



SUSTAINABILITY  
KNOWLEDGE  
LAB



# Sustainable Business

Anticipating Challenges  
and Redesigning Strategies

**Module 1:** November 3-4, 2014

**Module 2:** January 26-27, 2015

INDEG-IUL ISCTE Executive Education  
Lisbon, Portugal

**INDEG IUL**  
ISCTE Executive Education

Acreditações e afiliações



INDEG-IUL ISCTE Executive Education, via the Sustainability Knowledge Lab (SKL), has developed a new international programme for business leaders. **“Sustainable Business: Anticipating Challenges and Redesigning Strategies”** is an innovative, interdisciplinary and visionary program which prepares business leaders and entrepreneurs to perceive and enact new markets and business models driven by sustainability. By interacting with a group of international leaders on sustainability thought, you will be challenged to rethink and redesign corporate strategies by anticipating the sustainability-driven challenges reshaping our economic ecosystem.

**The Sustainability Knowledge Lab (SKL)** is an organisational unit at INDEG-IUL ISCTE Executive Education. Its aim is to create, promote and disseminate knowledge and information on sustainability issues.

**Our Mission-** To provide business leaders with interdisciplinary knowledge, in which sustainability promotes interconnection between management, strategy, finance, marketing, human resources and ecosystems.

**Our Vision** -To establish INDEG-IUL ISCTE Executive Education as an internationally recognized business school, based on the principles of respect, innovation and creativity.

## Key topics & Curriculum

Business ethics

Stakeholder engagement and humanistic management

Carbon & energy markets

Financial markets and environmental issues

The business design thinking model

Scenario building approaches

The programme builds on faculty-led discussions comprising robust theoretical models, case studies, brainstorming sessions and group assignments.

## Participant Profile

This international course is designed for a wide range of senior executives who seek to incorporate forward-looking issues into the strategies of their organisations, and to understand how sustainability issues can trigger the development of new markets and products.

The course will be taught in English.

# PROGRAM & LECTURERS

## Module 1

November 3-4, 2014: Anticipating challenges and business trends for the next 10 years

### Day 1 – Changing mindsets

#### Business ethics, sustainable business models and the future of management practices

Edward Freeman – Darden School of Business Administration, University of Virginia. Professor Freeman will challenge the participants regarding the need to change the mainstream business mindset towards a model where business ethics leads the way to a conscious capitalism, and where stakeholders' needs and expectations are embedded in the long-term strategies of organisations.



#### Key geostrategic challenges for companies

Sofia Santos – INDEG-IUL ISCTE Executive Education, executive director of the Sustainability Knowledge Lab.



### Day 2 – Understanding the challenges

#### Carbon, energy, climate adaptation and challenges for companies

Paulo Canaveira – Senior consultant for the Portuguese Government on Climate Mitigation and Climate Adaptation; consultant for FAO and the Swiss Government.



#### Biodiversity, carbon, energy and financial markets. The role of REDD and forests.

Ivo Mulder – United Nations Environment Programme (UNEP)



## Module 2

January 26-27, 2015: Envisioning future strategies

### Day 3 – Innovating in Uncertain Times

#### Business design thinking

Arne van Oosterom – Partner at DesignThinkers Group and co-founder of the DesignThinkers Group, DesignThinkers Academy and Design Thinking Networks.



### Day 4 – Identifying Flexible Strategies

#### Scenario planning

José Félix Ribeiro – Researcher at the Portuguese Institute for International Relations at Universidade Nova de Lisboa. From 1994 to 2011, Mr. Ribeiro worked in the Prospective Department at the Ministry of Economy, which he led as subgeneral director from 1995 to 2007.





## Why INDEG-IUL ISCTE Executive Education?

INDEG-IUL is the result of a partnership between ISCTE – University Institute of Lisbon and several leading Portuguese companies. INDEG-IUL's mission is to contribute towards a sustainable society through the development of executive training, managerial methods and applied research. Created in 1988, INDEG-IUL is the first and largest executive education school in Portugal. INDEG-IUL acknowledges the importance of sustainability for the success of companies and societies. As such, **INDEG-IUL is a signatory of the United Nations' Higher Education Sustainability Initiative**, where the school's sustainability strategy and action plans are publicly disclosed.

## Program Fee

The programme fee covers tuition, study materials, coffee breaks and lunch.

**Module 1:** 880 euros

**Module 2:** 720 euros

Participants who register for both modules will receive a 10% discount.

Minimum number of participants in each module: 15

## Inquiries and Registration

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