Applying Systems Thinking to the SDGs

Prof. Dr Wayne Visser
Chair, Professor, Director
Sustainable Transformation Lab
Antwerp Management School

With Chair partners:
Port of Antwerp
BASF
Randstad Belgium

WPSP Meeting
Geneva
19 March 2019

#SustainableTransformation
State of the World: A Systems View
## SDG Index

<table>
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<tr>
<th>Rank</th>
<th>Country</th>
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SDG Index

The 2018 Global SDG Index ranking and scores

Argentina
Australia
Brazil
Canada
China
France
Germany
India
Indonesia
Italy
Japan
Korea, Rep.
Mexico
Russian Federation
Saudi Arabia
South Africa
Turkey
United Kingdom
United States
European Union
### SDG Index (East and South Asia)

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The Risks of Business Perverting the SDGs

RISKS
1. Business ignores the SDGs
2. Business spins the SDGs
3. Business cherry-picks the SDGs

THE MISSING INGREDIENT
- Systems Thinking

SOURCE: Visser, 2018; Laszlo, 2004
A Philanthropic Approach to the SDGs

PHILANTHROPIC

Initiatives that involve the contribution of money, employee time and products or services in-kind that are not expected to generate commercial returns. Community social investment can be a powerful way for a company to contribute to local sustainable development goals.

9 Ferrovial Stronger Together: employees donate a portion of their salary to a social project and these funds are matched by Ferrovial. To date, over one million Euros has been donated to 18 projects in the areas of international development, community action in Spain and environmental conservation.

10 Sahara Group Information Sharing Partnership with Government: the company engages in feedback workshops with the Nigerian Government to build their understanding of local community needs. Working with Government helps ensure it contributes to initiatives that enhance sustainable development.

A Commercial Approach to the SDGs

COMMERCIAL

Initiatives related to a company’s core business, including innovation around products, services or business models that generate positive sustainable development impacts.

1 Tongwei Providing Clean Energy: Tongwei’s quickly growing and profitable core business activity is in responsible agriculture and new energy. The company has been considering making investments in polycrystalline silicon technology and the solar photovoltaic industry.

2 SABMiller Local Enterprise Agriculture Programme: the programme develops beer from sorghum sourced locally from smallholder farmers in Uganda. Working with the Government, the programme is improving local livelihoods and creating new market opportunities for farmers and SABMiller.

The Opportunities of Business Embracing the SDGs

OPPORTUNITIES
1. Business adopts the SDGs
2. Business innovates around the SDGs
3. Business transforms the SDGs

SOURCE: Visser, 2018; Laszlo, 2004
A Hybrid Approach to the SDGs

HYBRID

Initiatives that align philanthropic capital with core business operations or competencies. This might involve better leveraging the wider skills and assets of a company, beyond cash. In some cases, philanthropy is being used to strengthen future markets or as social venture capital to kick-start new business models.

**12 Microsoft Project Badiliko:** to increase digital literacy in Sub-Saharan Africa, this project, in partnership with the British Council, has built 100 digital hubs, which include teacher training and content, in schools. Badiliko introduces ICT as a new way for teachers to teach and students to learn.

**13 H&M Child Labour Prevention:** H&M made a philanthropic donation to UNICEF who set up a programme with the state government in Tamil Nadu, India, to prevent parents from sending children to work in the cotton fields, to give victims of child labour access to education and to educate the community.

A Systems View Focuses on SDG Synergies

SOURCE: Visser, 2019
Creating Integrated Value: Sustainable Ports

Port of Auckland – DC Microgrid Research

SUSTAINABILITY – WHAT IT MEANS FOR PORTS OF AUCKLAND

New Zealand
- Climate and Energy
- Community
- Resilient Infrastructure
- Ongoing

Secure + Sustainable

Port of Auckland Ltd and the University of Waikato are working together on a pilot program to install a microgrid for buildings.

SOURCE: Anzilotti, 2017
Creating Integrated Value: Sustainable Ports

Port of Antwerp – CIVITAS PORTIS project

Belgium

| Community outreach and port-city engagement
| Safety and Security
| Ongoing

In September 2016, Antwerp hosted the CIVITAS PORTIS project kick-off meeting. The project involves 33 partners from five port cities working together on sustainable mobility in terms of transportation for commuters and goods.

Shared + Sustainable

SOURCE: Anzilotti, 2017
Creating Integrated Value: Sustainable Ports

ESPO – EcoPorts

The aim of EcoPorts is to identify, monitor, and address environmental challenges, develop sustainable solutions, and to demonstrate a high standard of port operational management.

Sustainable + Satisfying

SOURCE: Anzilotti, 2017
Port Authority acquires NMP pipeline company

22 Nov 2017 | Antwerp Port Authority is to acquire Nationale Maatschappij der Pijpleidingen (NMP) from its current shareholders Ackermans & van Haaren and Electrabel. With the takeover Antwerp Port Authority will gain ownership and control of 720 km of pipelines, 90% of which serve the chemical and petrochemical companies in the port of Antwerp and its hinterland. The Port Authority is paying 44 million euros for the NMP shares.

"Pipelines are the backbone of the chemical industry and oil refining," explains Port Authority Chief Executive Officer Stefan de Winter. "By giving them access to a pipeline network that is on average more than 50 years old, at least two front: we help to reinforce the presence in the port of Antwerp and pipelines leading to and from it. NMP at present obtains 86% of its income from 600 km of pipelines around the port area are further established in the Antwerp region. They are the most environment-friendly, energy-efficient and safe means of transportation and they help to create growth opportunities as part of the energy transition, an area in which we with our unique platform play a key role."

Secure + Shared + Sustainable

SOURCE: Anzilotti, 2017
Suggestion: Map SDG Relationships

**SOURCE:** Anzilotti, 2017
Suggestion: Map SDG Relationships

SOURCE: Anzilotti, 2017
Olympic Approach of Port of Antwerp

Olympic qualification (All 17 SDGs) 3 to 5 KPIs

Olympic medals (Priority SDGs)

X
X
X
X
X

GOLD
SILVER
BRONZE

SOURCE: Anzilotti, 2017

THANK YOU!

Wayne.Visser@AMS.ac.be

#SustainableTransformation
SDG Prioritization Workshop

Prof. Dr Wayne Visser
Antwerp Management School
Roberto Salazar
CSP Inc. Tech

With Chair partners:
Port of Antwerp
BASF
Randstad Belgium

WPSP Meeting
Geneva
19 March 2019

#SustainableTransformation
Outline of Workshop

1. Findings of WPSP Survey of SDG Workshop Participants
2. The Hexagon Dialogue Tool Process
3. Discussion Groups on Strategic Actions & KPIs
WPSP Survey of SDG Workshop Participants

Level of Knowledge/Understanding of the SDGs

- **None**
- **Low**
- **Medium**
- **High**
- **Very High**

Level of Implementation of the SDGs

- **None**
- **Low**
- **Medium**
- **High**
- **Very High**
WPSP Survey of SDG Workshop Participants

Organizational Approach to the SDGs

- Focus on one
- Focus on several
- Focus on all 17
- No focus

Organizational Responsibility for the SDGs

- CEO / chairman
- Board member / executive director
- Sustainability / CSR director / manager
- Public affairs / marketing
- Other
WPSP Survey of SDG Workshop Participants

Barriers to Implementing the SDGs

- Lack of awareness
- Conflicting organizational culture
- Lack of management support
- High investment / costs
- Lack of aligned suppliers
- Poor government policies
- Inadequate technology
- Lack of customer demand
- Lack of employee support
- Difficult access to finance
- Lack of shareholder mandate
- No barriers
- Other
WPSP Survey of SDG Workshop Participants

Benefits from Implementing the SDGs

- New market opportunities
- Enhances brand / reputation
- Lowers / manages risk
- Employee recruitment / motivation
- Cost savings
- Improves competitiveness
- Anticipates legislative changes
- Fosters innovation
- Secures resources
- Improves supply chain
- Increases customer satisfaction
- No benefits
- Other
Introducing the Hexagon Tool

**COMPLEXITY**
- Sustainable & Responsible Investment
- Public-Private Partnerships
- Social Capital Against Fraud and Corruption

**GLOBAL HEXAGON DIALOGUE & the Triple-Bottom Line**

**TRIPLE BOTTOM LINE**
- Environmental Issues
- Social Issues
- Economic Issues

**STAKEHOLDERS CONTRACTS**
- Observability
- Enforceability
- Verifiability
Hexagon Tool Process

1. Go to landing page: www.tinyurl.com/sdgtool
2. Enter the group: IAPH01
3. Register [name, etc.]
4. Add 2 strategic action goals
5. Vote on full list of actions
6. Complete feasibility ratings
7. View results
WPSP Survey of SDG Workshop Participants

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<th>SDGs most relevant to your organization</th>
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<td>Quality education</td>
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<td>16</td>
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<td>Partnership for the goals</td>
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WPSP Survey of SDG Workshop Participants

SDGs where you made the most progress

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnership for the goals
SDG Prioritization Workshop

Roundtable Discussions

In your group:
1. Refine your strategic action goal
2. Brainstorm 3 to 5 KPIs
3. Rank the KPIs by importance

Then we change groups:
1. One person stays
2. The rest rotate right
3. Further discuss & refine

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Thank You!

Wayne Visser

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www.antwerpmanagementschool.be
www.waynevisser.com

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