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Competencies for a sustainable
socio-economic development



Which competencies are needed for Sustainability-driven Entrepreneurship?

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Overview

- Introduction CASE Project
- Aims and Structure Needs Analysis
- Results
 - Mind sets and motivations of sustainability-driven entrepreneurship
 - Competencies for sustainability-driven entrepreneurship
 - Fostering competencies in higher education programmes
- Discussion and Outlook





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Goals of CASE

CASE Knowledge Alliance aims at

- Supporting and fostering methodical and content wise development of **competencies for a sustainable socio-economic development**
- Development and testing of new methods for **inter- and transdisciplinary teaching and learning** via regional pilot projects
- Development and conceptual framework for an European joint master's programme on "**Sustainability-driven Entrepreneurship and Innovation**"





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CASE Partners

Partner	Organisation	Country
P1	Vienna University of Economics and Business (WU Vienna)/ RCE Vienna	Austria
P2	Free University Bolzano	Italy
P3	University Vechta	Germany
P4	Masaryk University Brno	Czech Republic
P5	University Gothenburg	Sweden
P6	Wiener Stadtwerke Holidng AG	Austria
P7	Terra Institute GmbH	Italy
(P8	Ulrich Walter GmbH	Germany)
P9	Environment Center Kapraluv	Czech Republic
P10	Ekocentrum	Sweden
P11	Vienna University of Natural Resources and Life Sciences (BOKU)	Austria



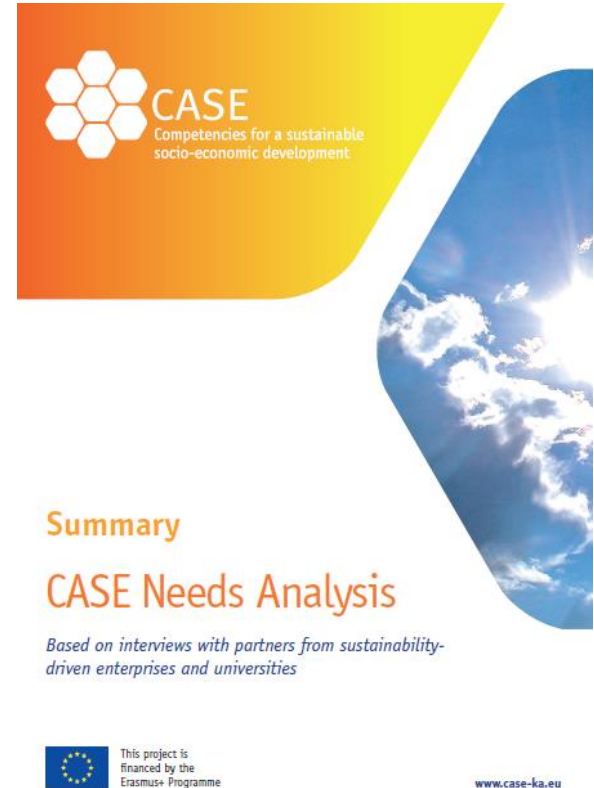


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Aims Needs Analysis

- Analyze **needs and competencies** for sustainability-driven entrepreneurship
- Create a basis for a **network** of companies and universities
- Learning from international **good practice** examples
- Foundations for the development of an European **Master's Programme**



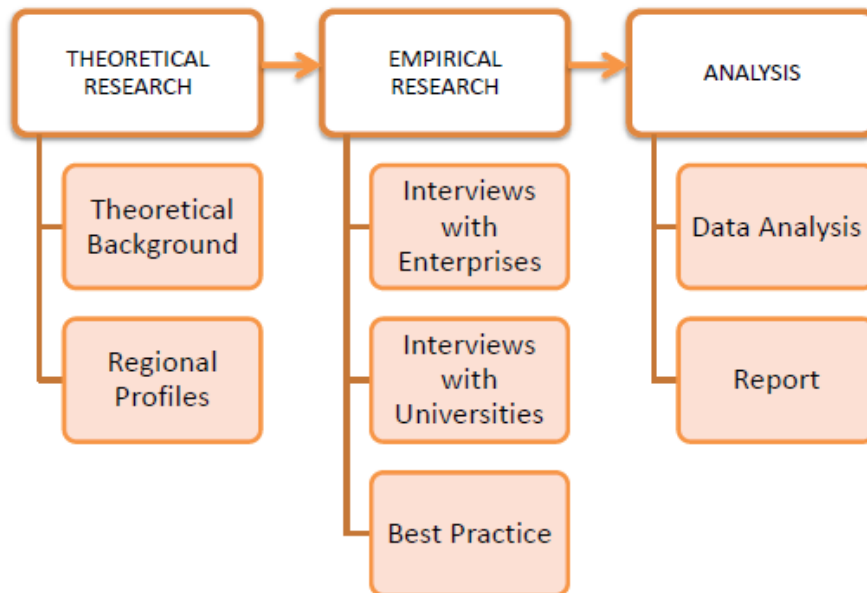


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Structure Needs Analysis

What are the main competencies and mind sets of sustainability-driven entrepreneurs? Which learning and teaching formats foster these competencies in the context of higher education institutions?



Graphic 2: Research structure





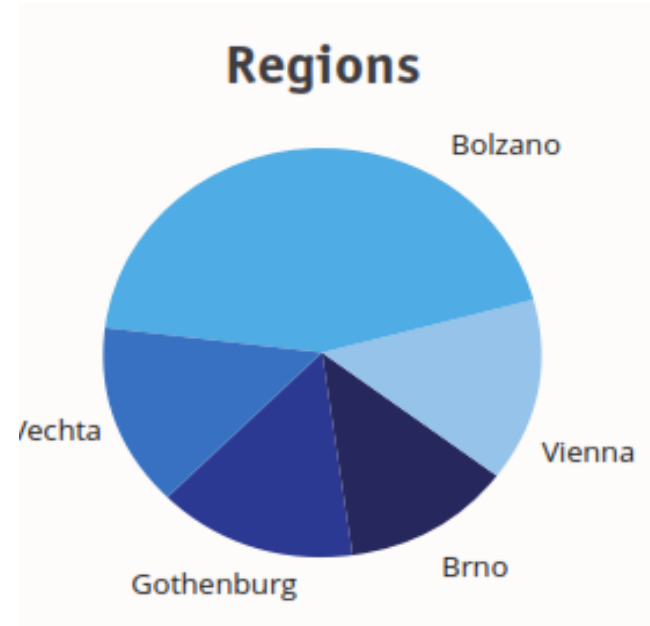
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Regional Framework

Criteria:

- Geographic location
- Economic development
- Socio-economic challenges
- Higher Education



Diversity of regions –
Interview partners from 5 regions



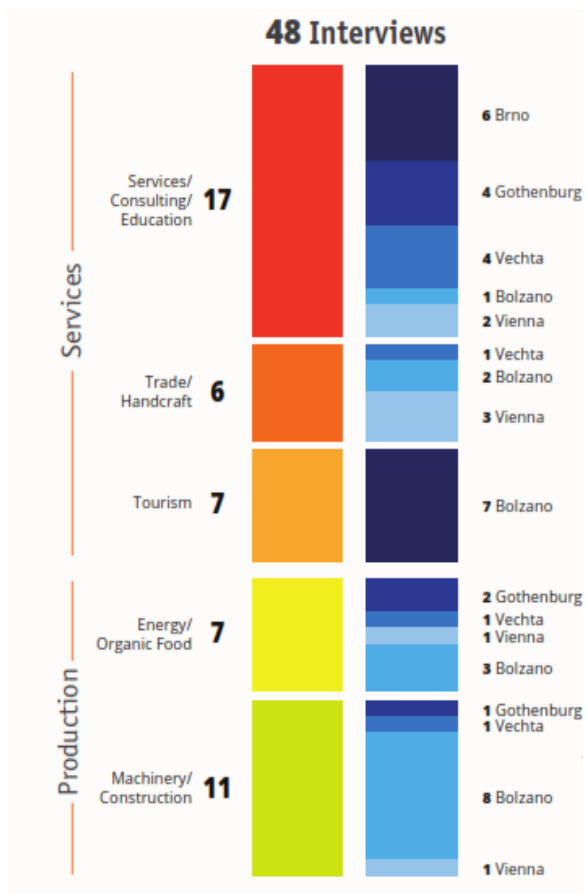


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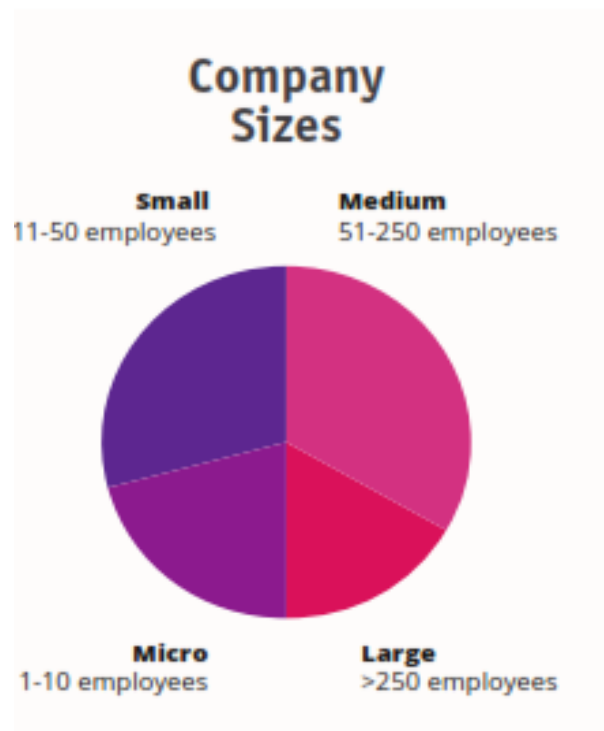
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48 interview partners from business

Diversity of sectors



Diversity in size





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25 interview partners from universities

Diversity of disciplines and faculties

University	Faculty/Department/Institute
University of Economics and Business (WU) Vienna University of Natural Resources and Life Sciences (BOKU) Vienna	<ul style="list-style-type: none"> • Institute for Entrepreneurship and Innovation • Department of Economics and Social Sciences • Institute of Agricultural Economics • Institute for Sustainable Economic Development
Free University of Bolzano	<ul style="list-style-type: none"> • Faculty of Economics and Management • Faculty of Education • Faculty of Design and Art • Faculty of Science and Technology
University of Vechta University of Oldenburg University of Bremen University of Lüneburg	<ul style="list-style-type: none"> • Department of Economics and Ethics, Vechta • Faculty of Informatics, Economics and Law, Oldenburg • Faculty of Economics, Bremen • Institute of Sustainability Governance (INSUGO) • Institute for Environmental and Sustainability Communication (INFU) Lüneburg
Masaryk University, Brno	<ul style="list-style-type: none"> • Faculty of Economics and Administration • Faculty of Social Studies • Department of Environmental Studies
University of Gothenburg	<ul style="list-style-type: none"> • Faculty of Fine, Applied and Performing Arts • School of Social Science • Environmental Science • Faculty of Economics • School of business, economics and law.

Table 1: Designation of the interview partners (universities)





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Mind sets of Sustainability-driven Entrepreneurship



Graphic 3: Background for sustainability-driven entrepreneurship





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Understanding of sustainability-driven entrepreneurship

“Economy has to serve the wellbeing of people, not the other way round. Of course it is necessary to earn money but that is not central”. (Int. 24, companies, 2015).

*“Our earth we haven’t inherited from our parents but lend from our grandchildren. Therefore we have huge responsibility to tread natural and cultural treasures with respect and attentiveness“
(Int. 22, companies, 2015)*





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Motivations

“I read a lot about the housing-bubble, backgrounds of the financial disaster and peak oil. That created fear and uncertainty about the future of my family. But I didn’t want to be swept away by fear, as such I began to work with it and began to integrate sustainability also in my personal lifestyle” (Int. 47, companies, 2015).

“We are in a transformation-process. What I observe is an increasing separation between entrepreneurs and staff. Entrepreneurs fall into isolation, into burnout and close their companies. Employees don’t see a way to participate. That was the driving-force to overtake self-responsibility and to change my professional and personal life” (Int. 15, companies, 2015).

“We have sustainability well anchored for many years - in our corporate strategy, our organization chart and in the financial and human resources“ (Int. 4, companies, 2015)





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Implementation of sustainability

Ecological

- Products, resources and services: regional, fair, recycling, up-cycling, eco-design, eco-innovations
- Process-management: CO2 reduction, environmental standards
- Energy: renewables, certificates...
- Transportation: public transport

93 times mentioned

Social

- Human Resources Development: participative, gender equality, transgenerational...
- Education/Training: In House, apprentices
- Working Conditions: Work-Life Balance
- Social Responsibility socio-cultural initiatives at regional and international level

90 times mentioned

Economic

- Strategic management: long term, Quality management: ECG, EMAS,...
- Finance-management: Financial independence, transparency, controlling
- Awareness-Building & Marketing: PR, visibility of best practice

39 times mentioned





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Competencies for Sustainability-driven Entrepreneurship





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Fostering Competencies



Graphic 4: Gaining competencies





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Fostering Competencies

Possible Formats of Science-Business Collaboration

- Co-creation of university courses
 - Lectures & seminars with external experts
- Research on regional best practices
 - Service Learning projects with regional companies
 - Cooperative research-projects
- Guided internships for students
 - Events and conferences open to public
 - Personal contacts





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Role and Impact of Multistakeholder Networks

“Only in networks you can meet the requirements of the complexity of sustainability and create corresponding synergies”. (Int. 32, companies, may2015).

“Projects with sustainable/social enterprises are future-orientated, but they must be prepared differently compared to classic technology projects; especially in the way they are communicated.” (Int . 20 universities , 2015)

“It is easier to maintain a standard in cooperation, as it is with tailwinds.” (Int. 29, companies, april2015).





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Conclusion

- Promising conditions and need for sustainability-driven entrepreneurship
- Limiting factor: Mainstream mind sets oriented towards profit-maximising, growth...
- Better understanding of mind sets & motivations of sustainability-driven entrepreneurs in regions
- Necessity to foster key competencies for sustainability-driven entrepreneurship via innovative formats
- New learning environments have to develop sustainability- and economic key competencies together in terms of a bundle of competencies (Wiek et al. 2011 and Lans et al. 2014)





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Conclusion

- Competencies needed
 - Holistic thinking, including various levels and domains
 - Ability to deal with risks and uncertainty
 - Normative competencies
 - Solution oriented and innovative thinking as strategic key competence
- Challenging contexts for implementing inter- and transdisciplinary approaches
- Upscaling of new partnerships between entrepreneurs and universities to encourage transformative education





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Outlook

- *How should new learning formats be developed, in order to be able to support on the one hand the self-efficacy and on the other hand the social aspiration of sustainability-driven entrepreneurs?*
- *How can the mind sets of sustainability-driven entrepreneurship be straightened, in order to act effectively in an environment, which is still dominated by profit-oriented and economic growth discourses?*
- *How can inter- and transdisciplinary networks be supported, in order to become long-lasting and workable networks for the future?*





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Thank you for your attention!!!

More info case-ka.eu



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