

Responsible innovation management

Assignment 1: DSM case

Assignment:

Read the case “Darwinians at the Gate: sustainability, innovation and growth at DSM”

Questions:

1. What motivates DSM to engage in a sustainability-oriented strategy?
2. What type of innovations are required to deliver that strategy? And what observations do you observe (using information from the case and company website)?
3. Considering the sustainability stages of Nidumolu et al. (2009) discussed during the introduction lecture, where would you position DSM and why? Provide at least three arguments supporting your choice?
4. Compared to their main competitors, where would you position DSM (both in term of sustainability performance and financial performance)?
5. What would be the next steps for DSM to further implement their strategy and increase their sustainable performance?
6. What are according to you the key lessons in this case?

Deliverables:

- Groups 1 & 2 are expected to present their findings on the questions presented above in the session of week 2 (22/11/2016)
- The expected output of this assignment is a video or presentation of 15 to 20 minutes. The video/presentation will be showed during class.
- The evaluation criteria for the video are the following:
 - The presentation / video is well structured and has a clear message
 - The presentation / video has a convincing and well substantiated message
 - The presentation / video demonstrates that the students adequately apply the theory to the case
 - The presentation / video uses theoretical arguments to support the conclusion
 - The presentation / video is original and creative
 - The presentation / video is fun to watch
 - The presentation / video clearly demonstrates the added value of the students' insights
 - The students demonstrate that they did additional research to support their findings (e.g. additional theory, desk-research to learn more about the company, etc.)