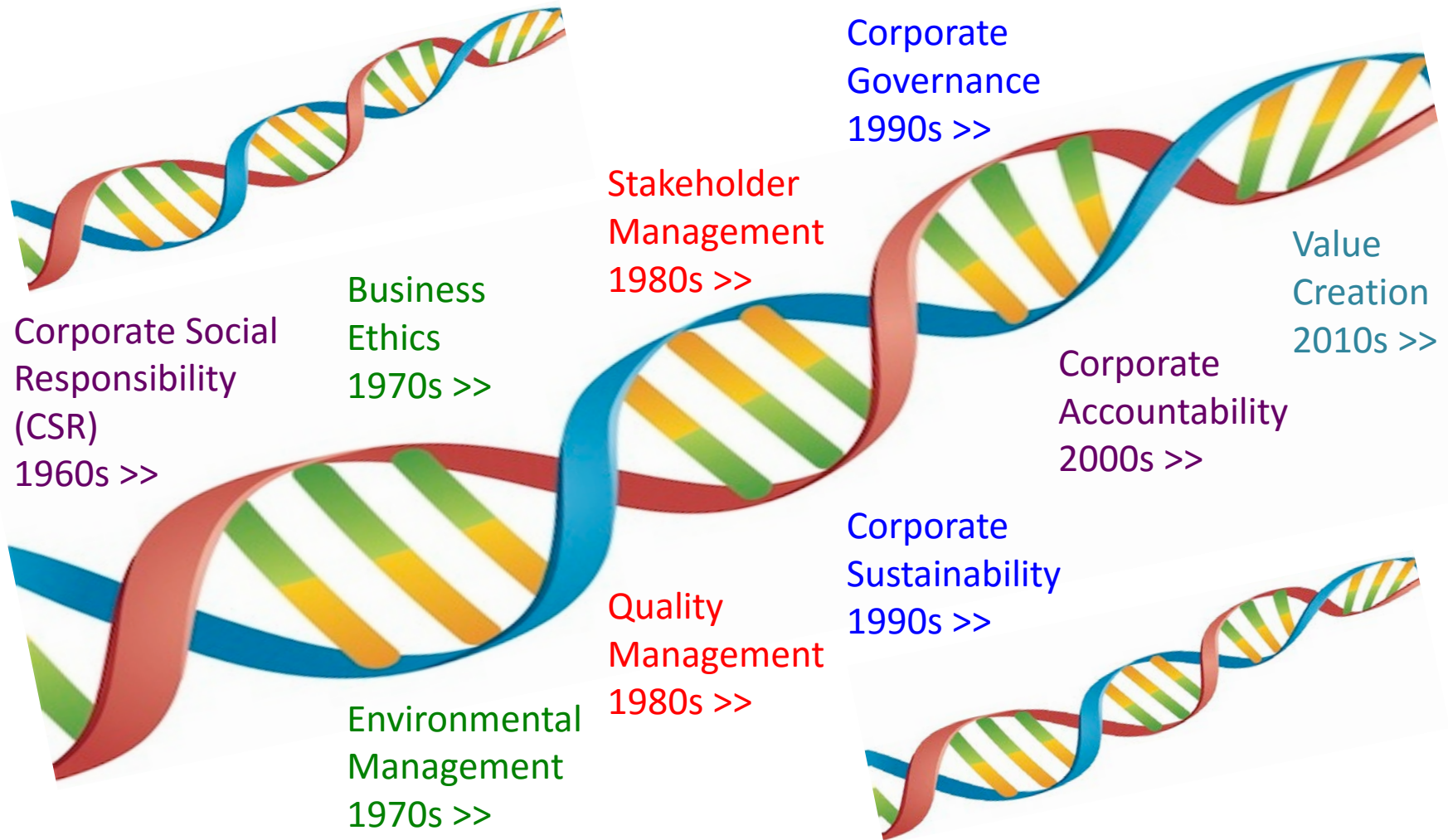
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Source:

W. Visser, The Age of Responsibility, 2011



But We Are Learning & Adapting ...

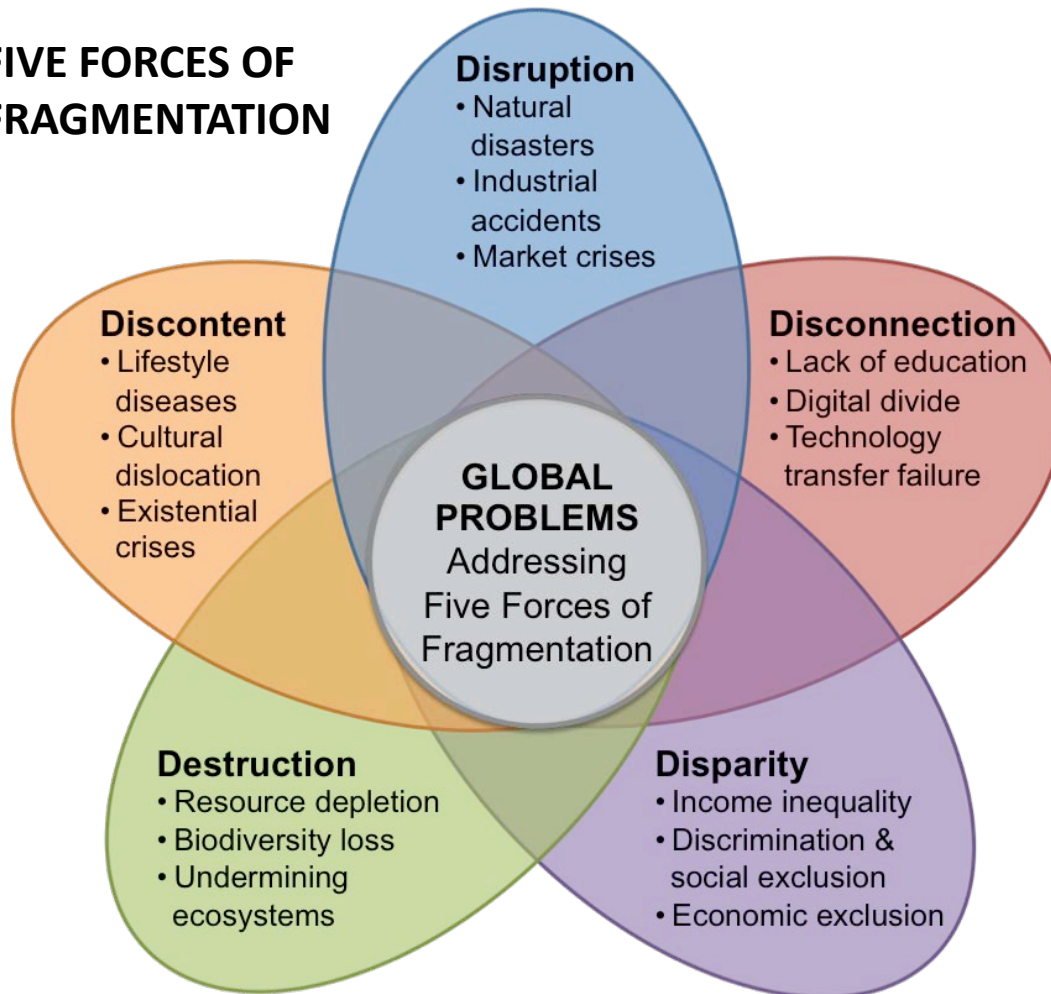


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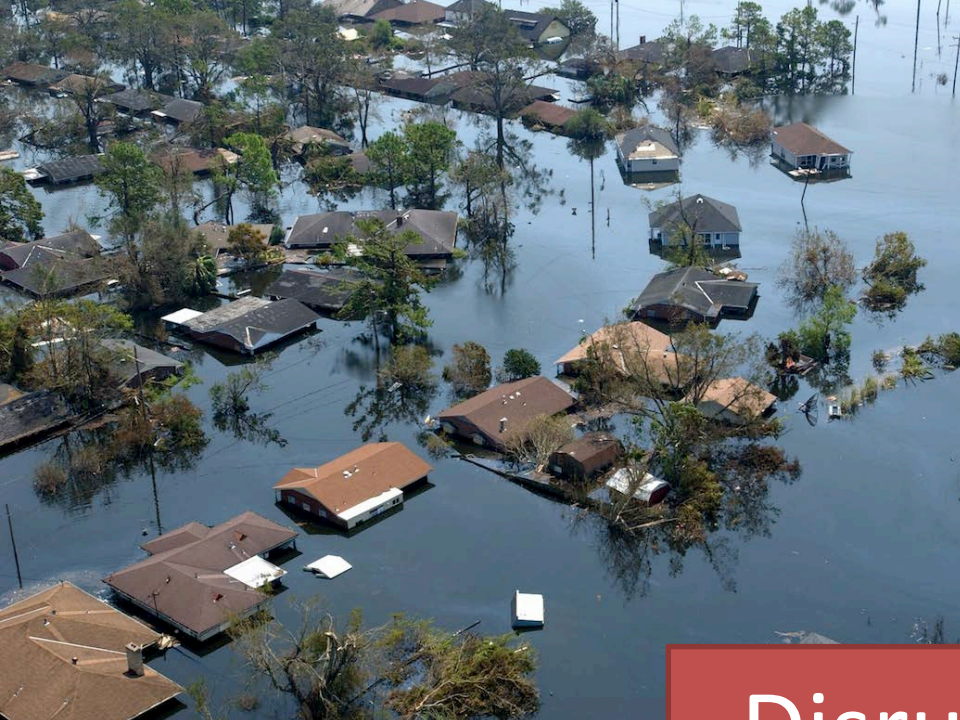
Opportunity 1: What We Mind

FIVE FORCES OF FRAGMENTATION



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Disruption

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1.751 ▼ 50.4-0.8 NASDAQ 2379.91 ▼ 3.6 NIKKEI Closed (22214.76) DJ STOIX 96 2744.81 ▼ 4.0 30-YR TREAS A 2 3/32, yield 3.482% OIL \$95.71 ▼ \$5.47 GOLD \$783.50 ▲ \$23.00 EURO \$1.4310

AIG, Lehman Shock Hits World Markets

Moves to Fate of Giant Insurer After U.S. Allows Investment Bank to Fail; Barclays in Talks to Buy Core Lehman

...volutions in the U.S. fi-
systems sent markets
the globe tumbling, as
Wall Street's biggest
had set to exit the scene
than American In-
Susanne Craig,
Henry McCracken,
in Filmore and
Leborah Solomon



AIG Faces Cash Crisis As Stock Dives 61%

BY MATTHEW KARNITZ,
LIAM FLEMING
AND SERENA NG

American Inter-
Group Inc. was facing
cash crunch last night as
agencies cut the firm's ra-
tings, forcing the giant to
raise \$14.5 billion to cover
liabilities.
Wall Street's worst terror-
ism that began with fall-
prices and went on to es-
Street has reached con-
world's largest insurance
sies, the evening to inter-
financial storm and great-
plicate the government





Disconnection





Disparity





Destruction





Discontent

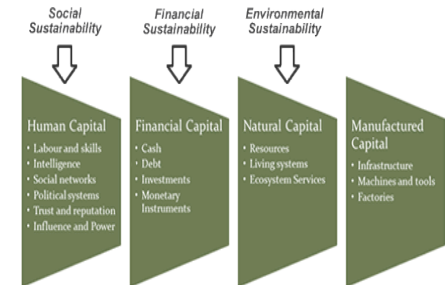


Opportunity 2: What We Measure

Ed Freeman:
Stakeholder
Value (1984)



Paul Ekins:
Four Capitals
Model (1992)



John Elkington:
Triple Bottom
Line(1994)



Jed Emerson:
Blended
Value (2000)

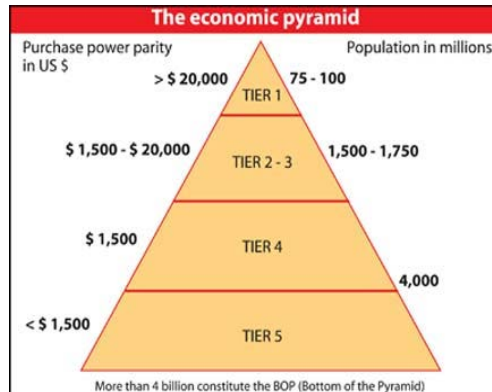


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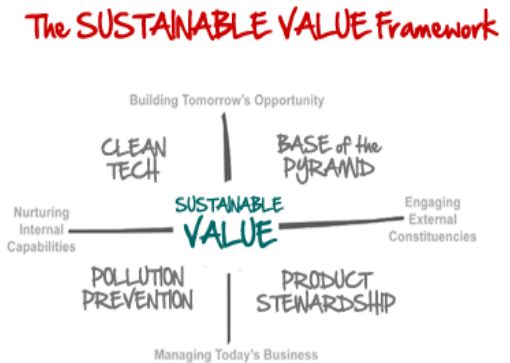
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More Value Creation Pioneers

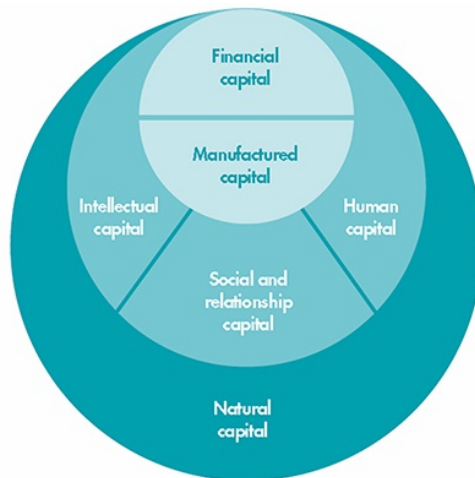
C.K. Prahalad:
Bottom of the
Pyramid (2002)*



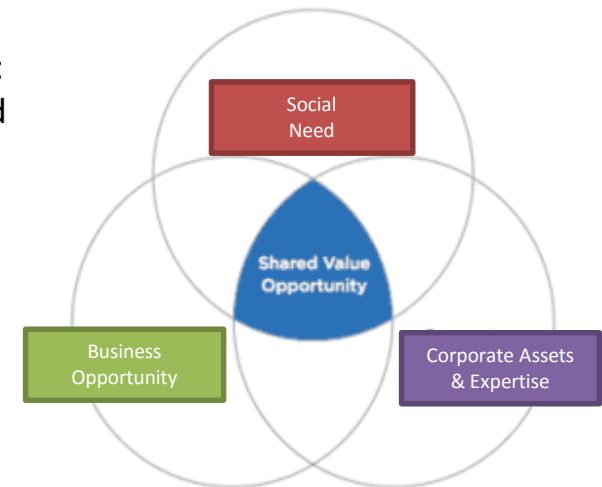
Stuart Hart:
Sustainable
Value (2011)



IIRC:
Six Capitals
Model (2011)



Michael Porter:
Creating Shared
Value (2011)**

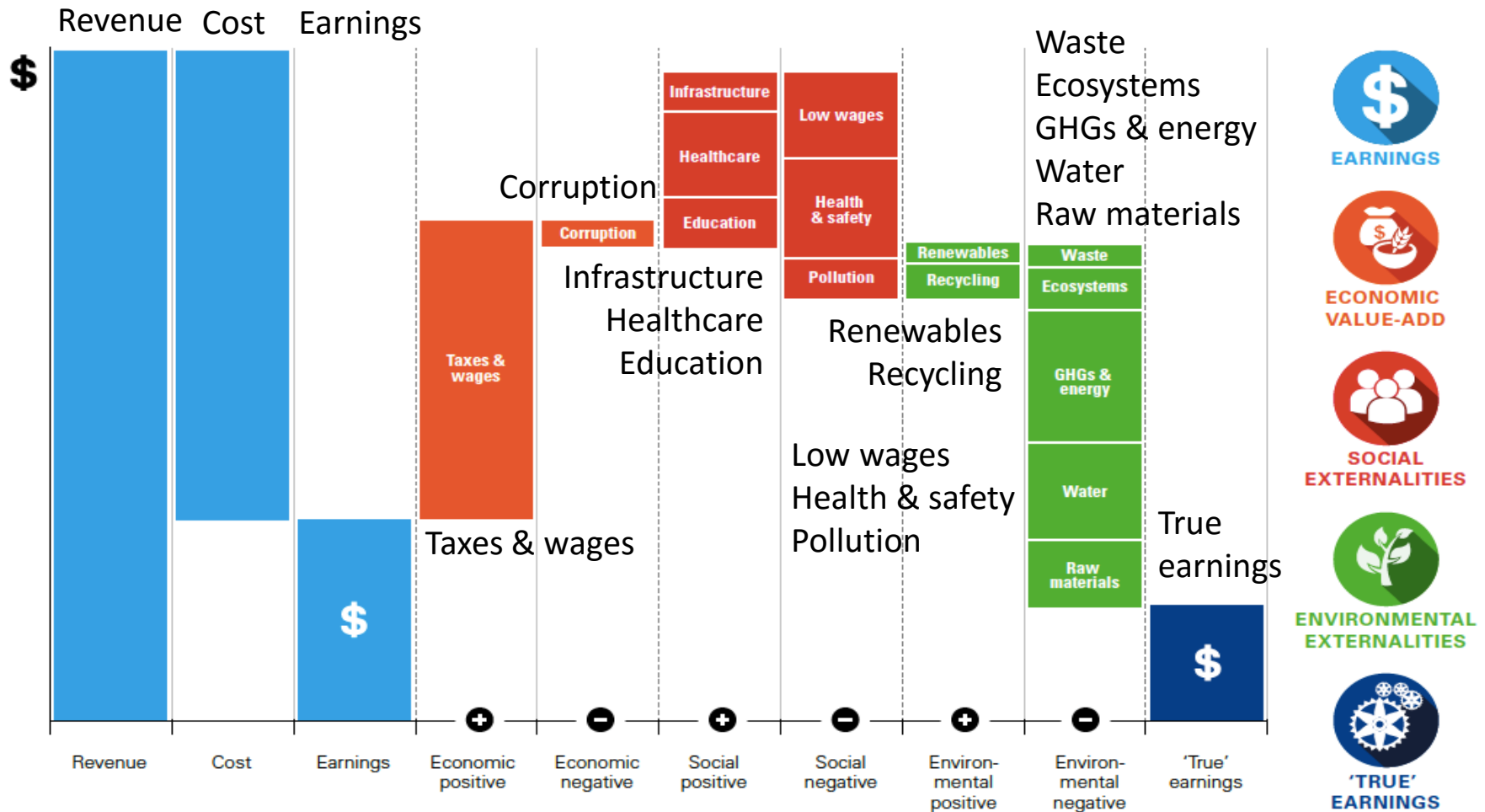


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*with Stuart Hart **with Mark Kramer

The Value Metrics Revolution



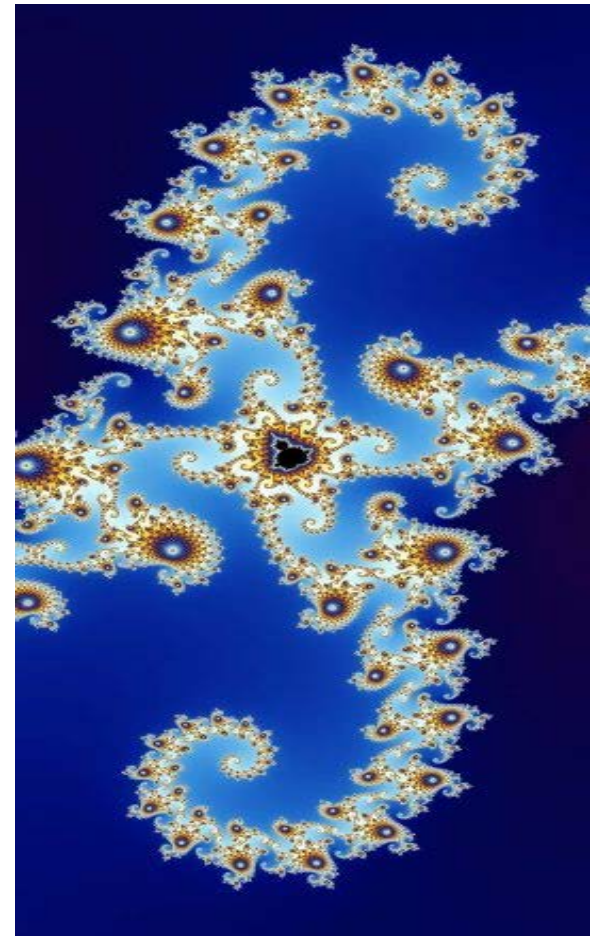
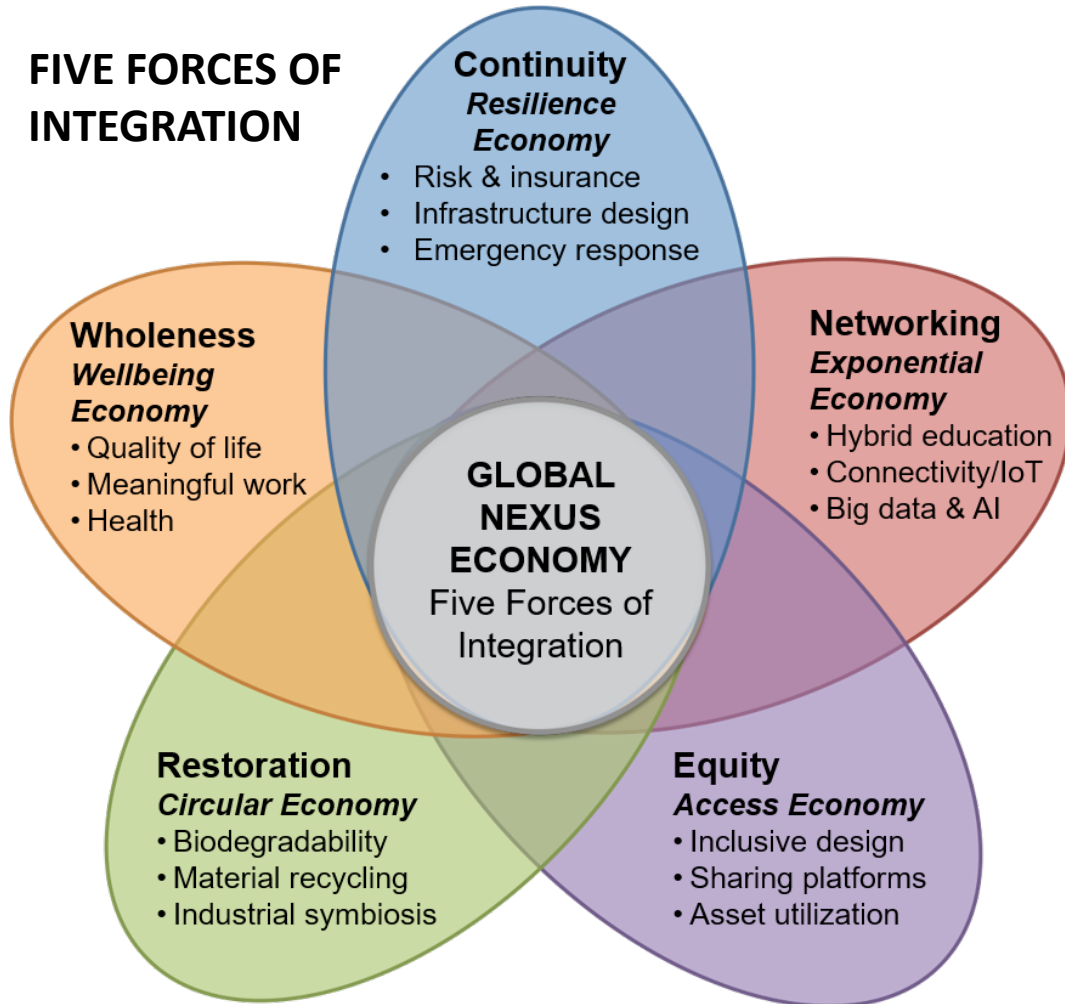
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Source: KPMG A New Vision of Value, 2014

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Opportunity 3: What We Model

FIVE FORCES OF INTEGRATION

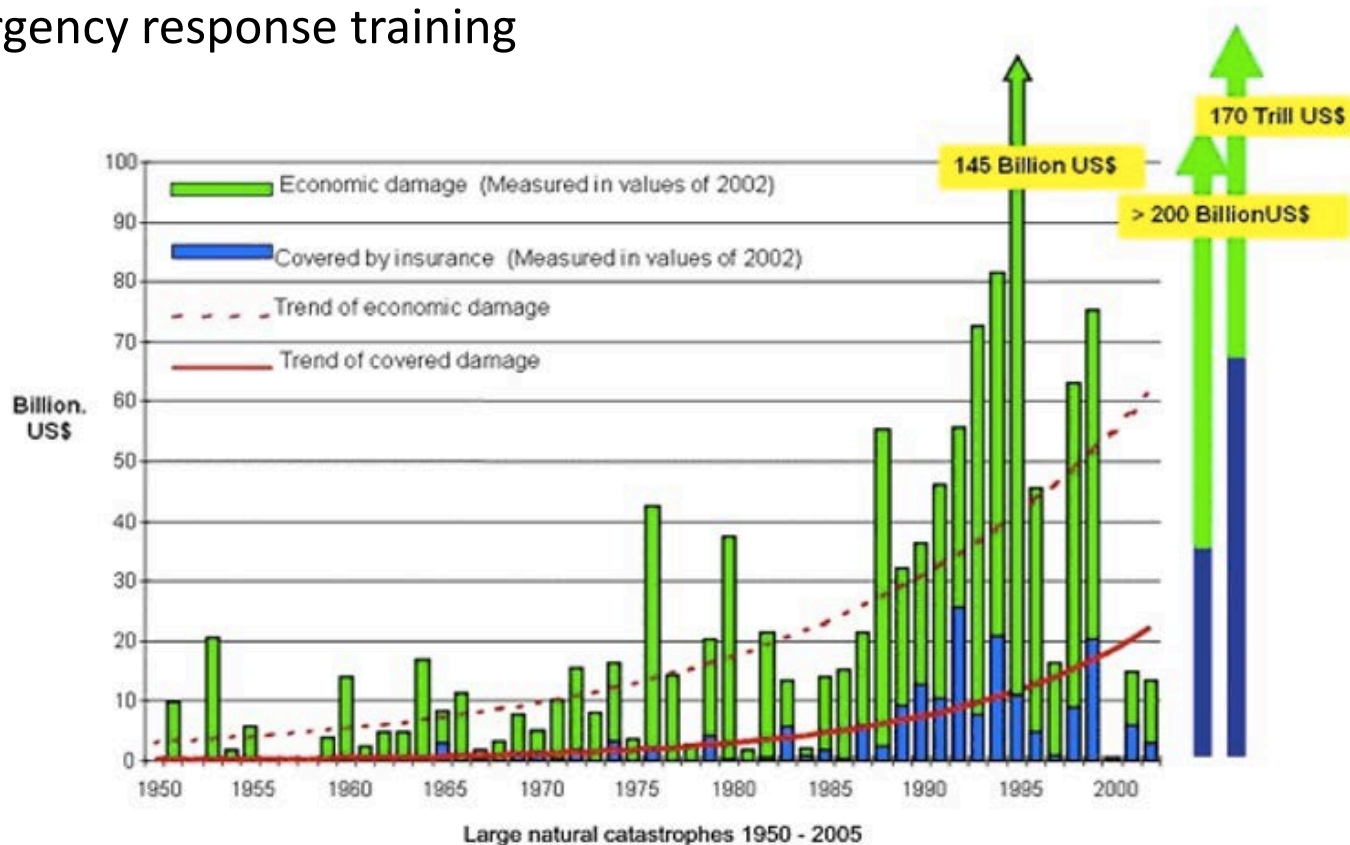


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Continuity: The Resilience Economy

All the defensive expenditures and investments that lower risks in society, from property insurance and health and safety controls to flood defences and emergency response training



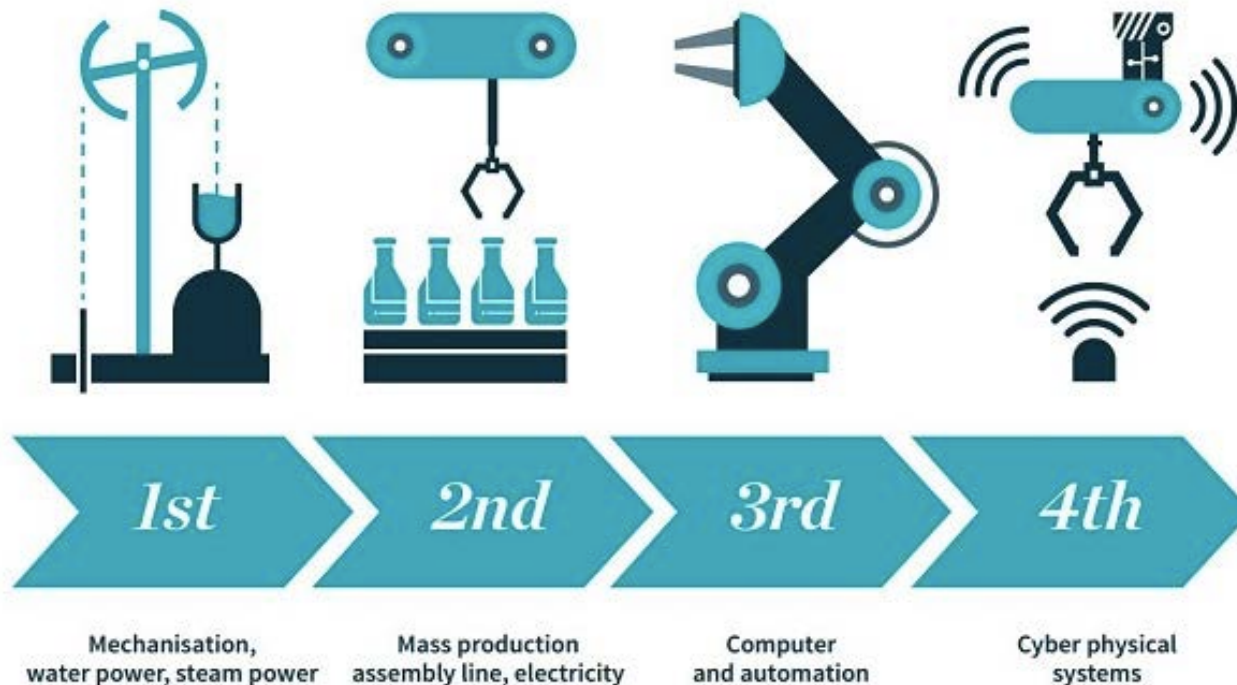
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Networking: Exponential Economy

All the technological expenditures and investments that increase connectivity and intelligence in society, from high-speed internet and The Internet-of-Things to MOOCs and artificial intelligence

The increased use of digital technologies could add \$1.36 trillion to total global economic output in 2020 (that's the size of South Korea's economy)



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Equity: Access Economy

All the expenditures and investments on shared services that increase efficient utilisation of assets, resources and capacity, from car-sharing and “couch surfing” to entertainment streaming and crowdfunding



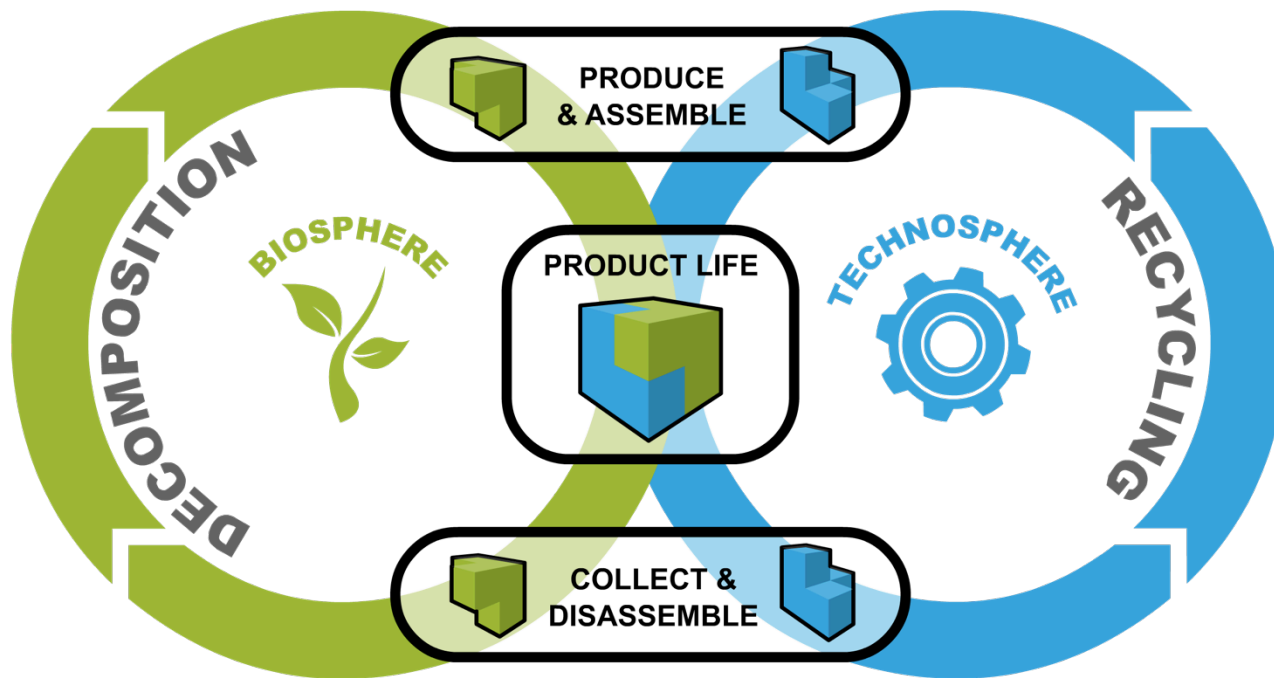
PwC estimates the access economy may be worth \$335 billion by 2025.



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Restoration: Circular Economy

All the expenditures and investments that decouple economic growth from environmental impact by 'closing the loop' on resource and energy flows, from waste recycling and biodegradable plastics to renewable energy and biomimicry designs



In the book *Waste to Wealth*, based on analysis by Accenture, the circular economy opportunity is valued at \$4.5 trillion by 2030



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Wholeness: Wellbeing Economy

All expenditures and investments that increase human health and happiness in society, from stress-relief practices and life coaching to plant-based diets and solutions to social diseases (like crime, inequality, suicide, domestic violence)

THE COST OF POOR WELL-BEING

25-35% of payroll: Direct and Indirect Costs
Insurance, Medical/Pharmaceutical, Absenteeism, Disability, Workers Compensation, Presenteeism







Hidden Costs


- + Engagement/Morale
- + Overtime/Replacement Costs
- + Overstaffing
- + Delays
- + Customer Inconvenience
- + Turnover
- + Accidents


Society for Human Resource Management

THE IMPACT OF INCREASED WELL-BEING

+10%
increase in well-being was associated with

 ↑5% increase in job performance	 ↑6% more "best work" days per month
 ↓5% fewer unscheduled absences	 ↓16% fewer ER visits
 ↓24% lower presenteeism	 ↓60% lower medical costs

 **↓20%**
decrease in hospital admissions

 **↓66%**
lower prescription costs

Gallup



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Opportunity 4: What We Make

FIVE PATHWAYS TO INNOVATION



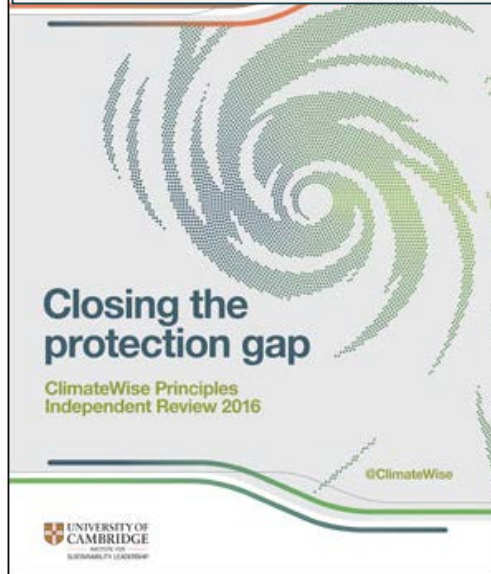
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Secure Innovation



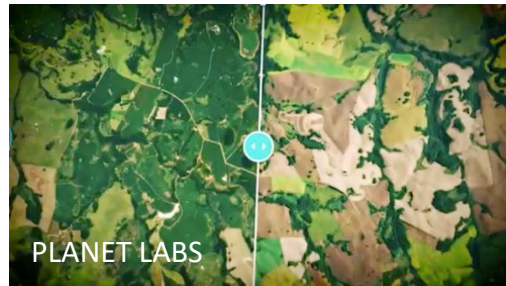
WHAT IS RESILIENCE?



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Smart Innovation



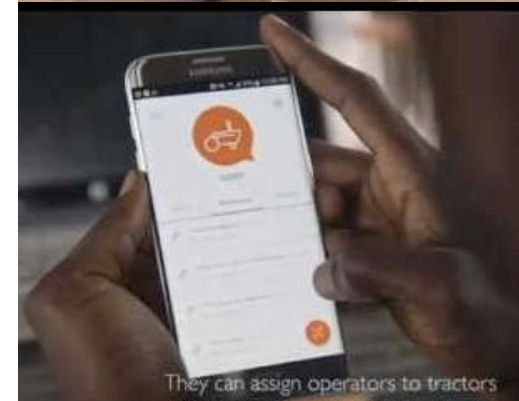
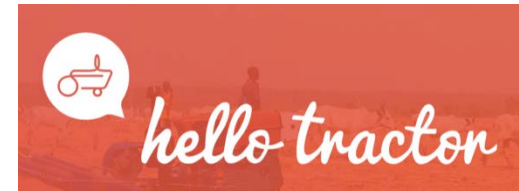
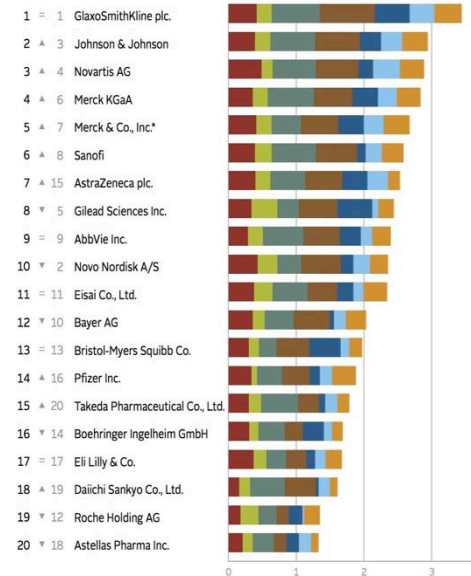
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Shared Innovation



Figure 1 ACCESS TO MEDICINE INDEX 2016 – OVERALL RANKING



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Sustainable Innovation

BAREFOOT SOLAR



MBA POLYMERS



CLOSING THE LOOP



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Satisfying Innovation



SLOVENIA

OSNOVNI CERTIFIKAT



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Progress Towards Integrated Value

BIOGEN

Sustainable



**GARBAGE CLINICAL
INSURANCE**

Satisfying

Sustainable

Shared



TESLA

Satisfying

Sustainable

Shared

Smart

Secure



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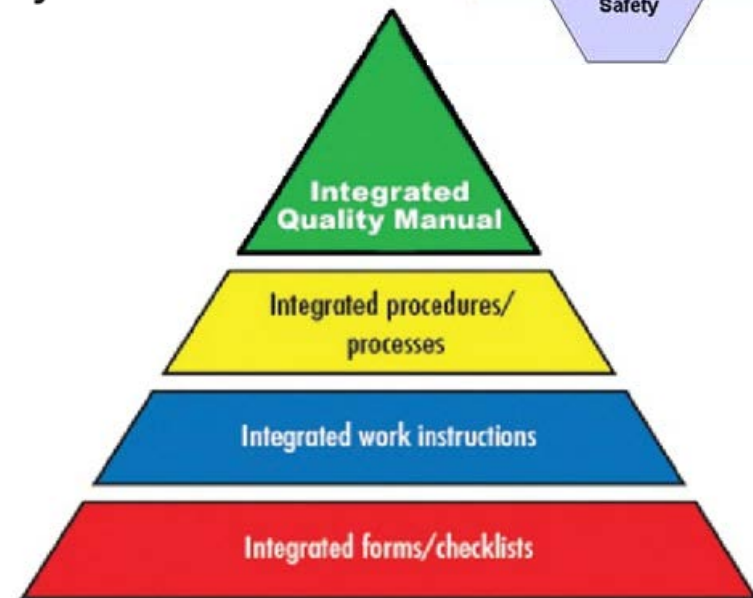
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Opportunity 5: What We Manage

SEVEN STEPS TO INTEGRATED VALUE MANAGEMENT



GLOBAL **ims**
Integrated Management Systems

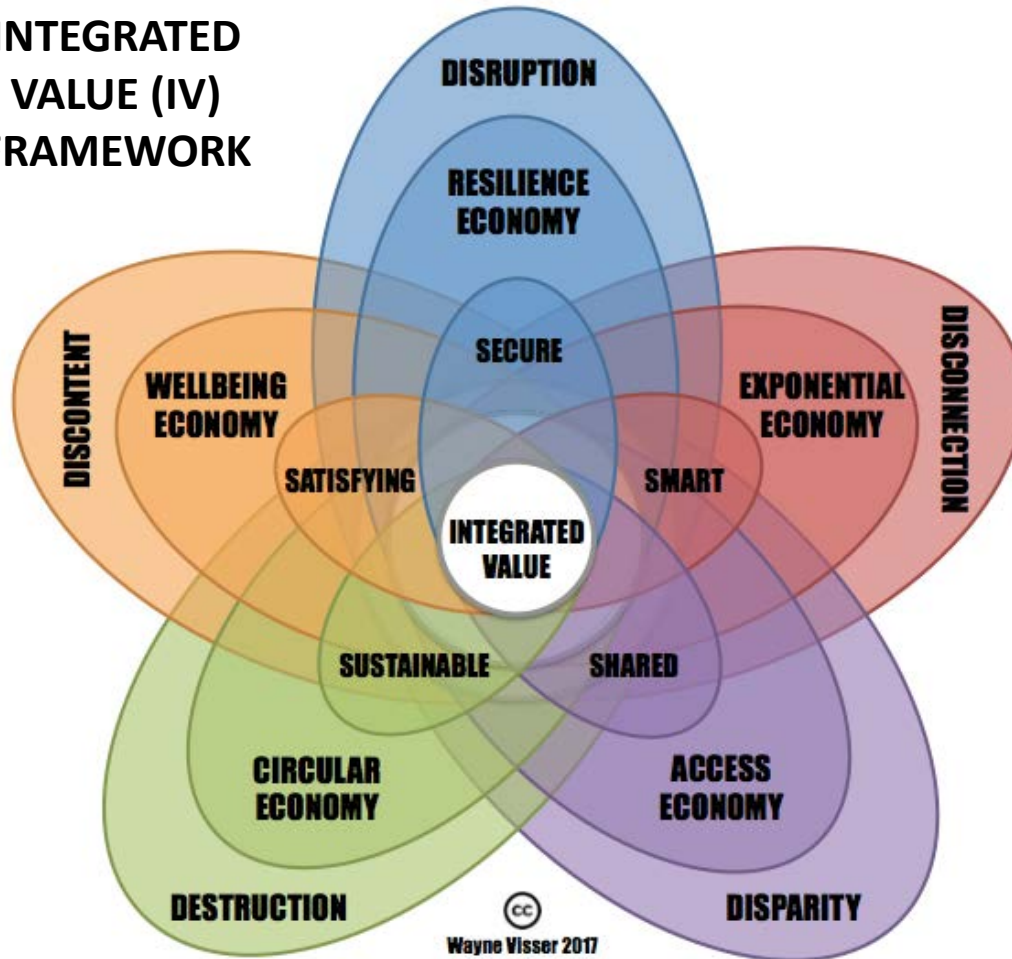


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The Future is Integrated Value

INTEGRATED VALUE (IV) FRAMEWORK



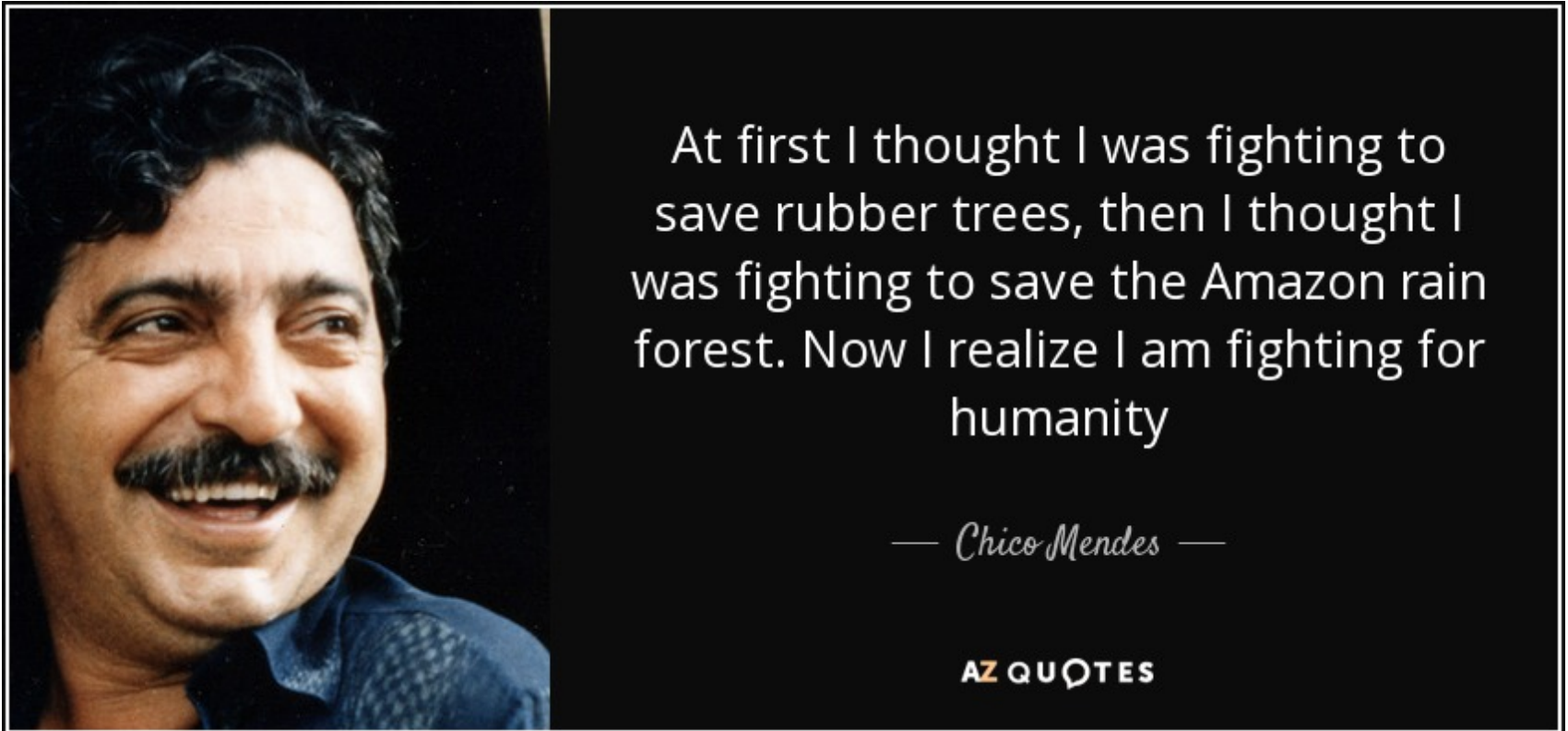
INTEGRATED VALUE is the simultaneous building of multiple capitals (notably financial, infrastructural, technological, human, social and ecological) through synergistic innovation across the resilience, digital, access, circular and wellbeing economies that result in a world that is more secure, smart, shared, sustainable and satisfying.



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It's a Future Worth Fighting For



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Thank You!



Sustainable Frontiers

Unlocking Change through Business, Leadership and Innovation

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Good luck with reinventing
business and society!



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