

# The GIBS Integrated Value Lab

A centre of excellence in integrated value, strategic futures, systemic leadership, sustainable enterprise and circular economy.



Founded in 2000, the University of Pretoria's Gordon Institute of Business Science (GIBS) is an **internationally accredited business school**, based in Johannesburg, South Africa's economic hub. As the business school for business, we focus on general management in dynamic markets to significantly improve responsible individual and organisational performance, primarily in the South African environment and increasingly in our broader African environment, through the provision of high quality business and management education. In May 2015 the annual UK *Financial Times* Executive Education rankings, a global benchmark for providers of executive education, once again ranked GIBS as the top South African and African business school. This is the 12th year running that GIBS has been ranked among the top business schools worldwide. In October 2015 the GIBS MBA was ranked among the top 100 business schools globally in the prestigious *Financial Times* Executive MBA Rankings. Ranked in 87th position, GIBS is the only business school in Africa to appear in this ranking.

## What is Integrated Value?

Integrated Value<sup>1</sup> is a strategic business approach to creating value synergistically across companies' economic, governance, societal and environmental spheres of impact and influence.

It builds on the foundations of many well-established 'business in society' concepts – including corporate social responsibility (CSR), business ethics, corporate citizenship and sustainable enterprise – but goes beyond these to propose the 'what to' of integration .

This approach provides a positive pathway for the transition to a low-carbon economy and a key to the new 'Syndustrial Revolution'<sup>2</sup> of creating synergy between economic, governance, societal and environmental spheres.

## Key themes of Integrated Value:

- ☑ **Integrated value** – including measurement and reporting of value across the six capitals (financial, manufactured, human, intellectual, social and natural), as well as integration of social, ethical and environmental needs and management systems into business.
- ☑ **Strategic futures** – including the application of futures thinking tools and techniques to promote long-term perspectives in business, as well as finding ways to change the short-termism of the financial institutions and markets.
- ☑ **Systemic leadership** – including the analysis and promotion of the distinctive traits, skills and knowledge of transformational leaders for sustainable development.
- ☑ **Sustainable enterprise** – including the application of innovative business models, products and technologies to address local and global environmental challenges.

- ☑ **Inclusive business** – including the application of innovative business models, products and technologies to address societal challenges at the bottom of the economic pyramid (BoP) in developing countries, as well as promoting business practices that support a more inclusive, sharing and equitable economy.
- ☑ **Circular economy** – including the application of 'life-cycle thinking' and 'closed-loop design' to business models, product/service innovations, processes and technologies, as well as the promotion of the concepts and practices of industrial symbiosis, biomimicry and net-zero/net-positive strategies.

## What is the Integrated Value Lab?

The newly established GIBS Integrated Value Lab, chaired by Prof Wayne Visser, aims – in collaboration with business and academics in the Southern African context – to identify, understand and promote the connections between subject matter experts who have an interest in best practices of integrated value. It is a centre of excellence for leading edge experimental research and learning through collaborative discovery.

## What is a Lab and how does it work?

In this case a Lab denotes a collaborative space where innovative business ideas and practices are conceived, researched and road-tested in practice.

The Lab partners with a select number of business members that share its aims and wish to support collaborative research and learning around best practices in the six thematic areas of Integrated Value.

Membership is by application and will deliberately seek to be diverse in terms of business sectors, organisational sizes and geographic reach, including local SMEs, national companies, multinational corporations and international organisations. Membership subscription is negotiated on a case-by-case basis, depending on the particular needs and interests of each member company and the tailored deliverables agreed with Lab.

The deliverables from this Lab will include applied research, facilitated dialogue between senior executives and thought leaders, and cutting-edge learning opportunities for future leaders with the overarching goal of improving the future-fitness of business and society.

## How you will benefit:

**Members of the GIBS Integrated Value Lab will benefit from:**

- ☑ **Thought leadership** – Exclusive quarterly executive round-table discussions with visiting scholars, local and international thought-leaders and innovators in integrated value. These serve as a safe space for dialogue and a sounding board for new ideas.
- ☑ **Tailored research** – The opportunity to scope applied research projects, taking into account members' sector context and special interests in the thematic areas of Integrated Value. The research output can be for in-house use only, or for public distribution.
- ☑ **Branding opportunities** – These may be linked to commissioned research or relevant learning events. There are also a limited number of sponsored and branded academic Chairs available within the Lab, which are linked to the six thematic areas.
- ☑ **Key insights** – A monthly bulletin of the most topical news and research summaries from the Integrated Value fields, together with an annual subscription to GIBS' flagship business leadership publication, *Acumen*, for the member organisation and up to five partner firms (nominated by the member).

<sup>1</sup> *Integrated Value* was coined in 2014 by Prof Wayne Visser and Chad Kymal in their seminal paper, 'Creating Integrated Value: Beyond CSR and CSV to CIV'.

<sup>2</sup> 'The Syndustrial Revolution' was coined by Prof Wayne Visser in 2015 in the article 'We Need New Generation of "Imagineers" Who Can Envision Sustainable Future'.

For enquiries call Claire Thwaites on **+27 (0)11 771 4189** or email **thwaitsc@gibs.co.za**