



ESMT
BERLIN

LEADING SUSTAINABLE BUSINESS TRANSFORMATION

Drive sustainable business
transformation at your organization

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DRIVE SUSTAINABLE BUSINESS TRANSFORMATION AT YOUR ORGANIZATION

In today's dynamic business landscape, sustainability has emerged as a key driver for organizational success.

As conscientious consumers and investors increasingly prioritize sustainability, businesses must adapt to remain relevant and resilient. This program recognizes the dual opportunity presented by sustainable business practices: addressing critical environmental, social, and governance challenges while enhancing long-term profitability and competitiveness.

Despite widespread enthusiasm among the global workforce to contribute to sustainability, the lack of investment in sustainability training presents a significant barrier. This course bridges that gap by offering comprehensive education tailored for executives and professionals seeking to lead sustainable transformations within their organizations.

This program is not just about learning; it's about evolving with the dynamic landscape of global sustainability. You will apply comprehensive frameworks and tools, engage with top industry leaders, and collaborate with a diverse group of peers in order to integrate sustainability into the core of your business operations.

PROGRAM IMPACT

- Gain comprehensive sustainability knowledge, frameworks, and techniques to lead sustainable business transformation in your company
- Learn how to implement sustainability across various business functions
- Develop the vision and strategies to lead sustainable business transformation
- Bridge the gap between your current expertise and specialized skills needed by focusing on 2 out of 6 different specialization tracks
- Get support from experts and your peers on the program, in applying the learnings and integrating sustainability practice into your daily responsibilities
- Learn from top industry leaders and sustainability experts with a wealth of practical experience

Topics

- Global environmental, social, and corporate governance (ESG) challenges
- Learning from scientists on climate change and biodiversity
- The business case for sustainability
- Financial risks and sustainability regulation
- Managing and evaluating integrated financial and non-financial performance
- Implementing sustainability in your area of responsibility
- Communicating with impact
- Best practice insights from industry specialists
- Real-life examples of sustainable business transformation from the practitioners

IS THIS PROGRAM RIGHT FOR YOU?

This program is designed for senior managers and functional-level executives who want to contribute to the sustainable transformation of their company. Additionally, if you are leading a business unit or regional subsidiary, or are in charge of a new product, market, or major project initiative and aspire to integrate sustainability principles, or even if you hold an executive role within a sustainability function and have extensive experience but lack formal sustainability education, this program caters to your needs.

HOW YOU WILL LEARN

The learning journey is crafted to inspire and empower you. Throughout the program, you will:

- Engage in dialogue and exchange ideas with leading business and natural scientists.
- Take part in interactive workshops, tapping into the collective wisdom of your peer group and benefiting from peer consultation.
- Gain invaluable real-world insights from industry expert panels, where professionals at the forefront of their fields share their knowledge and experiences.
- Allocate dedicated time for personalized guidance and tackling your individual challenges, facilitating the connection between theory and practical application.

KEY PROGRAM FEATURES

- Individualization: allowing participants to create their own learning journey
- Application support: encouraging practical projects for real change
- Peer learning: fostering collaboration among participants from various companies to share success stories and overcome challenges.



PROGRAM CONTENT

Day 1

Understanding the Global Sustainability Landscape

On the first day, you will deep dive into the current ESG challenges and further your understanding of global warming, biodiversity, and their impact on business.

- Engage with experts in climate and biodiversity.
- Discuss the business case for sustainability, navigating risks and opportunities amid stakeholder pressures.
- Grasp key sustainability terminologies and reflect on individual roles.

Day 2

Mastering Sustainable Performance Management

Today, we focus on the financial aspects of sustainability, and learn how to navigate risks and integrate sustainability into financial performance.

- Sustainability regulations (e.g., EU Taxonomy, CSRD, due diligence in supply chains).
- Integrating financial and sustainability perspectives to manage and evaluate integrated performance.
- Initiating a sustainable business improvement project.

Day 3

Implementing Sustainability into your Area of Responsibility

On day 3, benefit from tailored learning through **specialization tracks, offering focused expertise in specific areas of sustainability.**

- Chief Sustainability Officer: You will focus on the key activities of sustainability professionals, from strategy development, setting key performance indicators (KPIs) and targets, evaluating progress, and spearheading sustainability initiatives throughout the entire organization.
- Sustainable Finance and Investment: You will focus on channeling capital into activities that generate financial returns while simultaneously delivering positive ESG outcomes.
- Sustainable Operations and Supply Chain: Your focus will be on the critical activities within operations and procurement that relate to sustainability, encompassing an understanding of sustainable operations.
- Sustainable Sales and Marketing: Delve into the creation of a sustainable marketing mix and gain insights into the design of sustainable products from a lifecycle perspective.
- Sustainable Strategy and R&D: Explore the key activities involved in sustainable strategy and R&D, encompassing sustainable strategy development, the creation of sustainable business models, and the innovation of products and services.
- Sustainable Human Resources: Acquire the skills to seamlessly integrate ESG practices into HR policies and operations.

Day 4

ESG Change Management and Communication

On the program's final day, you will enhance your leadership skills in ESG change management and conclude with a presentation of your project.

- Refine communication skills relating to the management of ESG change processes.
- Present your project to the rest of the group and receive feedback from your peers.

MEET OUR EXPERT FACULTY

Our faculty comprises internationally renowned educators from various disciplines, offering practical insights and strategies derived from real-world experience. Additionally, key climate and biodiversity scientists will provide the latest knowledge on ESG challenges, guiding you in developing sustainability strategies and implementing them within your department.

Eric Alenius



Visiting Lecturer, ESMT Berlin

Nationality: Sweden

Expertise: Eric has extensive experience as a teacher and researcher in accounting, finance, and sustainability. Over the last decade, he has developed and delivered customized executive education programs for many large international companies, as well as various organizations in the public sector. Eric is responsible for the MBA and

executive executive MBA courses in management accounting and performance management at ESMT. In our program, he will teach on Day 2 on "Mastering Sustainable Performance Management."

"Let's discuss how we can get a broader and sharper view of company performance by adding monetized externalities to economic profit, and how that can help companies develop strategies that drive financial and sustainability performance in a more integrated way."

Tamer Boyaci



Professor and Michael Diekmann Chair in Management Science, ESMT Berlin

Nationality: Turkey/Canada

Expertise: Tamer's background is in sustainable operations and supply chain. He researches and teaches business and the environment, supply

chain management, circular economy, and sustainability. He will teach on Day 3 in the specialization "Sustainable Operations & Supply Chain."

"Business operations have a strong footprint on the environment, so there are natural questions as to how we can minimize that."

Laura Marie Edinger-Schons



Visiting Lecturer, ESMT Berlin; Professor of Sustainable Business and Chief Sustainability Officer (CSO), University of Hamburg

Nationality: Germany

Expertise: Laura is not only a teacher and researcher in sustainable business with a strong background in marketing but also the Chief Sustainability Officer at the University of Hamburg. Her research focuses on how organizations can contribute to sustainable development.

She will teach on Day 3 in two specializations, "Chief Sustainability Officer" and "Sustainable Sales and Marketing."

"As human beings, we are facing huge challenges in sustainable development, such as the climate crisis or the protection of human rights. Companies have great leverage in reducing their negative impact on nature and people and driving positive value creation."

Rajshri Jayaraman



Associate Professor of Economics, ESMT Berlin

Nationality: India/Canada

Expertise: Raji's research is largely focused on how economic policy and organizational design can improve economic outcomes and foster social inclusion, especially among the poor and disadvantaged. She is an award-winning teacher with courses on Data Analytics and Sustainability. She

will teach on on Day 3 in the specialization "Sustainable Human Resources."

"When you talk to people about sustainability, the focus is almost always exclusively on climate and the environment, but sustainable transformation encompasses so much more."

Vilma Luoma-aho



Professor and Vice Dean of Education, Jyväskylä University School of Business & Economics

Nationality: Finland

Expertise: Vilma Luoma-aho teaches and studies new forms of digital influence and her research helps leaders and managers enable their organizations to survive in the unpredictable digital environment in the long term. She has won awards for her engaging teaching, and her newest books focus on

digital communication management and AI. She will teach on Day 4 on "ESG Change Management and Communication."

"With many diverse and even unpredictable stakeholder groups posing new pressures on organizations, intangible assets play a stabilizing role: only trusted organizations can function well in the future. Organizations that understand the diverse stakeholders are more sustainable, but failing to understand them may lead to claims of greenwashing and boycotts."

Angela McClellan

Director of Sustainable Finance at PwC Germany
Nationality: Germany

Expertise: Angela is a qualified political scientist and MBA who previously served as the managing director of the Forum for Sustainable Investments and worked at Transparency International. She was a member of the Federal Government's Sustainable Finance Advisory Board. Angela is a leading expert on sustainability regulation and reporting requirements.



She will be teaching on Day 2 on Mastering Sustainable Performance Management.

"The adoption of the Corporate Sustainability Reporting Directive (CSRD) and the related European Standards for Sustainability Reporting (ESRS) brings about major changes and establishes higher standards for sustainability. Companies need to report on sustainability issues much more comprehensively than before."

Joanna Radeke

Executive Director of the ESMT Institute for Sustainable Transformation, ESMT Berlin
Nationality: Poland

Expertise: Joanna holds an MA in Corporate Social Responsibility and has accumulated 15 years of experience in sustainable business. She leads ESMT activities in sustainable research, education, and thought leadership, including overseeing the peer-to-peer learning network of international companies known as the Sustainable Business Roundtable.



Her focus lies in applying research and knowledge to real-life problems, assisting companies in their transformation journey. As the program director for the Leading Sustainable Business Transformation program, she will facilitate knowledge transfer and application throughout the four days.

"We have to make sustainability our daily job, no matter which role we are working in. Through this, I see tremendous opportunities for organizational transformation and also personal development."

Hanna Setterberg

Affiliated researcher, ESMT Berlin, and Mistra Center for Sustainable Markets at Stockholm School of Economics
Nationality: Sweden

Expertise: Hanna holds a Ph.D. in Accounting from Stockholm School of Economics. She is an experienced executive teacher and researcher in sustainable business. Through tailor-made pedagogical processes, she helps companies improve their sustainability performance. She has worked with



various companies, including tesa and Merck. She researches how capital market participants integrate ESG into their practices. She will teach on Day 1 on "Understanding the Global Sustainability Landscape."

"Companies are under increased pressure to respond to global environmental, social, and governance challenges. Beyond the risks, we will also explore opportunities from sustainable business transformation."

Merih Sevilir

Professor of Finance, ESMT Berlin, and Head of the Department of Laws, Regulations, and Factor Markets, IWH
Nationality: USA/Turkey

Expertise: Merih holds a Ph.D. in Finance from INSEAD. Her research interests include corporate governance, financing of innovation, venture capital, private equity, and labor and finance.



She heads the Department of Laws, Regulations, and Factor Markets at The Halle Institute for Economic Research (IWH). She will teach on Day 3 in the specialization "Sustainable Finance and Investment."

"Financiers and investors have an amazing opportunity to achieve financial objectives and promote sustainable development, creating long-term value for society at large."

Ilka Weissbrod

Postdoctoral Researcher, Technical University Dresden
Nationality: Germany/United Kingdom

Expertise: Ilka holds a Ph.D. from Imperial College London. She works on the intersection of sustainability science and innovation processes in businesses. Her current research is focused on learning for sustainability to maximize impact in innovation processes.



Since 2018 she has lectured in Germany on a variety of sustainability management topics to address urgent resource and climate challenges. She will teach on Day 3 in the specialization "Sustainable Strategy and R&D."

"Circular Economy and systems thinking permeate almost everything I do. I sincerely believe that an experimental learning approach during innovation activities provides an avenue for transitioning to a more sustainable world."



Dates

11. – 14. Nov 2024



Location

ESMT Berlin



Language

English



Tuition fee*

€4,800



Certificate

Upon completion of the program, you will receive an ESMT certificate.



How to apply



esmt.berlin/execed/esg



Contact

ESMT Berlin
programs@esmt.org
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**The program fee includes academic materials and most meals during the course program.*

Please consult our [general terms and conditions of open programs](#). Places are limited and filled in order of registration.

Not included: accommodation, travel

Why ESMT?

ESMT Berlin is one of the highest ranked executive education providers in the world. Founded by 25 leading global companies in 2002 with a mission to develop entrepreneurial leaders who think globally and act responsibly, we offer an extensive suite of executive education programs covering a range of disciplines, challenges and skills, as well as three master's degree programs; MBA programs for full-time, part-time, fully remote, and executive-level students; and PhD programs.

All of this means that our executive education offerings can rely on excellent teaching staff and program directors, cutting-edge research and a robust network of businesses, entrepreneurs and alumni drawn from across the school to help you build practical solutions and develop skills you can implement in your role.

[esmt.berlin](https://www.esmt.berlin)



ESMT Institute for Sustainable Business Transformation

The Leading Sustainable Business Transformation program is a crucial component of the ESMT Institute for Sustainable Transformation, which stands at the forefront of addressing real-world environmental, social, and governance (ESG) challenges through rigorous academic research. Additionally, the institute provides employee upskilling as well as thought leadership on sustainability through its longstanding Sustainable Business Roundtable network, alongside initiatives to raise awareness of the pressing sustainability issue of biodiversity loss.

[Learn more](#)

