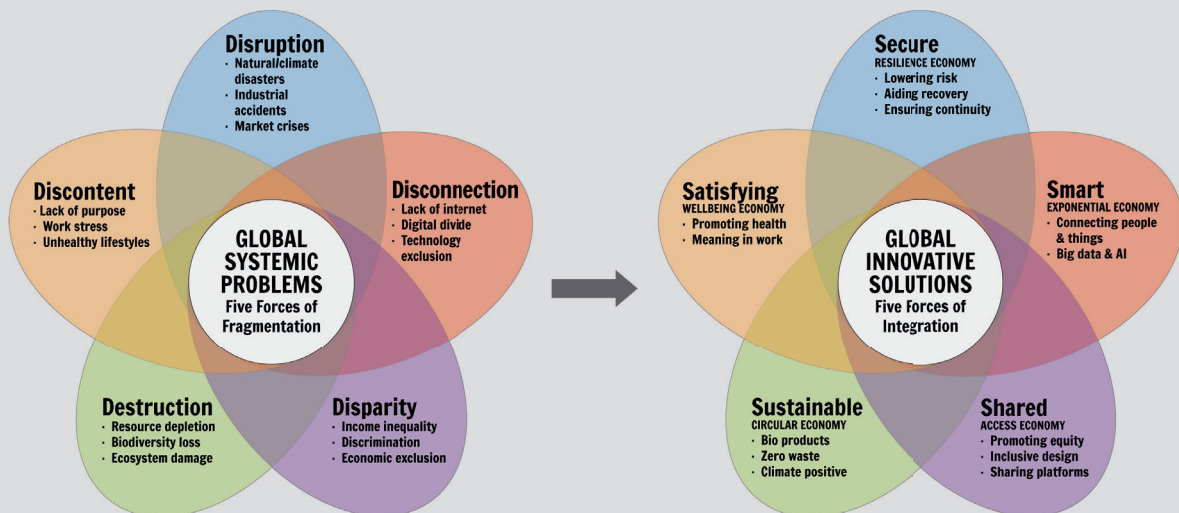


Sustainable Transformation Leadership Groups

What is Sustainable Transformation?

At AMS, we define Sustainable Transformation as the journey of profound change during which we successfully reverse the forces of disintegration in our global economic, social and ecological systems and create a future that is more integrated, i.e. a high-synergy society.



Five primary forces of disintegration or fragmentation in society causing global systemic breakdown are:

- *disruption*, including natural/climate disasters, industrial accidents and market crises
- *disconnection*, including lack of internet, the digital divide and technological exclusion
- *disparity*, including income inequality, discrimination and economic exclusion
- *destruction*, including resource depletion, biodiversity loss and ecosystem damage, and
- *discontent*, including lack of purpose, work stress and unhealthy lifestyles

Five counterforces of integration in the economy leading to transformative innovation are:

- *secure* innovation in the resilience economy, lowering risk, aiding recovery and continuity
- *smart* innovation in the exponential economy, connecting people & things, using big data & AI
- *shared* innovation in the access economy, with equity, inclusive design and sharing platforms
- *sustainable* innovation in the circular economy, with bio products, zero waste design, climate positive, and
- *satisfying* innovation in the well-being economy, promoting health and meaning in work

What are Leadership Groups?

Leadership Groups are business action groups composed of high-level business people with CEO-level commitment that look at present-day issues in the global society, discuss how to address them and take action to help create tomorrow's better world.

AMS has five leadership Groups around Sustainable Transformation, each comprised of 5 to 10 companies, focusing on a specific area of economic innovation. Under the guidance of Professor Wayne Visser, a global thought-leader in sustainable business and corporate social responsibility and the world's first Chair in Sustainable Transformation, AMS conducts research and prepares research briefs on Sustainable Transformation, while the groups convene twice per year and determine which output they believe is most useful to create the desired changes.

The AMS Leadership Group on the **RESILIENCE ECONOMY** (from disruption to secure innovation)

Disruption refers to any instability that threatens human life, safety and security, and is most often associated with political conflicts, acts of terrorism, demographic disruption, industrial accidents and natural disasters. Over 65 million forcibly displaced people worldwide is one of the tangible consequences of this disruption.

The AMS Leadership Group on the **Resilience Economy** supports the counter-force of *secure innovation* by focusing on advancements such as defensive expenditures and investments that lower risks in society. The Stockholm Resilience Centre defines resilience as “the capacity of a system, be it an individual, a forest, a city or an economy, to deal with change and continue to develop. It is about how humans and nature can use shocks and disturbances, such as a financial crisis or climate change, to spur renewal and innovative thinking.”

This group will find solutions for our organizations, communities, cities and countries to help us prepare for and respond to emergencies and catastrophes, allowing us to survive and thrive through periods of breakdown, uncertainty and volatility.

The AMS Leadership Group on the **EXPONENTIAL ECONOMY** (from disconnection to smart innovation)

Disconnection refers to any form of isolation that prevents human communication and effective data sharing, and is most often associated with a lack of access to knowledge and smart technologies, including the internet-of-things, big data and artificial intelligence. 4 Billion people still lack basic internet access.

The AMS Leadership Group on the **Exponential Economy** supports the counter-force of *smart innovation* by focusing on advancements such as the technological expenditures and investments that increase connectivity and intelligence in society, from high-speed internet and The Internet-of-Things to MOOCs (massive open online courses) and artificial intelligence.

This group will find solutions for our organizations, communities, cities and countries to use technology to better connect us to each other and allow us to share what we value most, and facilitate more democratic governance by allowing us (as customers or citizens) to give direct, immediate feedback.

The Leadership Group Members actively take part in shaping or impacting policy and practice in a critical area, profiling themselves as a sustainability leader.

Each AMS Sustainable Transformation Leadership Group focuses on one of the economic areas of innovation (taking into account their synergies with one or more of the other areas), working on proposals and solutions for a more integrated society.

The AMS Leadership Group on the **ACCESS ECONOMY** (from disparity to shared innovation)

Disparity refers to any inequities that increase social friction or inefficient resource utilization, and is most often associated with income inequality, discrimination and economic exclusion. For instance, from 1960 to today, the absolute gap between the average incomes of people in the richest and poorest countries has grown by 135%.

The AMS Leadership Group on the **Access Economy** supports the counter-force of *shared innovation* by focusing on advancements such as shared services and company practices that promote fairness and economic inclusion. The term ‘access economy’ was promoted by Harvard Business Review to suggest that customers increasingly want utilitarian value from accessing benefits from a product or service, rather than social value from intimate exchanges.

This group will find solutions for our organizations, communities, cities and countries to address issues of equity and access by being transparent about the distribution of value in society and working to ensure that benefits are fairly shared, and diversity is respected.

The AMS Leadership Group on the **CIRCULAR ECONOMY** (from destruction to sustainable innovation)

Destruction refers to any production and consumption that leads to the decline of resources and disruption of ecosystems, and is most often associated with economic growth, over-consumption, land-use change and industrial pollution. For example, climate change, resulting in 2.5 °C warming, will devastate ecosystems, increase poverty and cost the global economy \$12 trillion by 2050.

The AMS Leadership Group on the **Circular Economy** supports the counter-force of *sustainable innovation* by focusing on advancements such as expenditures and investments that decouple economic growth from environmental impact with initiatives such as waste recycling, biodegradable materials and renewable energy.

This group will find solutions for our organizations, communities, cities and countries to operate within the limits of the planet by radically changing resource consumption and ecosystem impacts, with a shift to renewable energy and resources, closing the loop on production and moving to a low carbon society.

The AMS Leadership Group on the **WELLBEING ECONOMY** (from discontent to satisfying innovation)

Discontent refers to all unhealthy lifestyles and toxic environments that impair human well-being, and is most often associated with lack of purpose, work stress, poor diets and insufficient exercise. For example, depression and anxiety disorders affect 10% of people, cost the global economy \$1 trillion each year and have increased 50% between 1990 and 2013.

The AMS Leadership Group on the **Wellbeing Economy** supports the counter-force of *satisfying innovation* by focusing on advancements such as 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 (e.g. suicide or domestic violence). As we become more conscious of the health impacts of lifestyle, consumerism, diet and pollution, the well-being economy is set to grow rapidly.

This group will find solutions for our organizations, communities, cities and countries to produce high-quality services that satisfy our human needs, as well as enabling a lifestyle and culture that values quality of life, happiness and other indicators of well-being.

How can my company join a Sustainable Transformation Leadership Group?

If you feel strongly about one of the five issues that the Sustainable Transformation Leadership Groups focus on and your company would like to contribute to shaping a better future, corporate Leadership Group membership is definitely for you.

A membership fee of €5,000 gives you access to valuable research and peer-to-peer networking on the Sustainable Transformation topic of your choice, while the public action outputs of the group will profile you and your company as a sustainability leader.

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