

**IMD-CSM/SAI Platform Master class Workshop:**  
**Dr. Aileen Ionescu-Somers**  
**Director, IMD-CSM Management Platform**

# IMD Corporate Sustainability Management Platform



**Dr. Aileen Ionescu-Somers**

Copyright 2012 IMD International, Lausanne, CH  
Not be used or reproduced without permission



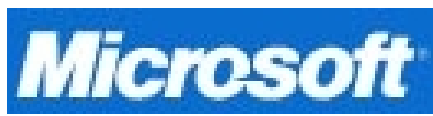
# IMD's Corporate Sustainability Management Platform

**The knowledge and learning platform that is part of the  
IMD Global Center for Leadership & Sustainability. Mission:**

- Contribute to IMD thought leadership in leadership & sustainability
- Provide a dynamic cross-industry “think-tank” network and context for learning
- Design and run Roundtables and learning events
- Carry out research and case studies on key topics
- Enlarge IMD's teaching portfolio, involving multiple professors

**CSM is membership driven (20 companies -diversity of industries)**

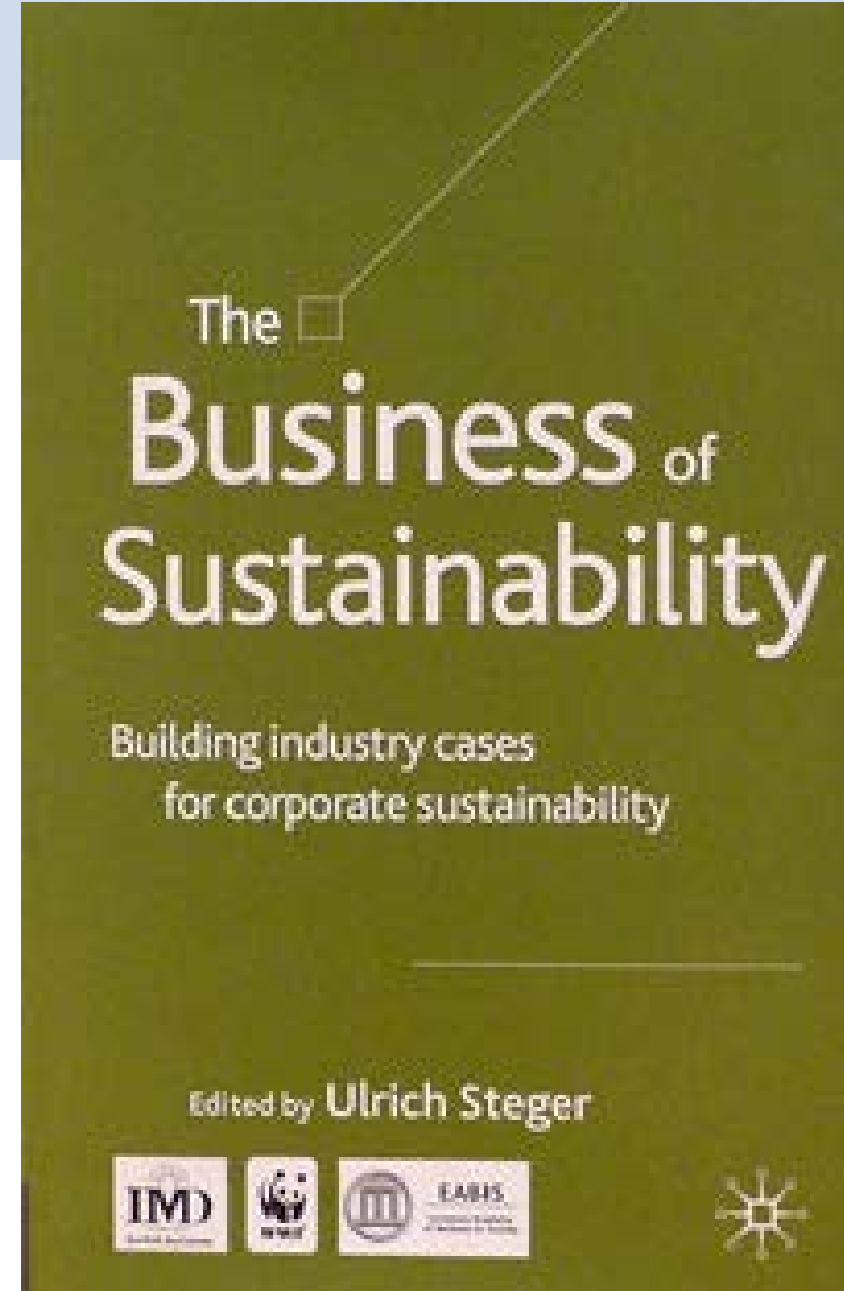
# CSM has a membership: Here are just a few of the companies and organizations we've worked with.....



Lombard Odier  
Water Hentsch



- 1070 questionnaires (950 general managers, 120 sustainability officers)
- 280 interviews



- 370 questionnaires (across 9 stakeholder groups)
- 380 interviews

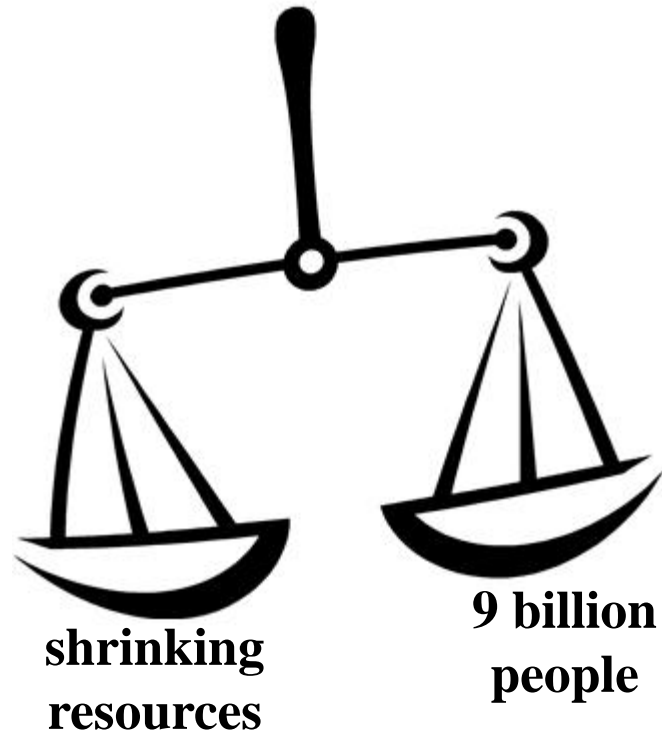
## Inside the Mind of the Stakeholder

The hype behind stakeholder pressure

Edited by Ulrich Steger



# Will the world be able to feed its population in 2050?





Will the world be able to feed its population in 2050?

**73 yes**

**49 no**

**15 abstentions**

Source: IHT, October 22, 2009

## Factors contributing to a blue sky scenario

- ✓ substantial additional land available for use in agriculture
- ✓ careful use of natural resources, starting at farm level
- ✓ improvements in the efficacy of chemicals
- ✓ biotech farming
- ✓ innovations in agricultural practices (knowledge and knowhow)
- ✓ improvements in organization/structure of the farm sector in emerging countries
- ✓ food chain improvements, reducing waste and contamination

## Factors contributing to a storm ahead

- ✓ energy limitations and instability
- ✓ water shortages
- ✓ negative effects of climate change
- ✓ biodiversity loss and declining ecosystem services
- ✓ soil degradation
- ✓ land use competition
- ✓ volatile prices of agriculture products
- ✓ under-investment in agricultural infra-structure and R&D
- ✓ low stockpiles





Can the food and beverage industry ensure the long term supply of agriculture raw material?

- The right crops
- At the right time
- At the right quality
- At the right quantity
- At the right place
- Produced through the right practices



# Is there a consensus on the meaning of sustainable agriculture?



“Everybody has a different view of what sustainable means. And it is particularly true for agriculture.” (Environmental Strategy Manager, F&B company)

“Sustainable agriculture can be very fuzzy and wishy-washy” (Manager, CSR reporting. Supplier of F&B industry)



# SAI Platform Definition of Sustainable Agriculture



“Sustainable agriculture (SA) is a productive, competitive and efficient way to produce safe agricultural products, while at the same time protecting and improving the natural environment as well as the socio-economic conditions of local communities”

