

Propositions belonging to the doctoral thesis

**Moving Beyond The ‘Why’ And ‘What’ Question:
How Corporations Achieve Sustainable Development**

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- I.** When you think about it, some solutions to social and environmental problems are actually quite straightforward and simple, yet their implementation is anything but.
- II.** Social and environmental problems are sustained by a lack of means and/or motivation of incumbent organizations to address them.
(Chapter 2)
- III.** Sustainable intrapreneurs play a pivotal role in tackling problems of innovation, resource allocation, and uncertainty for corporations to achieve sustainable development.
(Chapter 2)
- IV.** Sustainable product development requires middle managers to deviate from institutionalized innovation processes, performance management systems and norms.
(Chapter 3)
- V.** Sustainable product development requires senior managers to utilize their decision-making power by allowing middle managers to deviate from institutionalized innovation processes, performance management systems and norms.
(Chapter 4)
- VI.** Structure should follow sustainability strategy.
(Chapter 5)
- VII.** For corporations to become sustainable, managers must learn how to play three-dimensional chess.
- VIII.** Corporations cannot become what they want by remaining what they are.
- IX.** Social responsibility cannot be viewed as a panacea for all business’ social problems, but contains an important truth that must guide corporations in the future (Bowen, 1953).
- X.** Whatever ideology comes after capitalism, it better be quick and right.
- XI.** And you may ask yourself, “well... how did I get here?” – Talking Heads