

**Sustainable Entrepreneurship
Research Platform Info Sheet**

Sustainability adoption matrix



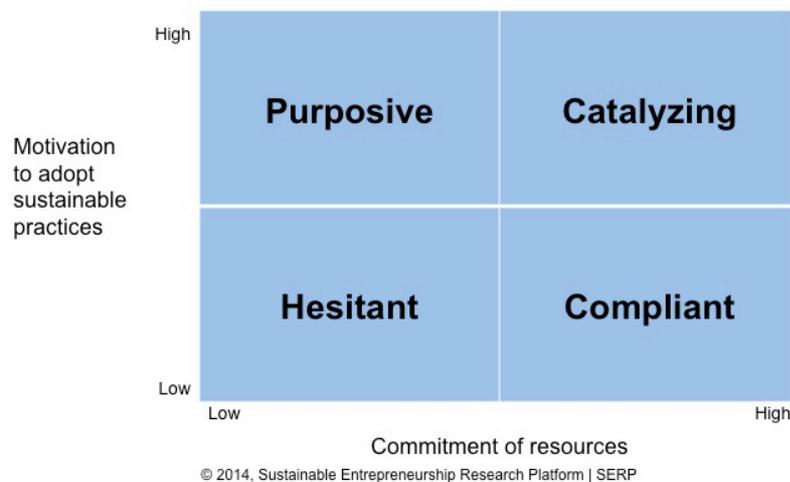
Sustainability Adoption Matrix

Changing practices is never easy, especially if your organization is large and set in its ways. Changing or adopting new practices (whether it's about sustainability or not) is also a process and it's important to know what kind of adopter your organization is. Also, sustainability goes beyond any one organization so your organization may be one that can catalyze an industry to accept more change.

In the spring of 2014, several students from the Amsterdam Business School, University of Amsterdam, studied why and how fashion firms (large and small) adopted sustainable practices. We created a Sustainability Adoption Matrix from their work. Based on two dimensions of motivation and resource commitment, this matrix categorizes types of sustainability adopters and provides recommendations on how companies can pursue even greater change in their sustainable practices.

To find out where your company's position on the matrix is, fill in the Plot Your Path survey on our site: <http://www.susent.org>

The Sustainability Adoption Matrix



Catalyzing

If your company is in the *catalyzing* quadrant, it scores high on both axes and your company acts as a catalyst for change in regards to social and ecological sustainable practices. You're position as a sustainability leader in the industry is strong because of your leverage and buying power with suppliers. You have invested and committed resources to improving sustainable practices. Your firm is most likely highly exposed to sustainability issues, which requires dedicated and active monitoring and management of suppliers' sustainability.

Compliant

If you company is in the *compliant* quadrant, you primarily comply with the rules and regulations of sustainable practices. You are aware and knowledgeable about sustainability requirements and have invested and committed resources to monitoring and training your employees and suppliers. But your company is not a catalyst for sustainability change, perhaps

because of size or market position. However it is commonly believed that to affect greater change in sustainable practices, a higher level of collaboration between firms, suppliers and competitors is needed. Your company already invests considerable resources in sustainability. By increasing the intrinsic motivation within your company to be sustainable, you could act as a catalyst and affect more sustainable change in the industry.

Purposive

If your company is in the *purposive* quadrant, it scores high on intrinsic motivation but low on resource commitment. Your company has strong values and norms about sustainability, which is probably rooted in your 'DNA'. Because of your strong sustainability values and purpose, you could easily become a catalyst for change; however, you are constrained by resource availability. You draw on the knowledge and resources of NGOs to help you monitor and train suppliers. You could probably make better use of your conviction and inventiveness by collaborating with other (similar-minded) firms to bundle resources and affect change in the industry value chain (e.g. production, suppliers or consumers).

Hesitant

If your company is in the *hesitant* quadrant, you have just begun your journey into sustainability. Your company is most likely aware of sustainability issues in the industry value chain; however, you have not yet adopted ways to monitor or train suppliers. Your company does not focus on sustainability issues (e.g. sustainable sourcing or production) in its strategic planning and/or employee training. You hesitate to adopt more sustainable practices because your exposure to sustainability issues may be low and/or your available resources to do so are limited. Becoming a catalyst is most likely out of reach or undesirable; however by increasing your internal knowledge of sustainability you could progress to more compliant sustainability adoption without too much resource burden. To move to purposive adoption, your internal organizational culture may require significant changes, since sustainability is very embedded in organizational processes, planning and mindset and considered part of the DNA in the *purposive* category. Nevertheless, depending on your company's sustainability ambitions, there is opportunity for increasing sustainability impact.

What's the next step?

If you're interested in more information about the implications of your company's position, please contact SERP. Together with our partners in the industry, we can help you create an action plan to greater sustainability adoption.

Contact us on our web site: www.susent.org