

# oikos Conference 2010

Business model innovations for a sustainable future



**December 2nd & 3rd, 2010**

<http://www.oikos-conference.org>

**University of St. Gallen**

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# Welcome

## **Dear participants, speakers and contributors of the 2010 oikos Conference**

In the name of the organization team, it is my pleasure to welcome all of you to the 22<sup>nd</sup> oikos Conference in St. Gallen.

Thinking about today's impact on the future is a major task in many academic disciplines. Today, especially the challenge of sustainable development in society, environment and economy, is becoming more complex and difficult to solve. Global conditions are changing dramatically in steadily decreasing time periods in combination with a very high uncertainty about future developments. Howev-

er, Albert Einstein mentioned, "we can't solve problems by using the same kind of thinking we used when we created them". This is why we came together for this conference. Innovative business models are a major source to exploit new opportunities for businesses to combine sustainability and profitability.

During the next two days you have the opportunity to actively learn about and contribute to this exciting subject. Consider your knowledge, challenge prevalent assumptions and discuss with other participants to develop a better understanding of the challenges and opportunities of business model innovation.

Maybe you will develop an idea for your own business model.

At this point, I would like to thank all the people and organizations that made this conference possible.

Enjoy the conference and help developing new ideas to tackle today's and tomorrow's problems.

For the organizing team

A handwritten signature in black ink, appearing to read 'F. Albrecht', written in a cursive style.

Frederic Albrecht

# The oikos Conference 2010

The 22nd oikos conference is dedicated to business model innovations for a sustainable future.

The conference has two main goals. First, it wants to raise awareness of the opportunities of innovative business models which combine sustainability and financial goals at their core. Second, it wants participants to explore how the principles behind these business models can be applied in their professional life.

We want to challenge the common notion that sustainability equals unprofitability: Sustainable business models offer enormous opportunities for the future.

For the conference, we will bring together innovatively thinking students and practitioners as well as academics from diverse backgrounds to collectively discuss and design such models in a professional though casual mutual learning environment.

## About the conference

Ever since its first edition in 1988, the oikos conference has contributed significantly to the understanding and implementation of issues in the field of sustainability. While the first conference launched the “ÖBU”, the Swiss network for environmentally managed

companies with currently over 400 members, other editions touched upon issues such as the future of money, sustainability & entrepreneurship and sustainable investment.

## Business models innovation as a key for sustainability?

Sustainability requires not only continuous improvement of what's there – but also radically new solutions. It requires new business models. Still, these are difficult to develop – the legacy of technologies, mindsets, education and existing investments can be hard to overcome.

Often, developing business models starts with a new question – and even more often, these questions might be asked by people outside the mainstream. Understanding the questions and needs of people is important to connect the dots and to come up with something new.

## Program: Thursday, December 2nd

| Time       | Information                                     |                   | Moderator/Speaker                 | Room        |
|------------|---|-------------------|-----------------------------------|-------------|
| 0815-0845  | Registration & warm-up                          |                   | Master of Ceremony                | Foyer       |
| 0845-0915  | Welcome   |                   | Master of Ceremony                | 09-011      |
| 0915-1015  | Keynote " Sustainable Development and the Firm" |                   | Prof. F. Reinhardt                | 09-011      |
| 1015-1100  | Fast Networking Exercise                        |                   | M. Herrndorf                      | 09-011      |
| 1100-1130  | Break   |                   |                                   | Lounge      |
| 1130-1230  | Keynote "Basics of business model innovation"   |                   | Dr. P. Stähler                    | 09-011      |
| 1230-1400  | Lunch   |                   |                                   | Mensa       |
| 14000-1430 | Introduction to workshops                       |                   | Dr. P. Stähler                    | 09-011      |
| 1430-1800  | Workshops                                       | Kuoni             | Matthias Leisinger                | 01-103      |
|            |   | ABS               | T. Bieri / B. Rosslow             | WBZ: 14-024 |
|            |   | Accenture         | Dr. Schmitz-Remberg               | WBZ: 14-028 |
|            |   | Gaxsys            | M. Thomas / S. Kleidel / S. Luder | 07-003      |
|            |   | South Pole Carbon | S. Rösch /Dr. M. Horster          | 24-0130     |
| 1800-1930  | Open Lounge                                     |                   |                                   | Lounge      |
| 1930-open  | Dinner  |                   |                                   | Restaurant  |

## Program: Friday, December 3rd

| <b>Time</b> | <b>Information</b>   | <b>Moderator/Speaker</b>  | <b>Room</b>  |
|-------------|--|---|--------------|
| 0900-0930   | Warm-up & Welcome  | Master of Ceremony  | Foyer/09-011 |
| 0930-1000   | Introduction Roleplay  | E. von Kimakowitz   | 09-011       |
| 1000-1100   | Roleplay (stakeholder relationships)                                 | E. von Kimakowitz   | 09-11        |
| 1100-1130   | Break  |   | Lounge       |
| 1130-1300   | Plenary Session (HUB Zurich)   | N. Roth   | 09-011       |
| 1300-1400   | Lunch  |   | Mensa        |
| 1400-1500   | Discussion Panel “Who is responsible for a sustainable development?” | B. Mueller (Moderator)<br>Dr. H. Hoffmann-Riem (WWF)<br>Dr. C. Weber-Berg (HWZ)<br>P. Nydegger (oikocredit) | 09-011       |
| 1500-open   | Apero  |   | Lounge       |



# Financial Benefactors

This year's oikos Conference is generously supported by the firms and foundations listed below.

For further information read the detailed descriptions of our sponsors in the chapter 'background'.

**KUONI**



**responsAbility**

leading social investments



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Studentenschaft

**AVINA** | **STIFTUNG**



**Universität St.Gallen**

# Natural Benefactors



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Fruit-Union Suisse  
Associazione Svizzera Frutta



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**enorm**

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**APPENZELLER BIER**

# Practical Information

## General Information

Frederic Albrecht +41 78 610 11 12

## Speaker Information

Markus Hersche +41 76 546 64 34

## Participants Information

Chiara Ferroni +41 76 522 67 55

## Getting there and away

### St.Gallen main station to University

Bus No. 5, Direction Rotmonten  
Station: Universität

Bus No. 9 Direction Gallusmarkt  
Station: Gatterstrasse, Universität West

By foot: ca. 20 minutes

### University to St.Gallen main station

Bus No. 5, Direction Bahnhof  
Station: Bahnhof

Bus No. 9 Direction Bahnhof  
Station: Bahnhof

By foot: ca. 20 minutes

# Getting to Kastanienhof on Thursday evening

## **Participants coming directly from the university**

With oikos Guide by bus: 19:00, Meeting point: oikos Lounge (University)

## **St.Gallen main station to Kastanienhof (Dinner)**

Bus No. 1 /4, Direction Winkeln/Wolfganghof, Station: Rosenbergstrasse

By foot: ca. 15 minutes

## **Kastanienhof**

Kreuzbleicheweg 2  
9000 St. Gallen

## **Participants coming from the city**

With oikos Guide by bus: 19:15, Meeting point: main station St.Gallen

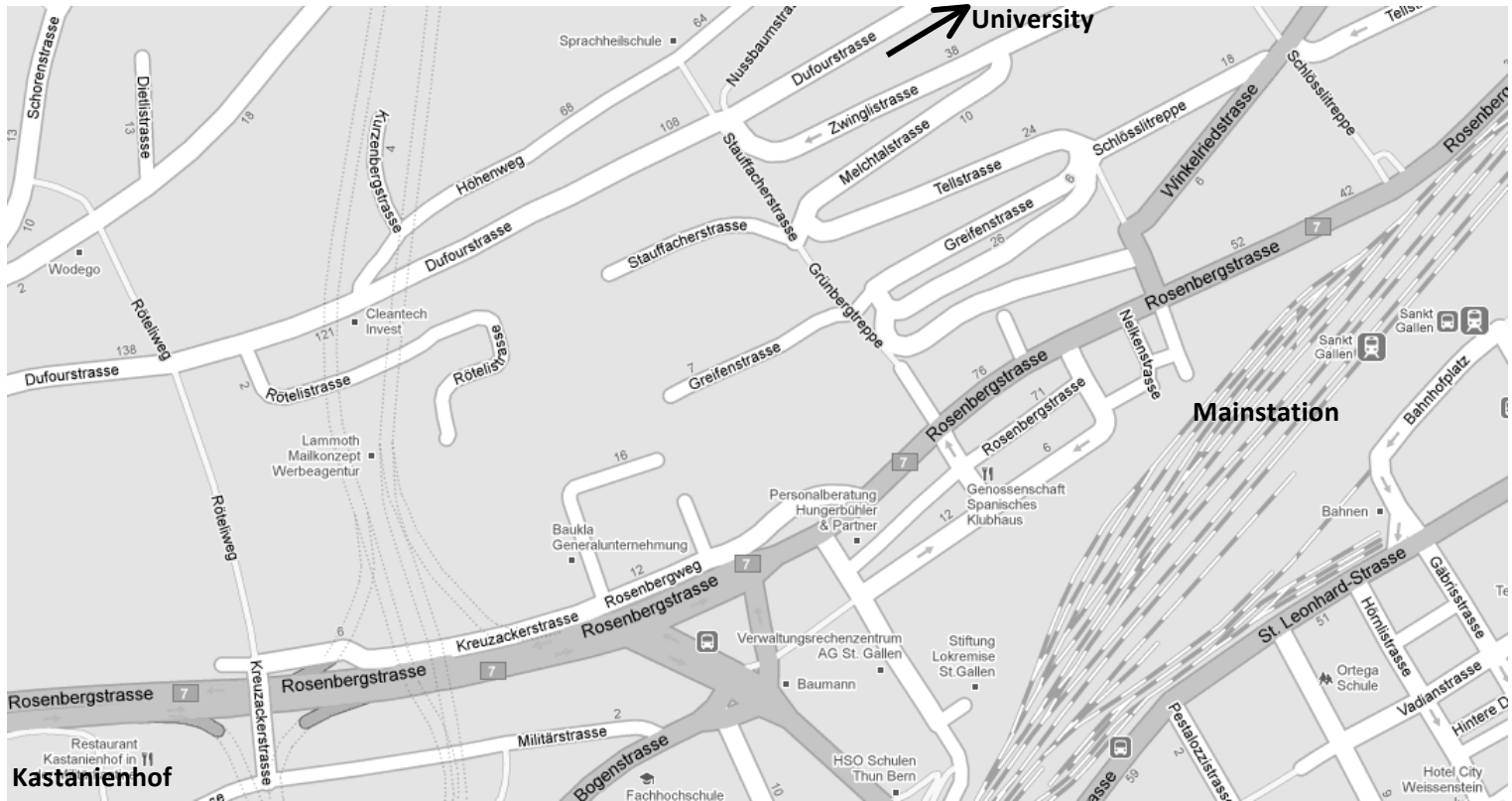
## **University to Kastanienhof (Dinner)**

Bus Nr. 5 to the main station and then Bus Nr. 1/4 to Rosenbergstrasse

By foot: ca. 25 minutes

Follow the Dufourstrasse, turn left at the Winkelriedstrasse and then follow the Rosenbergstrasse until you reach the traffic lights. There cross the street. Walk straight and turn right at the Militärstrasse. Walk down the street for ca. 5 minutes until you reach the Kastanienhof.

# Main Station and University



# Campusmap & Internet

You find a map of the Campus on the next page. For further information ask a member of the oikos Conference organization team. We will answer all your questions at the

Infodesk situated at the entrance of the Building No. 09. Also helpers will be at the catering stand in the B-Foyer at any time during the conference.

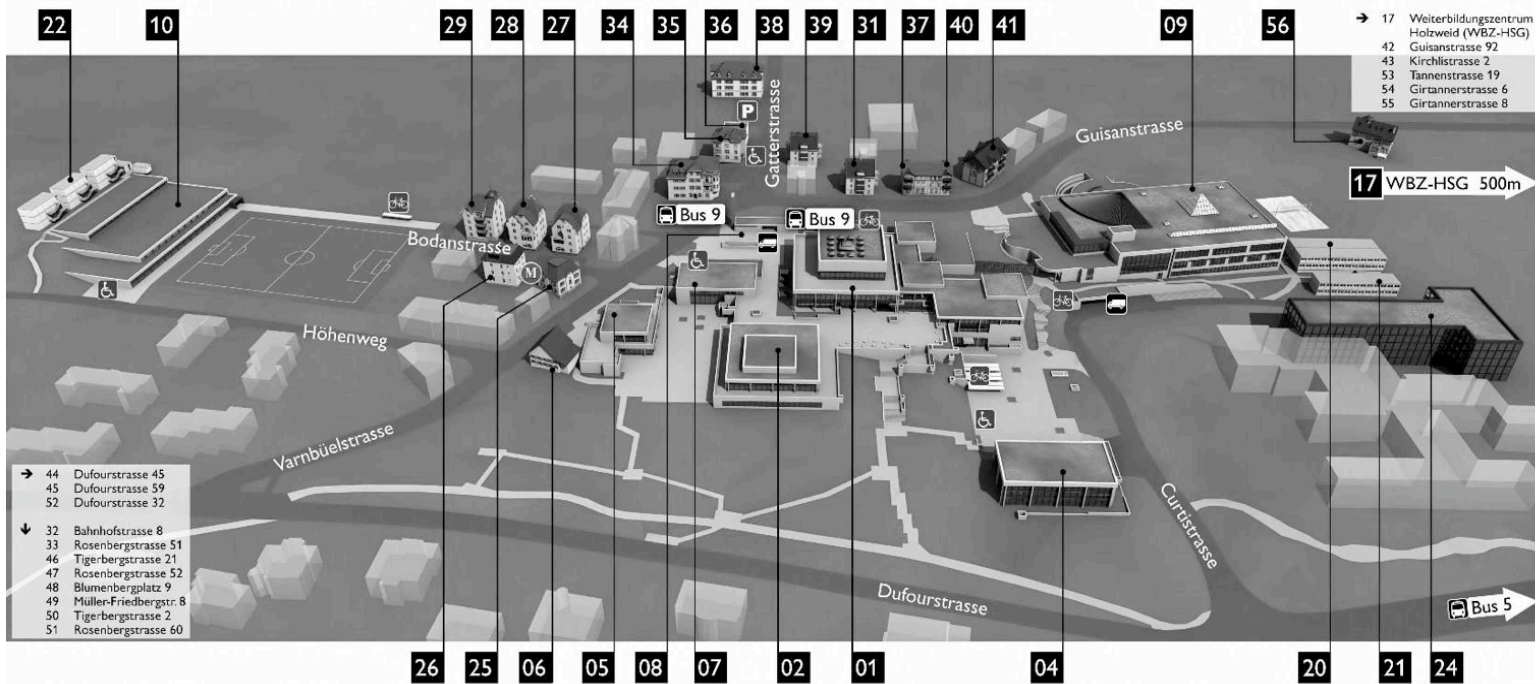
## Wireless Internet

Use this link: [www.unisg.ch/auth](http://www.unisg.ch/auth)

Username: Internethsg

Password: uni2010sg

# Campusplan - Map of the Campus



- 01** Hauptgebäude  
Main Building
- 02** Aula
- 04** Dufourstrasse 48
- 05** Varnbuelstrasse 16
- 06** Kirchhoferhaus
- 07** Mensa  
University Restaurant
- 08** Dienstgebäude  
Service Building
- 09** Bibliotheksgebäude

- 10** Sporthalle  
Sports Hall
- 17** Weiterbildungszentrum Holzweid  
Executive Campus HSG
- 20** Provisorium 1 – Büro  
Provisional 1 – Offices
- 21** Provisorium 2 – Büro  
Provisional 2 – Offices
- 22** Provisorium 3 – Lehre  
Provisional 3 – Teaching Facilities
- 24** Zentrales Institutsgebäude  
Central Institute Building
- 25** Bodanstrasse 1
- 26** Bodanstrasse 3

- 27** Bodanstrasse 4
- 28** Bodanstrasse 6
- 29** Bodanstrasse 8
- 31** Guisanstr. 3 – CSC-HSG  
Career Services Center
- 34** Varnbuelstr. 19 – Skriptenkommission  
Script Commission
- 35** Gatterstr. 1
- 36** Gatterstr. 3 – Sprachenzentrum  
Language Center
- 37** Guisanstr. 7

- 38** Gatterstrasse 9 – Kinderhort  
Creche
- 39** Guisanstrasse 1a
- 40** Guisanstr. 9 – Studentenschaft  
Student Union
- 41** Guisanstrasse 11
- 56** Guisanstrasse 36  
Werner Siemens-MLE-Haus

- Ihr Standort  
You are here
- Invaliden Parkplätze  
Disabled Parking
- Fahrradständer/Motorradstellplatz  
Bike Rack
- Parkplätze  
Car Park
- Buslinie  
Bus line
- Warenanlieferung  
Delivery of goods
- Mobilitäts Car Sharing



# Plenary session overview, Thursday

|                       |   |                    |        |
|-----------------------|---|--------------------|--------|
| Thursday<br>0900-1000 | Keynote " Sustainable Development and the Firm" | Prof. F. Reinhardt | 09-011 |
| Thursday<br>1115-1215 | Keynote "Basics of business model innovation"   | Dr. P. Stähler     | 09-011 |
| Thursday<br>1000-1045 | Fast Networking Exercise                        | M. Herrndorf       | 09-011 |
| Thursday<br>1400-1430 | Workshop Concepts                               | Dr. P. Stähler     | 09-011 |

# “Sustainable Development and the Firm”

“Sustainable development” is widely seen as a macroeconomic imperative. Business strategists have long used the idea of “sustainability” in a different context, exhorting firms to create “sustainable competitive advantage.” The two ideas are closely related: both relate to the efficient use of resources over time. Nevertheless, reconciling the imperative of sustainable development with the firm’s competitive imperatives has not been easy. To do so, we need to understand the role of

imperfect competition in creating opportunities for unsustainable and sustainable behaviors on the part of consumers, governments, established firms, and entrepreneurs.



## Prof. Forest Reinhardt

Forest L. Reinhardt is the John D. Black Professor of Business Administration at Harvard Business School. He heads HBS's Business, Government, and the International Economy

Unit, a group of fifteen faculty from various academic disciplines who study and teach about the economic, political, social, and legal environment of business.

# “Basics of business model innovation”

If executives and investors should have learned anything in recent years, it is that nothing—not financial engineering, excessive leverage, or so-called new rules—can substitute for the creation of real value. However, how do you create value? The misunderstanding of management is that firm’s purpose is to earn money. Earning money is very important and essential but the key question is where this money is coming from. The money comes from customers that are willing to do business with the firm. And it is via its business model a firm creates value.

With your business model you answer three key questions: (1) Which value and benefit do

you create for whom? (2) How do you create your value? (3) How do you earn money?

Choosing the right business model is the core of all good strategies. The quest is to find business model innovations that create value in the long run, not on a quarterly basis.

The keynote will be on the importance of business model innovation for sustainable development. Sustainability is not something that you add as icing on your business. Sustainability has to be deeply enrooted in your business model.

## Dr. Patrick Stähler

I am a strategy consultant with my own company fluidminds, a small and independent think tank in Switzerland. In the late 1990s, previously to starting fluidminds I worked at the investment bank Lazard Frères and pursued my Ph.D. studies at the University of St. Gallen.

I always tried to understand the economics of a business. What were the economic drivers of a business? What made this business more successful than another business? What truly differentiated a successfully business from just a normal business? How did some companies create more value than others? How can firms escape the endless game of getting better but never exceeding their competitors?

During my time at the University of St. Gallen, I wrote my Ph.D. thesis on “Business models in the digital economy“. The work

became quite popular in the German speaking countries since I tried to explain the new economic factors that made up the digital economy and basically of all businesses that

have a high degree of digital assets. In my work I coined the term business model innovation which later became very popular. At that time I also obtained the domain [business-model-innovation.com](http://business-model-innovation.com) which I used for 8 years just to present some definitions of terms I defined in the dissertation.



# Fast Networking Exercise

## Martin Herrndorf

Martin Herrndorf is an oikos PhD Fellow in strategic management at the University of St.Gallen and an associate at the endeva institute (formerly emergia). He is passionate about inclusive, sustainable business innovations in developing countries, urban renewal and creativity, and sustainable lifestyles in general. He teaches on strategic management, sustainability issues and inclusive finance (especially microinsurance) in both developed and developing countries, and runs the 'oikos UNDP Young Scholars Development Academy' (at CATIE / INCAE in Costa Rica 2010, IIMB in India 2011). His background includes an economics degree from the

University of Cologne, before working for the Wuppertal Institute (Germany), the National Institute of Ecology (Mexico) and the UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (Germany).



See links at [www.herrndorf.de](http://www.herrndorf.de) for more information.

# Workshop overview, Thursday

|                       |           |                   |                                   |             |
|-----------------------|-----------|-------------------|-----------------------------------|-------------|
| Thursday<br>1430-1800 | Workshops | Kuoni             | Matthias Leisinger                | 01-103      |
|                       |           | ABS               | T. Bieri / B. Rosslow             | WBZ: 14-024 |
|                       |           | Accenture         | Dr. Schmitz-Remberg               | WBZ: 14-028 |
|                       |           | Gaxsys            | M. Thomas / S. Kleidel / S. Luder | 07-003      |
|                       |           | South Pole Carbon | S. Rösch / Dr. M. Horster         | 24-0130     |

# KUONI

## Workshop Leader

### Matthias Leisinger

Born in Davos, Matthias Leisinger encountered with tourism early in his life. After absorbing the Alpinen Mittelschule in Davos, he studied geography, history, and political science in Zurich and Rouen (France). From 2007 until 2009 he completed an extra-occupational MBA program in sustainability at the Centre for Sustainability Management of the Lüneberg University (Germany).

Since 2003 Matthias Leisinger has been working at Kuoni. After working as project manager in the environment division at Kuoni Swiss, he moved inside the Kuoni Group. Since the 1st July 2008, he is Head of Corporate Responsibility of the Kuoni Group.



## Kuoni Group

The Kuoni Group is one of Europe's leading tourist travel companies, and generated consolidated turnover of CHF 4 855 million in 2008 with a worldwide workforce of 9 797 (full-time-equivalent) employees. The company's activities are focused on its Leisure Travel and Destination Management businesses. Head Office is in Zurich, Switzerland,

where Alfred Kuoni founded the company back in 1906. The Kuoni Group has steadily and systematically developed its position in the world travel market over the years, and has branch operations today in more than 40 countries in Europe, Asia, Africa, Australia and North America.





## Workshop Program

The business model of the Alternative Bank Switzerland is not only based on sustainability, but it reaches further towards “impact banking”. This workshop discusses the business model and shows the various aspects of the values and challenges of impact investment banking.

## Workshop Leader

### Barbara Rosslow

Barbara Rosslow is the Head of Communications and Marketing at the Alternative Bank Switzerland. Previously she worked as a Communications Consultant and as a Public Relations Officer for Non-Profit Organiza-

tions. She studied Journalism and Communications Science at the University of Fribourg and has a Master in Non-Profit Business Administration from the FHNW in Basel.



## Thomas Bieri

Thomas Bieri is the Head of the German Speaking Region of Switzerland at the Alternative Bank Switzerland. He has been working for the company since the very beginning as an expert for ecological and social loan

management. His educational background is in the field of traditional banking.



## Alternative Bank Schweiz

Alternative Bank Switzerland is today's bank for a better tomorrow. It is a bank for clients who like to know what is happening with their money. Alternative Bank Switzerland publishes all the loans it grants, showing the name, purpose and amount. Thus its clients

know what their money achieves - even what good it does! In fact Alternative Bank Switzerland invests in, and finances, sustainable projects and businesses. It does not insist on maximizing profit. Instead, it places a rational emphasis on sustainability and ethical principles.



## Workshop program

This highly interactive session has three parts:

First, you will get to know our Accenture Sustainability Services market perspective, our sustainability frameworks and approaches.

Second, you are asked to show your sustainability expertise in developing sustainability strategies for four different industries in parallel (real) case studies showing your outcomes to the group.

Third, the four teams are asked to present their results in a very crisp but convincing way (key message + elevator pitch) followed by a brief discussion.

At the end we will have covered several current sustainability trends & issues and perhaps found solutions for the one or the other upcoming question within the group.

## Workshop leader

### Daniel Schmitz-Remberg

Daniel Schmitz-Remberg is a management consultant at Accenture Sustainability Services. He works with clients across industries and geographies to integrate sustainability approaches into their business strategies, operating models and critical processes. He also has experiences with helping NGOs such as Fair-trade Labeling Organization or Aid by trade Foundation to advance their business operations.

He holds a Diploma (dipl.oec) in Management and Economics from the University of Witten/ Herdecke. Furthermore he studied

"Transitional Economies" at the Central European University in Budapest and "Economics of Development" at Universidad Pompeu Fabra in Barcelona.



Recently he presented his research on multi-stakeholder collaboration at the 4th international CSR conference in Berlin in cooperation with the GTZ.

## Accenture

Accenture Sustainability Services helps organizations achieve substantial improvement in their performance through integrated programs that maximize the positive and minimize the negative effects of their operations on social, environmental and economic issues and stakeholders. We see sustainability both as a commercial opportunity and as an extension of our stewardship role in supporting

global business and societies. We work with clients across industries and geographies to integrate sustainability approaches into their business strategies, operating models and critical processes. Our approach encompasses strategy, design and execution to increase revenue, reduce cost, manage risk and enhance reputation.



## Workshop program

Even if online shopping is virtual, the goods that are purchased are real. This fact is the major challenge of today's e-commerce. With the g.a.x.-system, our customers don't have to handle one huge and thus expensive central warehouse, but have the opportunity to fulfill online orders from their retailers' stocks.

But how should the desired articles be brought to the purchaser? The goal of our

workshop is to find and benchmark alternative and sustainable ways of delivery from the retailer to the consumer.

First we will show you our business today and what we are already planning for the future. You'll learn about tomorrow's challenges logistics is facing. In a second step we will brainstorm creatively to find as many options as possible. Finally, we will evaluate the options and benchmark our results.

## Workshop leaders

### Matthias Thomas

Matthias Thomas took over “Dr. Thomas and Partner”, a Karlsruhe based IT- and intra-logistics company with 80 employees in January 2008 together with his brother. He founded gaxsys GmbH in July and is CEO of the company.



### Stefan Keidel

Stefan Keidel has 6 years of experience in consulting and IT. He has been a member of oikos St. Gallen since 1999 and was the President of oikos international in 2002/2003. Today he is co-owner of gaxsys operations in Switzerland.

### Stefan Luder

Project manager / key account manager Stefan Luder has 2 years of experience in an international high tech company (internal consulting). He joined gaxsys in April 2009.



## **gaxsys GmbH**

gaxsys is a full-service e-commerce provider based in Karlsruhe, Germany. Its solution brings a new generation of e-commerce to the market, combining online sales and stationary retail-stores. Orders from participating brand web-shops are sent to their authorized retailers via a global article exchange (g.a.x.).

The g.a.x.-system prefers the retailers that are closest to the customer's address. Currently, the delivery is done by conventional parcel services, but new concepts (e.g. bike courier) are in the stage of development. today in more than 40 countries in Europe, Asia, Africa, Australia and North America



## Workshop program

Even if today's carbon markets are a proven tool to tackle global warming and the system's teething troubles are resolved, still renown international standards, a good reputation and strict market transparency are sometimes not enough to convince businesses of the necessity of carbon offsets as fast and efficient means to mitigate global warming. We have recently seen objections and misunderstanding in the finance sector, a business not directly linked to climate change or to actual physical products for end— but with an

overwhelming indirect responsibility for our world. How can such reluctance be met?

In our workshop we want to talk about common objections to carbon trade and discuss solutions for involved parties to cope with the "soft facts" of widespread beliefs and misinformation. How can unscientific fairy tales be rejected, how can trust be regained, how can one make a complex system such as carbon trade become tangible for decision makers and end consumers?

## Workshop leaders

### Dr. Maximilian Horster

CEO and Co-Founder of Climate Neutral Investments, the latest subsidiary of South Pole.

Max worked as a researcher at the University of Cambridge and at the European Parliament before he joined Capital Group Companies, one of the world's leading investment management firms. At Capital Group, he worked in several positions, including Equity and Fixed Income research as well as business development in Los Angeles, Toronto, Tokyo, Geneva and London. With Climate Neutral Investments, Max combines two of his passions by using the dynamics of financial markets to combat climate change.



### Stefan Rösch

Sales Manager

Prior to joining South Pole Carbon Stefan worked in trade policy after having studied International Political Economy in Geneva and London. As a sales manager for carbon credits he's experiencing the benefits and challenges of using a market mechanism to tackle climate change on a daily basis.



## South Pole Carbon

Founded in Zurich as an ETH spin-off in 2006, today South Pole is one of the world's leading high quality carbon offsetting companies with ten offices around the globe. In over 20 countries we enable the implementation and operation of high-quality projects that reduce greenhouse gases. Our portfolio comprises projects in the fields of renewable energy, forestry, energy efficiency, waste management, methane avoidance, and many other sectors.

South Pole is renown for the largest portfolio of issued Gold Standard credits, the most sustainable carbon standard. The company is on the forefront of the development of future market instruments such as Programs of Activities (PoAs), Reducing Emissions from Deforestation and Forest Degradation (REDD), smart project monitoring solutions and carbon IT tools. Their latest scoop is the development of Climate Neutral Investments (CNI), enabling institutions and large investors to offset their funds' emissions and thus go climate neutral."

# Plenary session overview, Friday

|                     |  |  |        |
|---------------------|--|--|--------|
| Friday<br>0930-1100 | Roleplay “Stakeholder relationship”                                  | Dr. E. von Kimakowitz  | 09-011 |
| Friday<br>1130-1300 | The Hub Zurich   | N. Roth  | 09-011 |
| Friday<br>1400-1500 | Discussion Panel “Who is responsible for a sustainable development?” | B. Mueller (Moderator)<br>Dr. C. Weber-Berg<br>Dr. H. Hoffmann-Riem<br>P. Nydegger | 09-011 |

# Roleplay

Managing dialogues and balancing the interests of multiple stakeholders is at the core of responsible corporate conduct. In many cases traditional business models, geared towards delivering only to shareholders or other types of owners, are facing serious challenges when confronted with situations in which responsiveness towards multiple and conflicting interest groups is pivotal. Business model innovation can address this challenge and help to develop a business's readiness to embrace all its stakeholders and reap benefits from fruitful dialogue.

A great way to experience and practice stakeholder dialogues is through role-playing as it builds on our natural capacity of imaginary role taking. Everyone has, knowing- or unknowingly, engaged in role-playing before.

Whenever we say things like “I don’t want to be in his/her shoes” or “how would that make you feel?” or “think about the consequences this has for him/her” we are assuming someone else’s role.

In this conference module participants will be presented with a case where multiple stakeholders voiced conflicting interests and the business involved proved incapable of responding appropriately to those stakeholder claims. By assuming the roles of various stakeholders, participants will reenact the case. Instead of failing to find answers to conflicting claims though, the roleplay aims at developing suggestions to innovate the business model towards a responsive and responsible corporate citizen.

## Dr. Ernst von Kimakowitz

Dr. Ernst von Kimakowitz works as an independent professional providing consulting, advisory and coaching services in the Corporate Responsibility arena to both private and public sector clients. He is also teaching courses on the management of stakeholder dialogues at several universities and is one of the directors of *The Humanistic Management Network*, an independent think-tank investigating the role of business in society. *The Humanistic Management Network* is also the editor of the *Humanism in Business book series* at Palgrave Macmillan.

Ernst von Kimakowitz holds an award winning PhD from the Institute for Business Eth-

ics at the University of St. Gallen and an MSc from the London School of Economics (LSE).

Between his degrees he has spent five years in strategy consulting, based in the London office of one of the world's leading management consulting firms.



# Plenary Session



## “From Idea to Action - The Power of Enabling Spaces & Collaborate Entrepreneurship”

We all have ideas or hunches about a potential business model. But how to get started? How to turn these ideas into action? What kind of support do I need to take my business forward? Can I do this alone?

In this session we treat two powerful emerging concepts in the realm of social entrepre-

neurship. Through the idea of *collaborative entrepreneurship* we look at the way *enabling spaces* can help the realization of business model innovations for a sustainable future. Be prepared, your active participation is needed :).

## Niels Rot, co-founder The Hub Zürich

Originally from the Netherlands and with a background in international business, Niels had stop-overs in SMEs and NGOs before taking up his master studies in 2007 at the University of St. Gallen in 2007. During his time at the HSG, Niels was very active at oikos St. Gallen. His fascination for combining the power of business with doing good,

brought him in touch with the concept of social entrepreneurship. When, in mid-2009, the opportunity arose to co-launch the social enterprise The Hub Zürich, he did not hesitate and started the adventure.



## The Hub Zürich

The Hub Zürich is a social enterprise with the ambition to inspire and support imaginative and enterprising initiatives for a better world. The Hub is a global community of people from every profession, background and culture working at 'new frontiers' to tackle world's most pressing social, cultural and

environmental challenges. The Hub believes that there is no absence of good ideas in the world. The problem is a crisis of access, scale, resources and impact. For this reason the Hub set out to create places around the world for accessing space, resources, connections, knowledge, experience and investment.



# Panel discussion

## “Who is responsible for a sustainable development?”

### Dr. Christoph Weber-Berg

Christoph Weber-Berg is founding director of the Center for Corporate Social Responsibility at HWZ University of Applied Sciences in Business Administration Zurich.

He is a lecturer and researcher in business ethics and CSR. For the period of 2010/2011 he is a research fellow at the Centre for Religion, Economics and Politics at the Collegium Helveticum at Basle University.

Before he started at HWZ in 2009, Christoph Weber-Berg was head of sustainability research at Forma Futura Invest Ltd., Zurich

and, for many years, head of business ethics and business relations of the Reformed Church of Zurich.

Christoph Weber-Berg holds degrees in theology (Dr. theol. University of Zurich) and business administration (E MBA in Non-profit Management, University of Fribourg)



## Dr. H. Hoffmann-Riem

Dr. Holger Hoffmann-Riem (1968) is an environmental scientist. He studied at the University of Lancaster (GB) and at ETH Zurich. His PhD thesis was about the restoration of Lake Sempach.

Dr. Hoffmann-Riem examined how environmental research can contribute to solving real environmental problems (and not just examine idealized correlations in minuscule detail in the laboratory). After his post-doctorate project at the Institute for Science and Technology research of

the University of Bielefeld, he worked at the Academy of Sciences in Bern, at the aquatic research institute Eawag and for the city of Zurich.



Since 2009 he is responsible for WWF Switzerland's collaboration with companies that contribute to climate protection.

## WWF

In 1961 WWF Switzerland was founded in Zurich. Its objective: To stop the worldwide ongoing destruction of nature. WWF aims to create a future where humans live in harmony with their natural environment. The regional sections of WWF Switzerland support about 100 environmental projects. Hereby WWF focuses on forest preservation, securing clean water, protecting the natural climate, the

Alps, its seas and unique species. Around 300'000 members and benefactors enable and support the work of approximately 140 employees. In addition, there are more than 100 volunteers working for WWF Switzerland. The fund encourages collaboration with associated organizations, public bodies and the private sector.

## Priska Nydegger

After graduating in international relations from the Graduate Institute of International Studies in Geneva, Priska Nydegger worked for Oikocredit in the regional offices of Mexico, Central America and the Caribbean. Being fascinated by the link between private economy and development cooperation, she has been working since 2008 as a Product and Key Account Manager for the Max Havelaar Foundation Switzerland. Her certificate of advanced studies in Development and Cooperation from the Centre for Development and

Cooperation / ETH Zurich further emphasizes her interest in the field of international sustainable development. As a board member of the Swiss Support Association of Oikocredit, she remains involved with the work of the organization, promoting socially responsible investment in Switzerland.



## Oikocredit

Founded in 1975, Oikocredit is today one of the world's largest sources of private funding to the microfinance sector. The organization also provides credit to trade cooperatives, fair trade organizations and small-to-medium enterprises (SMEs) in the developing world. Oikocredit lends working capital to micro-finance institutions (MFIs) all over the world. In turn, they dispense life-changing loans to

the poor and disadvantaged, with a special emphasis on rural areas and women. Oiko credit offers their investors a dual return: financial and social. In addition to earning modest financial returns, investors are secure in the knowledge that their money is being used to fight poverty, promote fair trade and respect our planet's natural resources.

## Björn Müller (Moderator)

Dipl.-Psych., PhD Student, University of St. Gallen

Björn Müller (1978) started his studies in St. Gallen at the Research Institute for Organizational Psychology in July 2009. His research focus is on aesthetic practices of organizing learning and creative processes. Within oikos he is engaged in organizing moderation formats allowing members to participate and interact with each other thus fostering mutual learning and exchange.

Björn graduated from the University of Freiburg (Germany) in psychology in September 2008. He specialized in clinical psychology and organizational psychology and had different trainings in creative counseling and coaching methods. As a freelance moderator and trainer he has been working for industry clients and NPOs / NGOs alike and some-

times he also facilitates 'civil courage' trainings.

Björn's interest in sustainability issues stems from engaging head, hands and heart while traveling the world and doing volunteer work in south-east asia. Personally and professionally he wonders how to enable reflexive and transformative sustainability learning and how psychological and ecological well-being can become compatible. Finally, he shares an enthusiasm for social entrepreneurship with his friends from the HUB Zürich.



# Background information

## Purpose and History

oikos is a student association committing to various projects in the field of sustainability. We construe sustainability as a *concept* which is relevant not only in environment but also in particular for the economy and society.

The oikos conference is such a project. oikos St. Gallen has regularly (except 2001) held an oikos Conferences since 1998. The now well-established conference sees itself as an interdisciplinary forum which aims to facilitate the transfer of ideas and knowledge as well as enabling participants to extend their professional networks. In involving all interest groups, oikos hopes to foster sustainability in a comprehensive manner.

Thusly, oikos has been able to continuously transfer knowledge about sustainability - and its spirit - between different generations of students.

With the conferences taking place in the late 1980s, oikos decisively influenced the foundation of the Swiss Foundation for Ecologically Conscious Management (translation: *Schweizerische Vereinigung für Ökologisch Bewusste Unternehmensführung, ÖBU*) and of the *oikos Foundation*. The latter was pivotal in institutionalizing sustainability at the University of St. Gallen as it contributed to the foundation of the Institute for Economy and the Environment (IWÖ-HSG) in 1993. In the early 1990s, the Network of Sustainable

Management (translation: *Netzwerk Vorsorgendes Wirtschaften*) was established subsequent to an oikos Conference. oikos was thus a driving force in fostering sustainability consciousness in Switzerland and in other countries.

In the late 1990s, the first international oikos Conference succeeded in spreading oikos' ideas to other universities in Europe and the world. Today, over a dozen "oikos local chapters" working towards an integration of sustainability into university education are organized under the roof of oikos International, the umbrella organization of oikos.



## Former oikos Conferences

- 1988 environmentally oriented management
- 1989 ecologically conscious management
- 1990 towards an ecological market economy
- 1991 values of the environment - formation and implementation of environmental awareness
- 1992 sustainable development - managing sustainably in market and democracy
- 1993 cooperations for the environment - a dialogue about action
- 1994 the environment and risk - perception, responsibility, legitimacy
- 1995 regional innovation despite global paralysis
- 1996 growth without resources - strategies for a sustainable economy
- 1997 going global - going green? - ecological potentials of global interconnectedness
- 1998 innovations for sustainable development - actors - platforms - process
- 1999 tomorrow's markets - new chances in a 'green' general framework
- 2000 new media - green media platforms for sustainable networks
- 2002 investments for sustainable development
- 2003 Doing Business in Developing Countries – Meeting the Needs of the Poor
- 2004 sustainability and entrepreneurship
- 2005 meeting ecological and social challenges of mobility - managing sustainable mobility
- 2006 the future of money - investing in the future
- 2007 Limits to Growth - growing beyond limits?
- 2008 Core or Elective? social responsibility in higher education
- 2009 The Future of Business and Sustainability

# The Organizing Team 2010

## Frederic Albrecht

After my undergraduate studies in Germany and the UK, I took up the Master's program in Accounting & Finance at the University of St. Gallen in 2009.

My first interest in sustainability arose from studying ethical theories. By applying these to our world's challenges today, one can recognize that sustainability is at the core of the future economic and societal development.

As I believe that we all have to deal with those challenges in the future, I joined oikos to further engage in this subject. Also, people here are trying to make an impact which impressed me a lot.



My major interest lies in corporate solutions to those problems and how they can be made mainstream successfully.

## Chiara Ferroni

After graduating from high school in Chur, I started my studies in International Affairs at the University of St. Gallen. Since March 2010 I have been an official member of oikos St. Gallen. I grew up in a nature conscious and socially committed environment and I have learned how important sustainability is. oikos St. Gallen helped me to find like-minded people and to deepen my knowledge in sustainable development. My responsibilities as a member of the organizing team of the oikos Conference 2010 include sponsor-

ing, the logistic arrangements and the marketing duties. By organizing the oikos Conference 2010 I want to help build awareness about sustainability and social issues and invite participants to reflect on their behavior as members of society and economy.



## Markus Hersche

Currently I am pursuing my undergraduate studies in Economics at the University of St. Gallen. After finishing my bachelor degree in 2011, I'm planning to do an internship in economic research department in a financial institution.

I joined oikos St. Gallen in March 2010 for different reasons. I am extremely fascinated by its rich network which has been built up in recent years. Furthermore, many goals concerning sustainability can only be achieved in dialogue with the private sector. The close-

ness to the University of St. Gallen enables oikos to create such a dialogue especially at an event like the oikos conference.



In the organization team I am responsible for content and speakers. By organizing the oikos conference 2010, I want the participants to become aware of highly innovative, entrepreneurial solutions which contribute to a sustainable future.

## Michael Kucera

In 2008, I started my studies in Economics at the University of St.Gallen. Recently I have joined oikos St. Gallen and I have already met many interesting people who are all extremely dedicated to sustainable development. My main task as a member of the organization team is to edit the homepage and provide the necessary IT support. Knowing, that all sustainability depends on public acceptance, we

are aiming at an increased awareness of social responsibility. I hope we will be able to create a platform where innovative thoughts arise and get implemented.



## Christina von Möller

After I graduated from high school at Seven-oaks School in Great Britain in 2008 I have been pursuing my undergraduate studies in Economics at the University of St. Gallen since 2009.

Having worked for an NGO in Peru I realised how crucial a role sustainable solutions play in social and ecological advance. Therefore by joining oikos I hope to deepen my knowledge in sustainable development and wish to promote the topic among the student society.

Hopefully the oikos Conference 2010 will widen the participants' perceptions of sustainable development and inspire them to join a movement towards becoming a more responsible society.



## David Züger

Since September 2009 I have been studying Business Administration at the University of St. Gallen. I achieved my Matura at the Kantonsschule Hottingen in Zürich where I visited the Akzentklasse. This is a class specialised for teaching ethical and ecological contents next to the normal learning matter.

During those four years my interest grew especially for sustainability in businesses. To keep up my green and social side while I am studying, I joined oikos St. Gallen in my first semester.

It is fascinating how strongly its members commit themselves to ecological themes and how large the oikos network is.

I think sustainability in businesses is urgently needed and can still be profitable.



# Benefactors

# KUONI

## Kuoni Group

The Kuoni Group is one of Europe's leading tourist travel companies, and generated consolidated turnover of CHF 4 855 million in 2008 with a worldwide workforce of 9 797 (full-timeequivalent) employees. The company's activities are focused on its Leisure Travel and Destination Management businesses.

Head Office is in Zurich, Switzerland, where Alfred Kuoni founded the company back in 1906. The Kuoni Group has steadily and systematically developed its position in the world travel market over the years, and has branch operations today in more than 40 countries in Europe, Asia, Africa, Australia and North America.



## Swisscom

Environmentally conscious management and Swisscom's special responsibility towards Switzerland are concepts which are firmly rooted in Swisscom's corporate strategy. Swisscom has employed a systematic environmental management system for eleven years and was the world's first telecommunications company to be certified to the ISO 14001 environmental standard.



**swisscom**

Swisscom treats the environment and its resources with respect and continually improves its energy efficiency. It endeavors to ensure that everyone in Switzerland can take part in the information society and is committed to vocational training.

[www.swisscom.ch](http://www.swisscom.ch)

## responsAbility Social Investment AG

Founded in 2003, responsAbility Social Investments AG is one of the world's leading asset managers for social investments. It specialises in sectors such as microfinance, SME financing, fair trade and independent media. With its products, responsAbility enables people in developing countries and emerging

**responsAbility**

leading social investments

markets to access markets, information and other services crucial for their development. Private and institutional investors can thus professionally contribute to positive social development while at the same time achieving a financial return.

## stürmer.com

stürmer.com, the young web agency in St.Gallen creates with its partners modern webdesign for SME, public administration and NGO. The focus is on user-friendly websites, based on the leading open-source content management system TYPO3. A currently launched project is the web portal for Park &

**stürmer**  **com**  
web . entwicklung . design

Ride in the state Hessen, Germany. Connection to oikos: The owner, Robert Stürmer, was an active member of oikos St.Gallen during his time of studies. Among other things he held a workshop on the topic of complementary currencies on the oikos Conference 2006.

[www.stuermer.com](http://www.stuermer.com)

# **oikos Conference 2011**



**We're looking for the 2011 Organisation Team!**

**Are you interested in organizing the 23<sup>rd</sup> oikos Conference?**

**Seize your opportunity and contact us to be part of the oikos  
Conference 2011 Organization Team!**

Send an email to [info@oikos-conference.org](mailto:info@oikos-conference.org), contact us during the conference  
or visit us at our information event.