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