

Roundtable on Market Shaping

The video presentation from Professors Kaj Storbacka and Suvi Nenonen provided a starting point for the roundtable discussion. Mattie Wall who has been working on the market shaping processes was a resource person, and Barry Coates, lead for the Business School Sustainability Programme, was facilitator and note taker. Some themes were:

Leadership for change

- Integration of sustainability across the business is a major challenge. Most businesses operate with distinct boundaries (sometimes 'silos') that make it difficult to get beyond the core KPIs for each function or division. Leadership is essential.
- Making the 'business case' for sustainability needs to extend beyond the financial measures and incorporate externalities and a longer timeframe.
- Providing the evidence and telling the stories is a good role for academia in supporting business (eg. research on ANZ's financial inclusion work by the Business School)

Collaboration

- There are different forms of collaboration – the Land and Water Forum approach is more about getting to a common solution, whereas collaboration around the SMASH initiative (on market shaping) has encouraged sharing of experience and expertise in achieving different aims for each company
- We can learn from Māori approaches to working together (eg. NIWA's approach of having participants stay for several days on a marae to build understanding and trust as a foundation for collaboration).
- It is sometimes difficult to make the case to senior management for collaboration because it tends to take longer and is not so controlled by the organisation, but it is particularly appropriate for approaches to sustainability
- There is good learning from business networks such as Sustainable Business Council, Sustainable Business Network and Pure Advantage

Market Shaping

- Design thinking is a crucial element in being able to re-conceptualise the market – the market should be shaped by your business strengths
- The approach breaks down the elements of a major shift in strategy to practical and realistic chunks
- There have been great experiences from the companies that have engaged in the process; it is exciting to see the market shaping approach applied to sustainability challenges and opportunities