

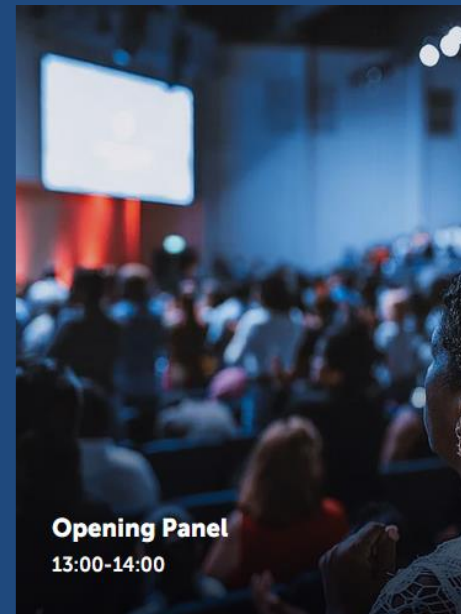
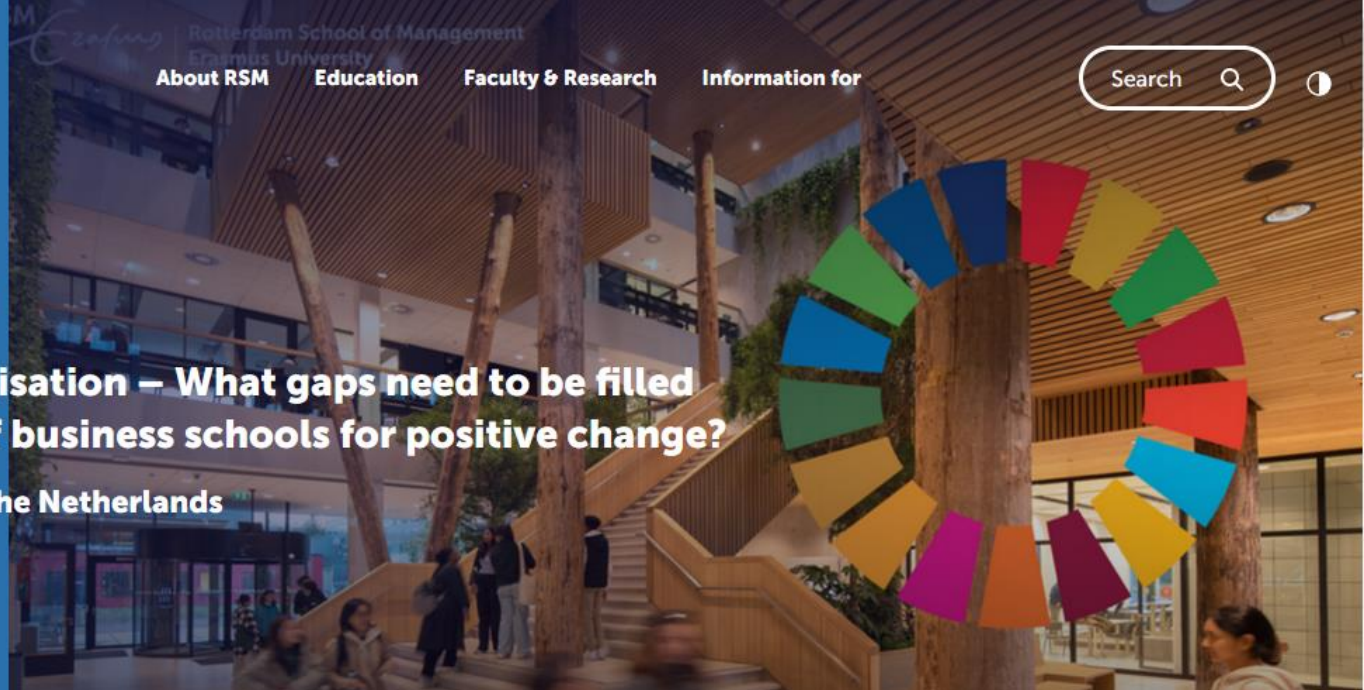
Home | Events | Mind The Gap

Mind The Gap

From intention to realisation – What gaps need to be filled and what is the role of business schools for positive change?

26 June 2024, Rotterdam, The Netherlands

[Register now](#)



Opening Panel

13:00-14:00



Breakout Sessions

14:00-15:30



Valedictory Lecture

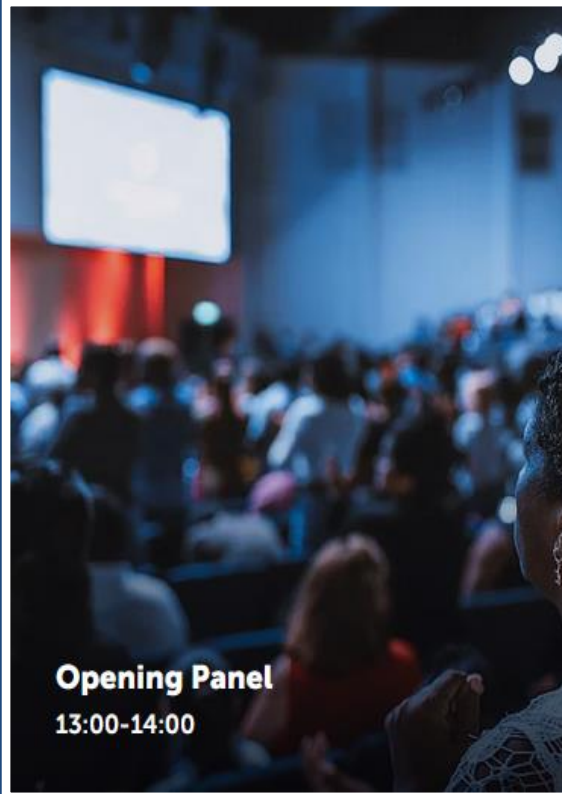
Navigating Positive Change in Times of Societal Crises – What Role for Business Schools?

16.00-17.00

View the full programme

- 12:30-13:00 Registration with coffee/tea
- 13:00-14:00 Opening Panel
- 14:00-15:30 Breakout Sessions
- 15:30-16:00 Coffee Break
- 16:00-17:00 Valedictory Lecture

PANELLISTS



Opening Panel

13:00-14:00

Moderator



Dr. Jochem Kroezen

Associate Professor, RSM Erasmus University



Prof. dr. Jan Peter Balkenende

Erasmus University, Dutch Sustainable Growth Coalition, EY

[Read more](#)



Jan-Willem Scheijgrond

Chairman, UN Global Compact NL and Vice President, Government & Public Affairs, Philips

[Read more](#)



Sandra Pellegrom

National Coordinator for Sustainable Development Goals, Ministry of Foreign Affairs

[Read more](#)



Herman Mulder

Chairman Board, SDG Nederland

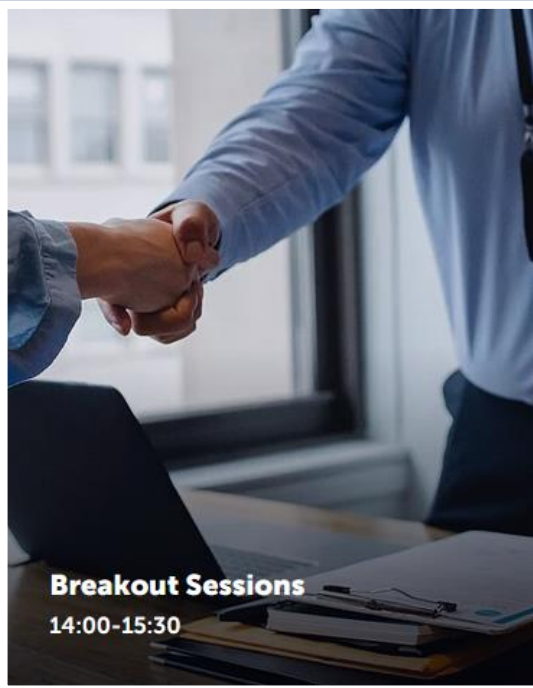
[Read more](#)



Inge Hutter

Professor of Participatory and Qualitative Research in Population and Development, Erasmus University

[Read more](#)



Breakout Sessions

14:00-15:30

Moderator



[Rob Zuidwijk](#)

Professor of Global Supply Chains and Ports, Rotterdam School of Management

The Strategy Gap

- Overcoming the Intention–realisation gap
- CSR gap between Promise–performance
- Business models innovation transition: niche versus mainstream strategy
- Crowding out effects
- Walking and Talking, talking while walking?
- Credibility: green-, blue- & SDG washing?
- Cost of ‘not acting’

Contributing organisations

- [NLMTD](#)
- [Social Enterprise.NL](#)
- [Fairtrade Nederland](#)
- [Fair Wear Foundation](#)
- [Dutch Sustainable Growth Coalition](#)
- International Union for Conservation of Nature ([IUCN](#))
- [SDG Houses Netherlands](#)

Contributors



The Strategy Gap



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[Peter D'Angremond](#)

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Founder, nlmt



[Loek Dalmeijer](#)

Group Sustainability Officer, APG Groep N.V.



[Coenraad Krijger](#)

Chair, IUCN



[Alexander Kohnstamm](#)

Executive Director, Fair Wear Foundation



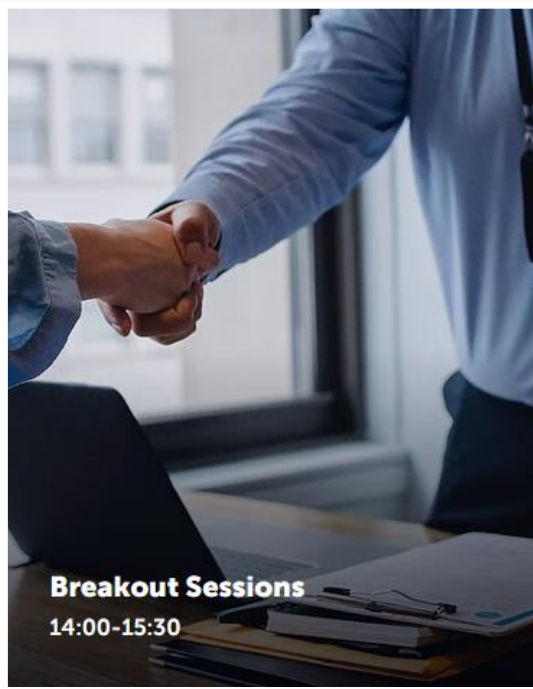
[Jill Wilkinson](#)

The Hague Humanity Hub



[Pim Roest](#)

Partner & Co-Owner, AllChiefs



Breakout Sessions

14:00-15:30

Moderator



[Dirk Schoenmaker](#)

Professor, Rotterdam School of Management

Contributors

The Finance and Investment Gap

- (rising) Income inequality
- Poverty gap & Debt trap
- Incumbent's curse
- Funding (energy) transitions
- Leveraging positive returns on investment
- Accounting for positive and negative externalities
- Value-based accounting
- True pricing

Contributing organisations

- [Sustainable Finance Lab](#)
- [Impact Centre Erasmus](#)
- [Roland Berger: Sustainable Centre of Excellence](#)
- [Robeco: Sustainable Investing Centre](#)
- [Impact Economy Foundation](#)
- [Oikocredit Nederland](#)
- [Wage Indicator Foundation](#)



The Finance and Investment Gap



[Carola van Lamoen](#)

Head of Sustainable Investing, Robeco



[Francisca Hubeek](#)

Director, Oikocredit Nederland



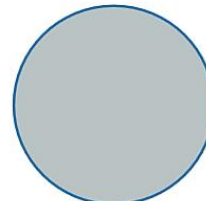
[Irene van Staveren](#)

Professor, Institute of Social Studies, Erasmus University



[Werner Schouten](#)

Director, Impact Economy Foundation



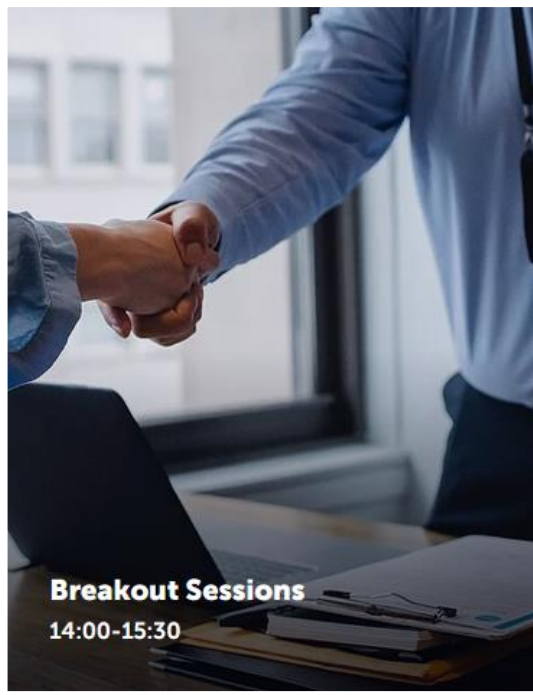
[David Frans](#)

Senior Partner, Sustainability Center of Excellence. Roland Beraer



[Karen Maas](#)

Professor & Director, Sustainable Finance Lab, EUR Impact Centre



Breakout Sessions

14:00-15:30

Moderator



[Martin de Jong](#)

Professor, Erasmus University
Rotterdam

Contributors

The Governance Gap

- Global Governance gap
- Reporting and information standards
- Trust deficit/gap
- Multi-stakeholder initiatives and filling partnering spaces
- Accountability
- Liability and responsibility
- Sustainable diplomacy
- 'Hybrid' governance
- Gap between negative (do no harm) and positive (do good) duties

Contributing organisations

- Global Reporting Initiative ([GRI](#))
- Maatschappelijke Raad
- [Het Groene Brein](#)
- [Erasmus School of Law](#)
- [World Benchmarking Alliance](#)
- [Gemeente Amsterdam](#)
- [PAX; Adviesraad Internationale Vraagstukken; Amnesty International](#)
- [Dutch Ministry of Foreign Affairs](#)
- [African Studies Centre \(Leiden University\)](#)
- [SBI Format](#) (training, coaching and advice for works councils)



The Governance Gap



[Steven Collet](#)

Deputy Director-General for
International Cooperation, Ministry
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[Nisha Bakker](#)

Director Partnerships, The
Ocean Cleanup



[Eduard Nazarski](#)

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[Gerbrand Haverkamp](#)

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Benchmarking Alliance



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Reporting Initiative



[Martijn Scheltema](#)

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School of Law, Pels Rijcken



[Antoine Heideveld](#)

Director, Het Groene Brein



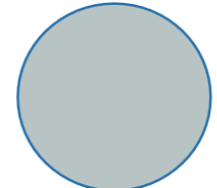
[Willem Ferwerda](#)

Founder - principle,
Commonland



[Martijn van Vliet](#)

Chief Economist, Municipality c
Amsterdam



Coming soon

SBI-Format/SDG Houses
Nederland



Breakout Sessions
14:00-15:30

Moderator

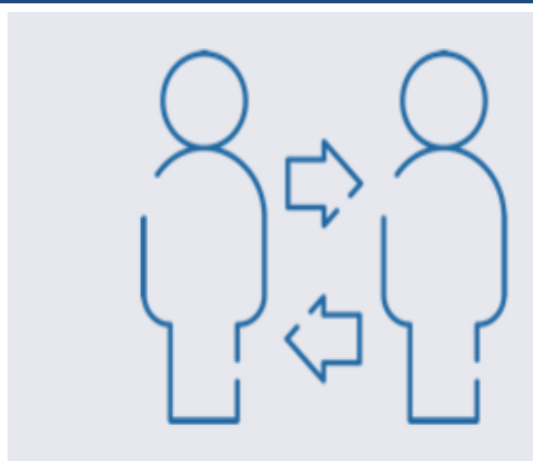


[Dirk van Dierendonck](#)
Professor of Human Resource Management, Rotterdam School of Management

The Leadership Gap Contributing organisations

- Climate (re)action
 - Adaptation vs mitigation
 - What about biodiversity
 - Aiming at partial vs full Circularity
 - Net zero vs. net positive?
 - Frontrunner predicament
 - Incumbent's curse
 - Identifying 'agents of change'
 - Overcoming strategic tipping points
 - Dealing with a VUCA world
 - Paradoxical or servant leadership?
- [Meeting More Minds](#)
 - [Centre for Strategy and Leadership](#)
 - [MVO Nederland](#)
 - [Global Centre on Adaptation](#)
 - [Russell Reynolds Associates](#)
 - Global Leaders Academy
 - GRI/World Connectors
 - [Planbureau voor de Leefomgeving \(PBL\)](#)
 - [The International Institute of Social Studies](#)
 - [Sustainable Finance Lab](#)

Contributors



The Leadership Gap



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Professor of Strategic Leadership, Center for Strategy & Leadership



[Teresa Fogelberg](#)
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[ir. Hans Reus MBA](#)
Managing Director, Russell Reynolds Associates



[Volkert Engelsman](#)
Director, Resilience Hub



[Prof. dr. Annemieke J.M. Roobeek](#)
Professor, Chair for Strategy and Transformation Management
Nyenrode Business University, MeetingMoreMinds



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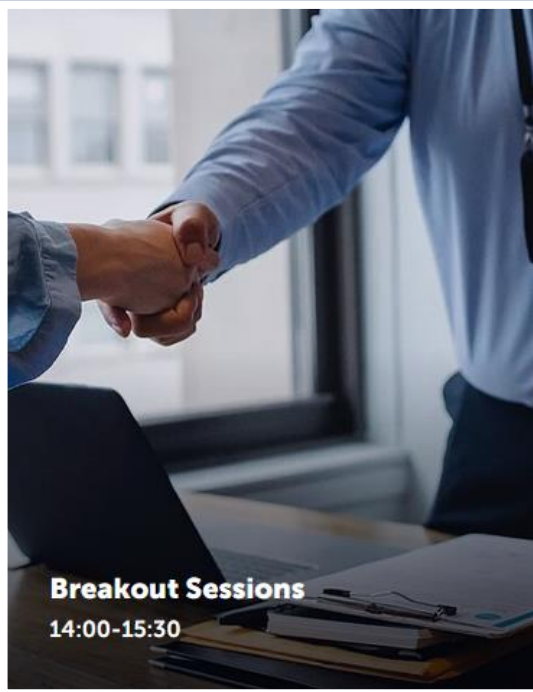
[Mark van Oorschot](#)
Lead Biodiversity, Planbureau voor de Leefomgeving



[Chantal Inen](#)
Founder, Punchy Pack, Partnerships Verkiezingen



[Sander Tideman](#)
CEO Founder, Triple Value Leadership



Breakout Sessions
14:00-15:30

Moderator



[Marcel van Oosterhout](#)
Executive director, Erasmus
Centre for Data Analytics

Contributors

The Data Gap

- Open or closed data access
- Harmonisation and standardisation
- Index or dashboard?
- Using the data dividend
- Information overload
- Trust and reliability (fake news)
- Voluntary/mandatory reporting (box ticking)
- What about AI?

Contributing organisations

- [True Price](#) and its [Impact Institute](#)
- [Wage Indicator Foundation](#)
- [IPSOS I&O](#)
- [Planbureau voor de Leefomgeving](#)
- [Het Groene Brein](#)
- [Stichting Open](#)
- [Unicef](#)



The Data Gap



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General Director, Stichting
OPEN, Wecycle



[Paulien Osse](#)
Co founder, Global Lead
Living Wages, WageIndicator
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[Kea Tijdens](#)
Researcher, WageIndicator
Foundation



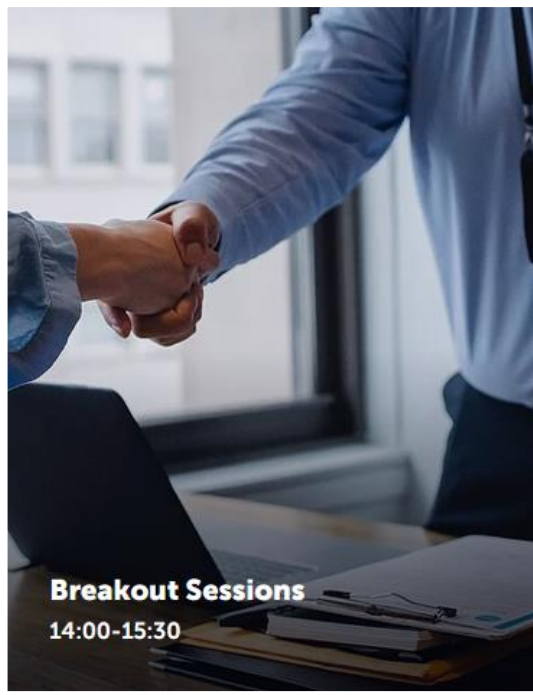
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Head of Corporate Partnerships,
Major Donors & Foundations,
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[Daan Versteeg](#)
Country Manager, Ipsos I&O



Breakout Sessions

14:00-15:30

Moderator



[Sarah Craig](#)

Director Energy Transition,
Erasmus Centre for Energy
Transition

The Innovation Gap

- Business model innovation
- Ecosystem innovation
- Wicked problems/opportunities
- Radical versus incremental innovation
- Positive networking events
- Firstcomer advantage
- Emission gap
- Innovation and design paradoxes
- Patents and (open) standards
- Co-design and open innovation

Contributing organisations

- [TNO](#) and [TU Delft](#) in partnership
- Stichting Zeester
- [The Port of Rotterdam](#)
- [Philips' Digital Connected Care Coalition \(DCCC\)](#)
- [Dutch Sustainable Growth Coalition](#)
- [International Centre for Frugal Innovation](#)
- [Radboud Universiteit](#)

Contributors



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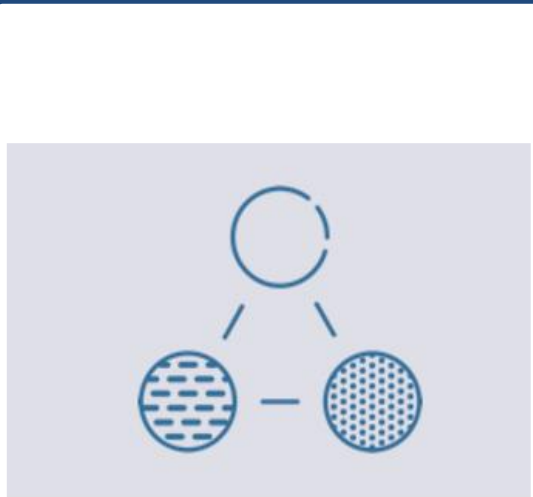
[Peter Knorringa](#)

Professor, ISS Erasmus
University Rotterdam



[Roel Berghuis](#)

Member, FNV Negotiator,
Stichting Zeester



The Innovation Gap (Session in Dutch)



Breakout Sessions

14:00-15:30

Moderator



Bas Koene

Associate Professor, Rotterdam
School of Management

Contributors

The Skills Gap

- o 'Higher' versus 'lower' education
- o Practical versus theoretical skills
- o 21st century skills deficiencies
- o Generation gap & potential youth dividend
- o Combining head-heart-hands
- o Collaborative mindset
- o Complexity and ambiguity tolerance

Contributing organisations

- o [World Connectors and the Earth Charter](#)
- o [Leren voor Morgen](#)
- o [SDG House](#), [the SDG trainees](#) and [The Rock Group](#)
- o [Leiden-Delft-Erasmus](#) SDG minor
- o [Jonge Klimaatbeweging](#)
- o [UN Global Compact and Dyade](#)
- o The [Punchy Pack](#)
- o [Hogeschool InHolland](#)



The Skills Gap



Nicolette Loonen

Founding Partner, Tribe of
Sustainability Change Agents



Sander van 't Foort

Manager Housing Association,
Thuis



Aniek Moonen

Former Chair, Jonge



Alex van der Zwart

MScBA, UAS Inholland



Marieke de Wal

4T member / Researcher
Consultant, DRIFT/DIT



Vivienne Dorenbos-Reesink

Living Natural Law - VivU
BuntU, Pioneer



Carola Hein

Professor, TU Delft



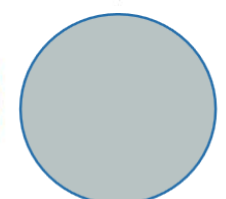
Giuseppe van der Helm

Director, Coöperatie Leren
voor Morgen



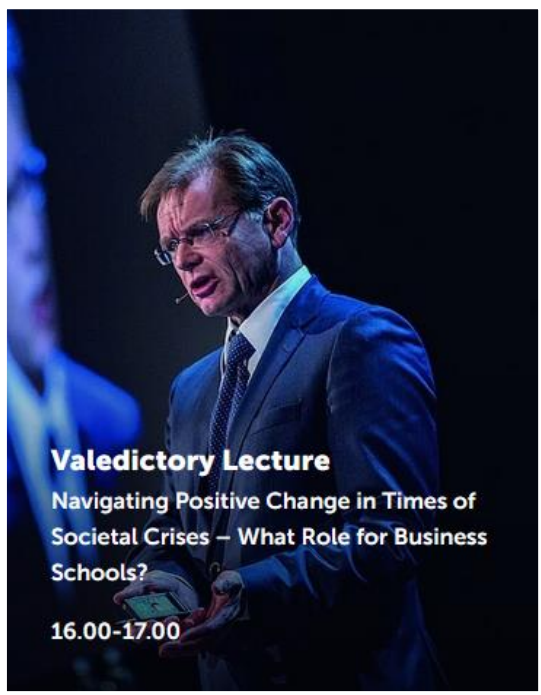
Martin Clemens Villa

Sustainability Consultant,
TheRockGroup



Sandra Barth-Oosting

Founder, Impact033



Valedictory Lecture
Navigating Positive Change in Times of Societal Crises – What Role for Business Schools?

16.00-17.00

Valedictory lecture prof. dr. Rob van Tulder

16.00-17.00, Aula

Navigating positive change in times of societal crises – what role for business schools?

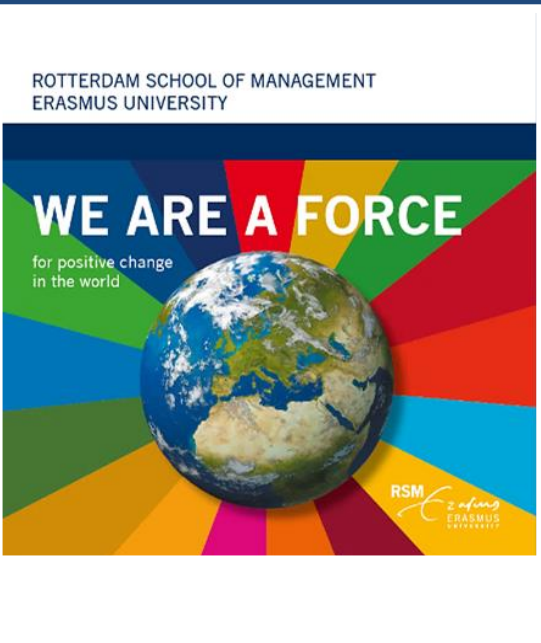
25 years after the foundation of the department of Business-Society Management and 15 years after initiating the Partnerships Resource Centre, prof. Rob van Tulder – (co)founder of both – will be 'looking back and looking forward' in his valedictory lecture on what has been achieved in the area of sustainable business and the 'grand challenges' the world is facing. What intellectual and practical gaps have been addressed, and what strategic, organizational and implementation gaps still need to be overcome by the private sector – alone or in strategic partnership with other societal actors?

The department of Business-Society Management has been recognized as one of the world's leading capacity groups in understanding and enhancing the role of business in contributing to sustainable development. Yet B-SM, RSM and Erasmus University too face the common challenge that intention ('talk') often precedes implementation ('walk'). What lessons can be learned and what action can be taken?

The valedictory lecture aims at summarizing some of the discussions of the earlier parts of the day. It will also identify/announce concrete initiatives that will help companies, civil society organizations, governments, and knowledge institute to 'fast-forward' in priority areas proven to be relevant and promising the greatest chance for success.

The valedictory lecture can also be watched via a [livestream](#).

For more information about prof. dr. Rob van Tulder [click here](#).



RSM MIND THE GAP

26-06-2024 00:00 - 00:01

Theil Building

Nu
registreren

REGISTRATIE INFORMATIE

- ▶ Klik op '[Register now](#)'
- ▶ Selecteer de 'Plenary Session'
- ▶ Selecteer één Break-out Sessie.
- ▶ Selecteer 'Valedictory Lecture prof. Rob van Tulder'
- ▶ Maak de selectie definitief door op '**Nu Registreren**' te drukken, onder aan de pagina
- ▶ Er opent een pagina om aan te melden of een **account aan te maken**

Aanmelden

Aanmelden met e-mailadres

[Wachtwoord vergeten?](#)

Aanmelden

Geen account? [Nu registreren](#)

Aanmelden met sociaal account



Facebook



LinkedIn



Google



Apple

BEVESTIGING PER EMAIL

- ▶ U ontvangt een bevestigingsmail van 'RSM Positive Change Initiative'
- ▶ Voor **nadere informatie** of in geval van registratieproblemen, stuur een email naar positivechange@rsm.nl

**MELD U SNEL AAN,
WE ZIEN U GRAAG OP 26 JUNI!**



EUR Campus Map

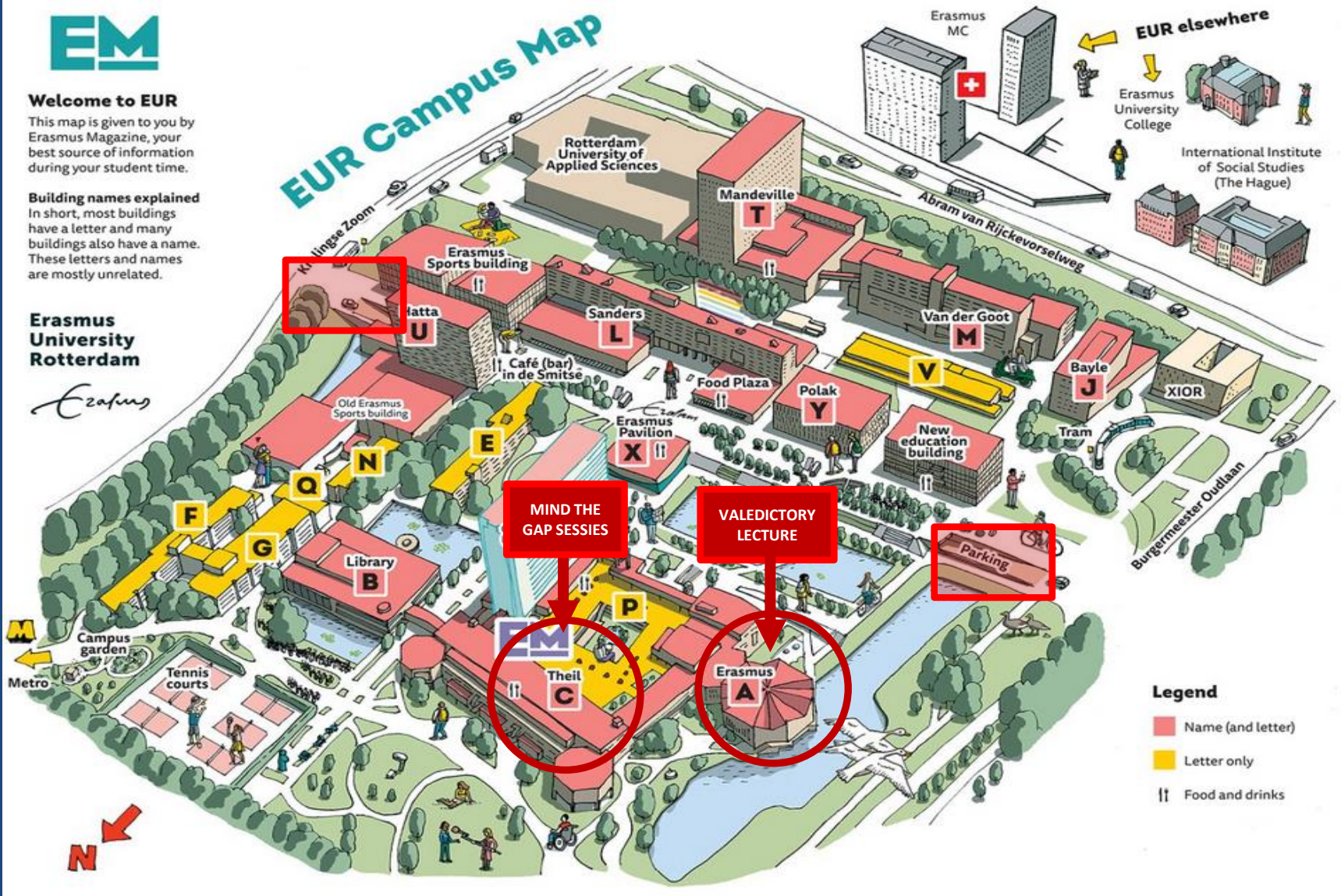
Welcome to EUR

This map is given to you by Erasmus Magazine, your best source of information during your student time.

Building names explained

In short, most buildings have a letter and many buildings also have a name. These letters and names are mostly unrelated.

Erasmus University Rotterdam



- Legend**
- Name (and letter)
 - Letter only
 - Food and drinks

- ROUTE EN BEREIKBAARHEID: <https://www.eur.nl/campus/locaties/campus-woudestein/route-berikbaarheid>
- PARKEREN: <https://www.eur.nl/campus/locaties/campus-woudestein/parkeren>
- FYSIEKE TOEGANKELIJKHEID: <https://www.eur.nl/campus/locaties/campus-woudestein/fysieke-toegankelijkheid>

