

Statements for the Ph.D. thesis *Cleaner Production and Industrial Ecology; Dynamic Aspects of the Introduction and Dissemination of New Concepts in Industrial Practice* by Leo Baas, Rotterdam, 2005

1. The *cleaner production systems* approach provides a comprehensive framework for intervention because it is rooted in the interdependence of the organisational and technical dimensions
2. The correlation between the volume of documents on corporate *environmental policy* and the results achieved through *environment-integrated innovation* is negative
3. During the industrial ecology information phase, most companies argue that they do not want to become dependent on other (neighbouring) companies. Such an attitude shows that these companies are not aware that they are also currently dependent on other suppliers (for instance in the case of resources, energy, and water)
4. In preventive initiatives towards sustainability the mindset plays a dominant role, more so than technological development
5. Tacit knowledge in organisations is the knowledge that gets the most easily discarded and is often the first type of knowledge that is destroyed during reorganisation processes
6. The *Dutch polder model* is based on a *consent and compromise* coalition model and is by definition unsuited for radical change towards sustainability, because in the *Dutch polder model* good intentions are agreed between opponents, while results are left aside
7. In order to make sustainability paradigm shifts happen, universities should adapt and integrate preventive programmes from the start of university degrees
8. Corporate Social Responsibility (CSR) reports are going through the growth phase of their concept life cycle. CSR reports are replacing the Environmental Management System reports, that can be described as being in the decline phase of the EMS concept life-cycle. Despite a few inspiring illustrations provided by some organisations, in general CSR reports resemble administrative procedures that only pay lip service to promising transition processes but in practice hardly lead to any radical changes towards sustainability
9. The integration of the economic, ecological, social and cultural dimensions in corporate performance could be described most accurately as: Corporations Taking their Responsibility for Working towards Social and Environmental Sustainability (however, this is too long for a label)
10. Human beings seek comfort, managers seek the line of least resistance, taking end-of-pipe solutions for granted and failing to perceive that preventive approaches are economic opportunities within a framework of continuous improvement and innovation
11. Illegal dumping of chemical waste – which is incompatible with daylight – is sometimes performed in the dark of the night