



4th *Responsible Management Education Research Conference*

**New Research Questions for Advancing the
Implementation of the Sustainable Development Goals**

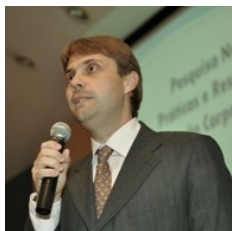
REPORT

13-14 September 2017
Curitiba, Brazil

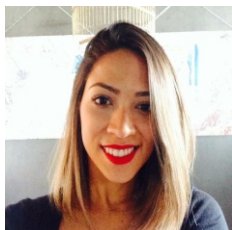
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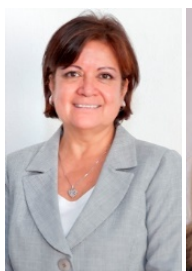
Maria Antônia Brovelli

Maurizio Zollo

Milenko Gudic

Norman Arruda Filho

Pedro Luiz Fernandes



INTRODUCTION

In 2015, at the United Nations Conference in New York, the importance of global sustainable development was once again ratified by the 193 member-states and by the United Nations High Commissioner for Human Rights, leading to the launch of the Sustainable Development Goals (SDGs), also known as Agenda 2030 (REF).

The SDGs replace the Millennium Development Goals (MDGs) in a progressive continuity effort, using them as foundation and going beyond for a period of 15 years to consolidate the purposes of Agenda 2030. There are 17 objectives with 169 specific goals that, working in an integrated way, have the potential to promote the effective implementation, at a global level, of sustainable development in its three dimensions: economic, social and environmental.

Recent environmental and social catastrophes and successive meetings promoted by the United Nations (UN) since 1972 on issues related to sustainability have created a favorable climate for coordinated actions and materialized in Agenda 2030.

In this context, several stakeholders, such as the UN Global Compact (the movement of companies that have agreed to the UN Sustainable Development Agenda) and the Principles for Responsible Management Education (PRME), are increasingly integrating the SDGs in their fields of work and consequently in scientific research.

Such a move is promising, as it encourages the academic eye to turn to imminent issues of human development under the multidimensional perspective of SDGs and its 169 goals.

The ambition and complexity of such task raises theoretical and applied issues that need to be addressed in joint and transdisciplinary efforts.

In a continuous effort of academic discussion, several stakeholders were invited by PRME Global, the United Nations Development Program in Brazil (UNDP) and the Brazilian Global Compact Committee to meet the challenges of Agenda 2030 at the fourth international conference on the PRME - Responsible Management Education Conference.

The 4th RME Conference was held for the first time in the Southern Hemisphere and was organized by the Brazilian chapter of PRME (PRME BRAZIL), by the University of São Paulo (through a partnership between FEA/USP and FEA-RP/USP units), the Federation of Industries of Paraná (FIEP), the Research Institute Foundation (FIA) and the German-speaking countries chapter of PRME (PRME DACH). This conference took place as the PRME Chapter DACH and the PRME Working Groups organized the 4th RME Conference, headquartered in the city of Curitiba in September 2017.

The central theme of the conference was "New research questions to advance the implementation of the Sustainable Development Goals," aligned with the challenges and perspectives of the Agenda 2030 movement, such theoretical and practical issues that have the potential to contribute to the following specific objectives:

- **Improve understanding of the complexity, interconnection and multidimensional nature of the 17 SDGs and their 169 targets, with the overall objective of fostering more research related to the various themes of Agenda 2030;**

- **Create practical solutions (business, educational management and methodology, policy creation, school strategies, government administration and others) that can be applied locally, nationally and globally;**

- **Establish common ground for business, management education (researchers, teachers and school managers), policy creators, government, NGOs, youth, media, publishers, international organizations, associations, networks and other stakeholders to create and enhance existing partnerships through direct dialogue between these stakeholders.**

CONCEPT AND FORMAT

The conference promoted contributions on aspects related to the advancement of SDGs and the roles that key stakeholders can and should play in making research relevant and impactful on a day-to-day basis in corporate education, management education, and economic and social transformation in general.

The stage of the debate was the research sessions, with oral and poster presentations, interactive panels, conferences and round tables. In addition to a permanent space for interaction between researchers and professionals from different areas. The key themes of the conference (conference tracks) were based on:

1. **proposals received by the PRME Working Groups and related;**
2. **proposals from the co-organizers of the conference;**
3. **suggestions of the academic community in general.**

The preparation of the conference program aimed at a general coherence, within the main topics sought, as well as the opening for innovative proposals, encouraging the active participation of the PRME community, the research community in general and the other stakeholders from different parts of the world. There were two days of conference with several activities.



Transforming Our World: the 2030 Agenda for Sustainable Development



PLENARY SESSIONS

OPENING

PARTICIPANTS

Jeffrey Sachs (Columbia University)
Jonas Haertle (PRME Global)
Cláudio Boechat (PRME Anti-poverty WG)
José Antonio Fares (FIEP System CEO)
Lutz E. Schlange (PRME DACH)
Milenko Gudic (PRME Anti-poverty WG)
Norman Arruda Filho (Head of PRME Chapter Brazil)

COORDINATOR

Norman Arruda Filho (Head of PRME Chapter Brazil)

**Poverty is not five minutes' walk away,
but in minds and hearts.**

Lutz E. Schlange



The 4th RME Conference is an important link in the global movement for responsible management, particularly regarding scientific research, which plays an essential role in the interconnection of ideas and in the promotion of a common, transformative mentality capable of making the globe a better place to live. It was with these words that Lutz E. Schlange opened the event, retaking the success of previous editions and expressing a legitimate feeling of continuity, hope and confidence in the capacity of the PRME agents to build the objectives of Agenda 2030.

Notwithstanding the progress achieved so far, the vision of the future has chosen as the main



challenge the cooperation of the different agents who, though united by the perspective of sustainability, find enormous barriers to effective integration. The task is challenging to the same extent as its urgency. In a moment of inflection, Jeffrey Sachs states that at Rio +20, present governments received the news as a "surprise":

**The world of 2012 is less sustainable
than it was in 1992.**

PLENARY SESSIONS

OPENING

This was a turning point for the creation of a global cooperative public agenda containing clear goals, whose main dimensions involve: transformation of the energy matrix, promotion of less harmful agricultural technologies and urban redesign focused on improving the living conditions of our cities.

Sachs sees corporate education as a valuable instrument of transformation that can no longer escape from the prerogative of sustainability:

Every business must be consistent with sustainable development.

And in order to achieve it, cooperative education, its agents and structures must be rethought so that the new managers are able, ethically and technically, to deal with the complexities of global business.

Curricular transformation is a path. Sachs considers that students should have broad and interdisciplinary formations, in order to be able to minimize the apparent contradiction between economic success and sustainability in the organizational environment. It is necessary to master science as well as business, which involves

knowing the physical aspects of the earth, mastering concepts of engineering, chemistry and biology.



Complex problems require the internalization of complexity by students, a task in which researchers and educators play a central role. In addition to the promotion of curricular interdisciplinarity, it is up to these agents to instigate young people to solve problems differently from what has been done so far.



It is in this sense that Milenko Gudic puts the mission of elaborating new questions as one of the prerogatives of the academic world; existing problems need to be reinterpreted rather than responsively solved. Jonas Hartle goes further, turning to those present, asks directly:

What contributions can academic research give to Agenda 2030?

In a rhetorical tone loaded with optimism and confidence, the Head of PRME Global indicates the goal of the path to be traced:

**You want to go fast, go alone.
Want to go far, go together.**



PLENARY SESSIONS

1st CONFERENCE

SPEAKER

Maurizio Zollo (Bocconi University)

Coordinator of Global Organizational Learning and Development Network (GOLDEN) for Sustainability

COORDINATOR

Adriana Caldana (University of São Paulo)



**What are we doing as a venture from SDGs?
What are our real business support efforts?
What is a sustainable enterprise?.**

Maurício Zollo

The problem of the lack of integration of sustainability strategies with stakeholders is one of the main barriers on changing the status quo and overcoming the issues in the corporate environment.

There is enough scientific evidence to prove that sustainability brings results. Even so, why do not many companies make such a commitment?

Corporations need to be understood within the scope of their economic purposes and objectives, as well as in their processes and organizational culture.

Changing the purpose of a business is very complex. Once this occurs, it is necessary to check if the connections with the stakeholders have not been broken in the process. In order for the change to be effective, learning must take place in the company environment so that the corporation can capture and absorb the skills necessary for the changing process, especially regarding the implementation of SDGs.

If we want the involvement of organizations, it's necessary to look at sustainability under different prisms. This necessarily involves the redesign of governance models, with the inclusion of stakeholders' voices in key decisions.

PLENARY SESSIONS

1st CONFERENCE

It is also necessary to integrate strategies to maximize generation of value, direct research/development of products/processes/models to sustainable strategy, and reformulate leadership models. The conviction goes through a process of logical evolution of the risk protection and also to safeguards the future gains.

Companies are interested in what is discussed in the world of academic research, but a change in value proposition is required for engagement.



This perspective can be achieved through the creation of a flexible and dynamic executive education capable of absorbing theoretical knowledge and applying it in the field, in the business environment, in the form of case studies, with the objective of mapping the organizational specificities and proposing the appropriate solutions and incentives for the change of the "unsustainable" status quo.

The product of this process is a win-win situation where the academy complements theory with practical application and firms receive consulting.



In short, the "why" has been answered countless times. The focus must shift gradually towards the implementation of the "how."

It is a process of gradual, collaborative and continuous effort already underway in the academy.

PLENARY SESSIONS

2nd CONFERENCE

SPEAKER

Isabel Rimanoczy (Sustainability Mindset WG)

PARTICIPANT

Cláudio Senna

The awakening of the consciousness of sustainability can be represented in the metaphor of the metamorphosis of the caterpillar into a butterfly. In synthesis, when the caterpillar is almost at the end of its life, believing that it ceased to exist, it is reborn in the form of a new individuality, carrying the knowledge of the previous stage.

In this context, mankind may now be in its cocoon, awaiting a transformation that breaks with the status quo and effectively incorporate sustainable development as a central point for a continuity of the human species.

The reach of the SDGs is an important investment issue. It also requires the understanding that humanity is experiencing a spiritual crisis, with our lifestyle at an accelerated pace.

COORDINATOR

Flavio Hourneaux (University of São Paulo)

The implementation of sustainability necessarily involves a change of mentality and the emergence of disruptive proposals. The inexistence of the caterpillar is necessary for the butterfly to live. Hence the alignment with the motto of the conference, there are new questions and trials for the emergence of innovation.

A method of teaching based on the interrelationship of spiritual, emotional, intellectual and literary intelligences can be a way for the formation of the direct, self-sustaining, proactive and capable leaders of the 17 SDGs.

Within the context, facilities such as initiatives of the LEAP Project - Local Acceleration Program of entrepreneurship, which is a kind of support network for people with causes, such as female empowerment for example.

A MEDITATION EXPERIENCE

Isabel Rimanoczy invited everyone to participate in a meditation practice. She had the collaboration of Mr. Claudio Senna in the coordination of the moment. The idea of meditative practice at this conference was to get the participants to experience contact with the present and what emerges from it: a self-reflexive experience, being able to perceive the current moment and the associated feelings, disconnecting from more rational aspects. It is considered that traditional rationality is one of those responsible for the logical model that has led the world to the stage of unsustainability in which it is.



PANEL DISCUSSIONS

PUBLIC POLICIES FOR EDUCATION AND RESPONSIBLE EXECUTIVE RESEARCH

PARTICIPANTS

Jonas Haertle (PRME Global)

Luciana Aguiar (UNDP/Brazil)

Sergio Kelner (Federal Secretary for 2030 Agenda)

Agenda 2030 reflects the urgency of climate action and is based on gender equity and respect for human rights. In order to achieve this, it is necessary to engage all the actors responsible for its creation, as well as local government leaders - at the municipal, state and federal levels - entrepreneurs, civil society, scientific and academic communities.

In the current global context, the implementation of SDGs has been incomplete, given, for example, that armed conflicts cost 9% of world GDP. In the local, Brazilian reality, inequality is a very relevant problem and the Brazilian HDI is still very low in comparison to other countries. In addition, 4.5 million people returned to poverty and 1.5 million to extreme poverty in the last 4 years.

COORDINATOR

Jonas Haertle (PRME Global)

In this disheartening context, one of the questions that arises is: how to find funding for the development of the 17 SDGs?

The UN has adopted Agenda 2030 as a global goal, in which there are 17 goals interconnected, ie "indivisible", 169 targets and 231 indicators which should be promoted, measured and monitored. opportunities, whose global investment is in the range of \$ 3 to 4 trillion, fostered in part by partnerships with 11 investment banks.

Much can be done with the resources available, but achieving success by 2030 will depend on an unprecedented articulation between partners in public and private initiative.



PANEL DISCUSSIONS

LEADERSHIP TRAINING FOR SDGs: THE CORPORATE VISION

PARTICIPANTS

Christian Hauser (PRME DACH)

Pedro Luiz Fernandes (CEO Novozymes)

Carlo Linkevicius Pereira (Executive Secretary/Global Compact Brazil)

Diva da Paz (Portal ODS)

Corporations represent an important stakeholder in the achievement of the goals of the Agenda 2030. The share of GDP driven by companies alone makes it essential to integrate them with the other promoters of SDGs.

In this sense, the UN saw the necessity to establish a common field of dialogue among the business sectors, and thus the Global Compact emerged: a voluntary initiative to promote sustainable growth in the corporate environment. There is a concern, on part of the Pact, with the internalization of the Agenda by the collaborators, so that an environment of continuity is established, where in the absence of the multiplier leader the Agenda continues to be implemented. Among the more than 10,000 signatories of the Global Compact, we have the example of Novozymes, a biotechnology multinational present in more than 100 countries. Since 2001, signatories to the Global Compact, the company's main line of action is the search for partnerships in the business sphere to solve local problems.



COORDINATOR

Cláudio Boechat (PRME Anti-poverty WG)



Pedro Fernandes points out that the conviction of top management for the implementation of sustainable development, specifically the SDG program, is a delicate process in which it is necessary, with data and technical knowledge, to overcome the apparent trade-off between sustainability and financial return. According to Carlo Pereira, many companies are aware of the relevance of the Agenda 2030 as well as know the SDGs, but can't put them into practice due to the lack of instruments and qualified human resources. In this context, tools like Compass SDGs, Making Local Business and SDG Industry Matrix can aid the process.

Other experiences such as that the Portal SDGs also play an essential role in helping decision-making within corporations. They quantify, in the form of metrics, relevant issues to decision making from the perspective of sustainability. The process of internalization in organizational culture is conditioned by the existence of a common language among employees, which can be obtained through the extensive practice of leadership training and the promotion of a policy committed to knowledge management.

PANEL DISCUSSIONS

LEADERSHIP TRAINING FOR SDGs: THE CORPORATE VISION



Christian Hauser points out that Distance Learning is an important tool in the training context, but it is necessary that conventional models are reworked to become interesting. Experiments involving gamification and promotion of competitiveness are alternatives that have the potential to be successful.

Another issue that arises is the reactive characteristics of the training culture. Many companies use training to solve problems that are already underway, with a focused approach. This perspective is inadequate for the implementation of long-term programs, such as Agenda 2030. Besides lack of proactivity, another important aspect that requires attention is the dissonance between training and real situations. This shows a complex challenge: the development of methodologies and tools capable of emulating the real situation, and effectively training employees to make decisions.



The challenge of internalizing sustainability in the corporate environment carries with it opportunities, ignorance of SDGs by most people generates many job opportunities and space for ventures that will be needed if we are willing to meet the challenge.



PANEL DISCUSSIONS

SDGs: RESEARCHERS VISION

PARTICIPANTS

Al Rosenbloom (Dominican University/US and PRME Anti-Poverty WG)

Maria Antônia Brovelli (POLIMI- Politecnico di Milano/Italy)

Consuelo Garcia De La Torre (Tecnologico de Monterrey/México – PRME LAC)

Luciana Oranges Cezarino (UFU/Brazil)

With the perspective that the place is extremely important for the understanding and the application of SDGs, Prof. Maria Brovelli began her presentation addressing the role of geomatics, a tool that uses computational science to generate geographic maps.

Such system has been benefited by the exponential growth of global monitoring systems in recent years. The quantitative increase in satellites and the evolution in the quality of the images produced resulted in excellent data on the environment, climate, traffic, pollution, among others.

In addition to the passive and routine use of this information for our convenience, we can benefit from a more active use of resources as we become contributors to global systems and communities committed to the diffusion of geomatics, often non-profit making. Among these agents we can mention the organizations OS Geo and Geo For All, whose pillars are the integration between researchers and open source practice, aligned with the promotion of a citizen science, with free access for all.

Within the space perspective allied to the SDGs, we understand that in our cities there are great opportunities for exercising citizenship in the implementation of sustainable development. It is in the municipality that public policy materializes in a more tangible way. Cities present complex social, economic and environmental challenges.

COORDINATOR

Milenko Gudin

“The place is one of the keys to the interpretation of reality.”

Maria Antônia Brovelli



As an example, the research of Prof. Luciana Cezarino, focused on understanding and improving the habitability conditions of the city of Uberlândia-MG, found great challenges for its development, such as the fragmentation of data and the lack of cooperation of the public power. The situation led the researcher to ask:

Why aren't people environmentally aware?

One of the possible answers was the existence of a knowledge lagged in relation to sustainability. This situation, although found in the local reality, can be transposed to the problems of implementing the new agenda at the global level.

PANEL DISCUSSIONS

SDGs: STUDENTS VISION

PARTICIPANTS

Lutz E. Schlange (PRME DACH)

Giovanna Sielski e Renato Eugenio de Lima
(Brazilian Scout Association)

Giovana Chimentão Punhagui (FIEP System)

Kleber Marins De Paulo (Head of Enactus Brazil)

Anastasiya Marcheva (PRME Anti-poverty WG)

Students represent the main stakeholder in the process of promoting SDGs, as they are both the target and promoters of transformations in local policies and in the organizational context. Within this perspective, some independent entities play a key role, such as Enactus, which is a global actor and works on the empowerment of young people to improve the world through entrepreneurship. According to Mr. Kleber De Paulo, the organization works with students because they like to fight and face challenges, summing up an important driving force in the world's transformative action. The idea without action is worthless, and SDGs meet Enactus's longing to materialize the discourse. There are currently 73 projects using the SDGs, which create indicators that can mediate the focus of the action.

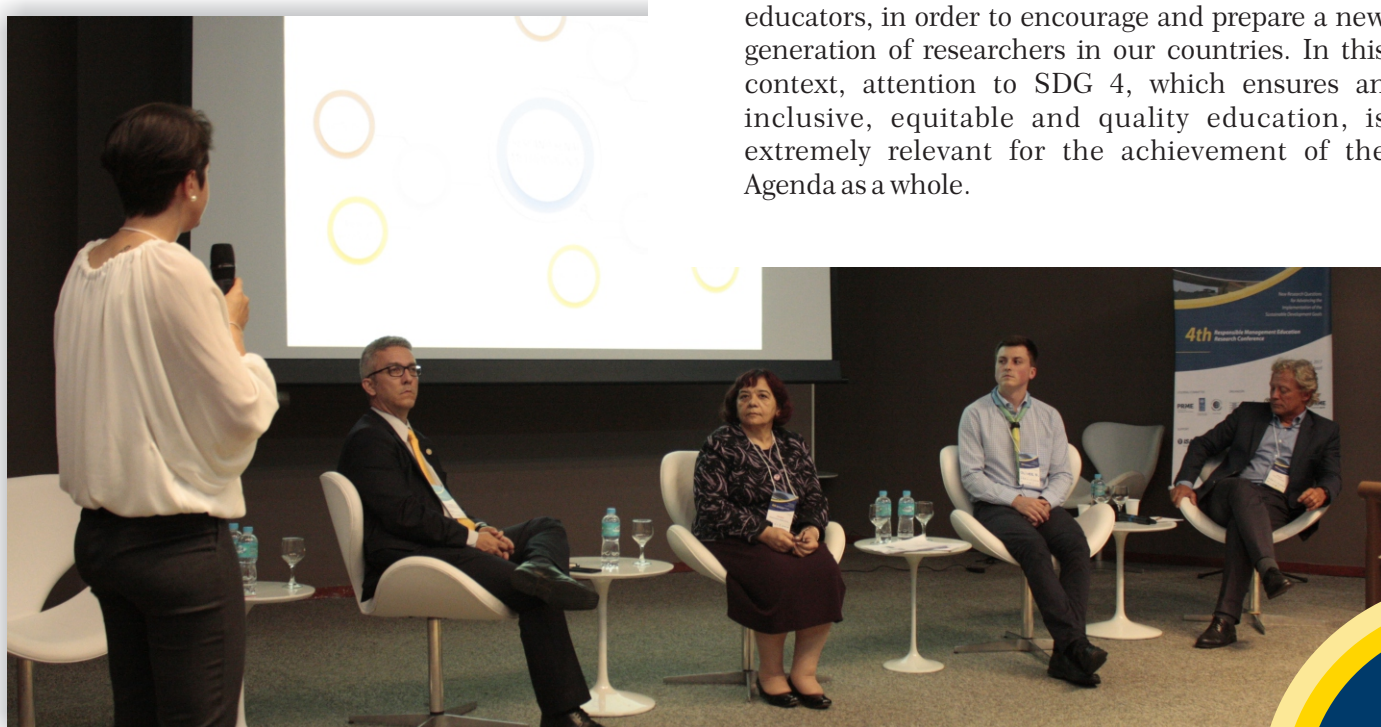
COORDINATOR

Lutz E. Schlange (PRME DACH)

From a somewhat different perspective, the FIEP System presents itself as another catalyst for Agenda 2030. Today there are 2 thousand adolescents linked to the system and with a history of engagement with the objectives of sustainable development.

The methodology used is structured in the logic of problem solving, in order to become interesting to the young people. In this context, "challenge" is a key word for the development of the cognitiveness and engagement of these adolescents.

Anastasiya Marcheva brings the Eastern European perspective to the issue, and exposes that young people, while having the energy, do not always hold the knowledge or ability to be leaders and change the world on their own. This resumes the responsibility of educators, in order to encourage and prepare a new generation of researchers in our countries. In this context, attention to SDG 4, which ensures an inclusive, equitable and quality education, is extremely relevant for the achievement of the Agenda as a whole.



POSTER SESSION

There were two poster sessions to accommodate an active participation of all the works accepted in the two days of programming. In these sessions, the researchers had the opportunity to present and discuss their work with everyone who was traveling around the atrium of the event. In total, 40 posters were presented.



THEME TRACKS AND PARALLEL SESSIONS

Following a policy of openness to the participation of all stakeholders, the organizing committee of the 4th RME Conference opened a period for the submission of thematic areas (tracks). However, after the deadline, it was noticed that several proposals were only articles to be submitted, so it was decided to form 6 thematic areas that would accommodate all PRME stakeholders. With a duration of 1h30min, each parallel session accommodated up to six 15 minute oral presentations, followed by discussions mediated by the leaders of the subject areas. The following tracks were formed:

SDGs and Education

The objective was to discuss SDGs and their relationship and / or application in education at all levels. This track had three parallel sessions.

SDGs and Scientific Research

The goal was to discuss how SDGs are or can be considered for scientific research purposes. This track had three parallel sessions.

SDGs and Business

The goal was to discuss how SDGs are or can be considered by companies and organizations in general. This track had three parallel sessions.

SDGs and Government

The objective was to discuss SDGs and their relationship and / or application in public policies and the role of government in this process. This track had two parallel sessions.

SDGs and Society

The objective was to discuss how SDGs are related and being perceived by society and its consequences, through a systemic vision. This track had a parallel session.

PRME Working Groups

This track had an anti-corruption session, a climate change session, a session to discuss gender, and a session to discuss sustainability mindset.



CLOSING CERIMONY

THE FUTURE RDGs AGENDA AT THE RME

“The life’s purpose is having a life with purpose.”

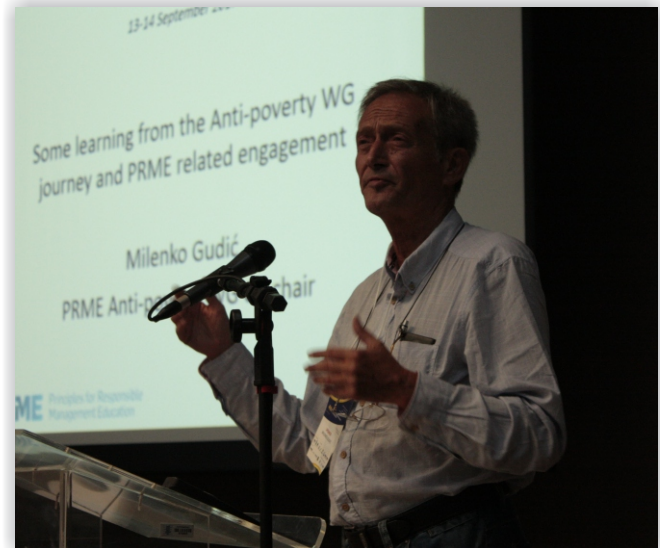
Milenko Gudic

‘ ‘There is an economic, social and financial crisis, this crisis is especially ethical and moral.’ Although it sounds like alarmism, the tone of Milenko Gudic in closing ceremony actually carries a feeling of work to be done. An optimism regarding the work developed by the members in the PRME.

Sustainable development was not invented today, it's an old concept. The number of companies that change their business strategies to focus on sustainability grows every year and at this point, the achievement of the 2030 agenda necessarily means a redefinition of what is "successful" in the world. Generation Y young people, like millennials, play a prominent role, hoping to solve global problems as much as they generate results for stakeholders.

Jonas Hartle, Head of PRME Global, affirms Milenko's position and optimism, stating that with only 10 years of creation, PRME has already achieved a major influence in business schools.

The event was successful in promoting a forum for global discussion of new perspectives for the effective implementation of the Sustainable Development Objectives and the Agenda 2030. In addition, the event hosted the celebration of the 10th anniversary of PRME and to reflect on the results achieved and direct the look at future challenges and opportunities.



The previous three conferences: Chur (2014), Cairo (2015) and Krems (2016) were the basis for the 4th RME in Brazil, the positive experience was maintained and improved. The event achieved its goals of promoting the exchange of knowledge and opportunities, as they connected a wide variety of previously poorly connected communities.

In the organization and participation of the event, PRME working groups and chapters, signatories and others, the PNPD and the United Nations Global Compact, as well as the main regional and public actors composed of representatives of universities, students, companies, governments, media and civil society organizations eager to advance their knowledge and skills by integrating responsible management and sustainable development into their professional logic.



PARTNERSHIPS

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PRME Principles for Responsible Management Education

an initiative by the  **United Nations**
Global Compact

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