

WE LIVE IN TRANSFORMATIONAL TIMES



cet

Centre for Economic
Transformation



Amsterdam University
of Applied Sciences



The background features large, stylized, semi-transparent letters 'R', 'E', and 'A' in a dark blue-grey color, which are part of the word 'REAL'.

CENTRE FOR ECONOMIC TRANSFORMATION

OUR NAME IS OUR AMBITION

EVERY CHANGE STARTS WITH AMBITION

With the foundation of the Centre for Economic Transformation (CET) we find ourselves on the threshold of something wonderful and new. Like innovators driven by opportunities and options, we too are full of drive and ambition. We want to work on accelerating the transformation towards a sustainable and fair economy. The CET wishes to play a guiding role in this by bringing parties together and discovering what works and what doesn't.

The topic of economic transformation has struck a chord with many. Today, students are speaking out about the kind of society they would like to be a part of. In addition, they are demanding top-quality, future-oriented and committed education programmes. So, this is what we are aiming for. Colleagues and policymakers, inspired by Kate Raworth, have expressed their desire to apply the principles of Doughnut Economics in their areas of expertise. New ideas, new energy and new insights, are all essential if we want to address the transformational times we live in and reach that higher mutual goal: a sustainable and just society.

This booklet offers an introduction to the ambition, organisation, projects and people of the Centre for Economic Transformation.

Thanks to the full support of the executive board of the Faculty of Business & Economics, the CET has been able to make a lot of progress in getting ready for the launch. Our team feels the trust and enthusiasm from our programme managers and other colleagues at the Amsterdam University of Applied Sciences. Together we are ready to design the economy of the future.

We warmly invite everyone who wishes to contribute to the economic transformation in any way, to join us.

WILLEM VAN WINDEN

Programme Director

Centre for Economic Transformation



I used to take a neutral stance,
but this is no longer an option.

Urgency must be put firmly
on the agenda. It's the first step
towards transformation.

After all, we can do this in
academia – get something on
the agenda without
getting political about it.

|
Michiel van Gperen

Transition Manager at MVO Nederland



RE
DESIGNING
RETAIL

WE LIVE IN TRANSFORMATIONAL TIMES

We take our planet to its ecological limits - sometimes we take it far beyond that. At the same time, vast numbers of people world-wide are denied access to even the most basic facilities: inequality is mounting. Change is sorely needed, this much is clear. The truth of this is dawning on the world of business and enterprise alike. New business models are called for if we want to be future-proof. Now is the time for economic transformation.

For a transformation to be successful, three things are needed: a sense of urgency, the necessary skills and the will to change. These all come together in the Centre for Economic Transformation, CET for short, at the Faculty of Business & Economics of the Amsterdam University of Applied Sciences (AUAS). This is where it all starts: with a sense of urgency to reinvent business and economics. We can and we want to.

At the CET, we focus on four key transformations: digital transformation, transformation of work, circular transformation and energy transition.

WE FOCUS ON **RE-DESIGNING** BUSINESS

The CET offers a platform where new ideas on economics take shape in practice-oriented research and education. We work together with the business community, social organisations and governments on economic issues that affect society, both nationally and internationally, because we are all connected within one singular large system.

We choose to focus on redesigning business; on advancing new, sustainable approaches in finance, marketing, governance and the labour market, supported by state-of-the-art digital technologies. The CET is primarily aimed at companies and organisations that want to accelerate towards a thriving, regenerative and distributive economy that serves the needs of society while respecting planetary boundaries.

REINVENTING THE ECONOMY BY DOING

With Kate Raworth as AUAS's first Professor of Practice, the Amsterdam University of Applied Sciences has acquired a fount of inspiration. Kate's Doughnut Economics truly activates people. However, we are equally inspired by Sustainable Development Goals and other similar initiatives. The CET has room for diverse economic models and ideas. We are always open for debate and we encourage everyone to contribute their critical thoughts.

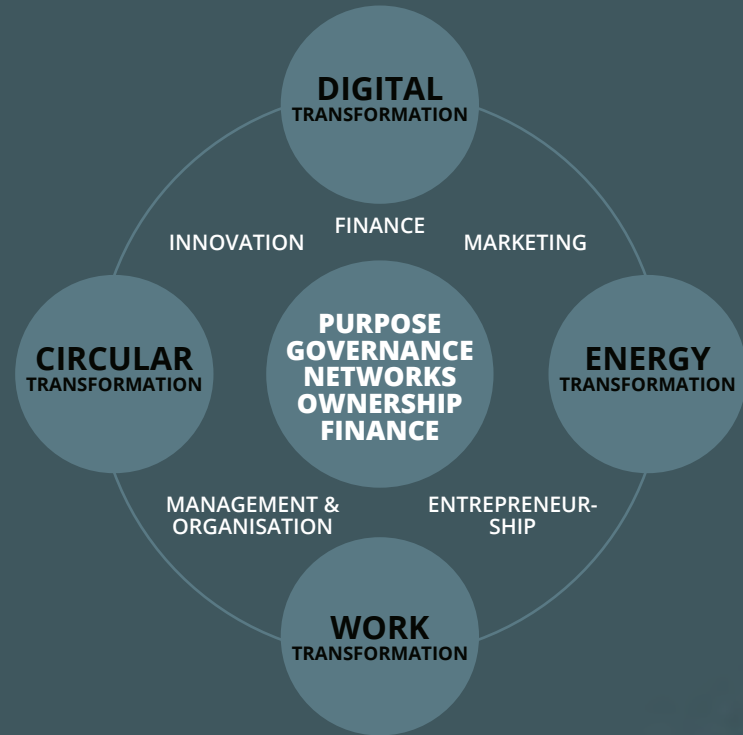
The CET is not just about analysing. It's also about catalysing. The CET wants to be a catalyst for the transformation of the world of business and economics towards greater sustainability, diversity and digitisation. We want to show what can be done in practice and propagate our findings in areas of education and public debate. Students, teachers and researchers are longing to get started. They are ready to embrace and put to practice the standards and values of the future.

The CET is purpose-driven. Content and strategy are the key elements central to our agenda. Transformation is a necessity; this feeling is shared by everyone. We have our eyes firmly set on the impact we aim to achieve, working in close connection with businesses and organisations. By redesigning business, we are working on reinventing economics as well.

KEY

TRANSFORMATIONS

The CET's mission is to transform business models and business education to become purpose-driven, regenerative and distributive by design.



The CET asks you
to make choices.

Tough choices.

If you join us,
you're ready to adopt
the norms of the future.




Ingrid Wakke

Professor of Entrepreneurship, AUAS



AE
DESIGNING
FINANCE



CET MAKES CLEAR CHOICES

Our vision: **a thriving, regenerative and distributive economy** that serves the needs of society, within the planetary boundaries

Our focus: **redesigning business** on the basis of four transformations across all sectors

Addressing **concrete issues** that are locally, nationally and internationally relevant and that have been contributed by our partners

With a **strategic-programmatic** agenda inspired by Kate Raworth, Professor of Practice

INTERVIEW WITH

KATE RAWORTH

“WE ARE NOT JUST
ANALYSING,
WE ARE
CATALYSING”

Much of the CET's ambitions and activities spring from the work of Kate Raworth, as described in Doughnut Economics. For the CET, joining forces with Kate as the first Professor of Practice at AUAS is proving to be truly inspirational and motivational. Kate provides the CET with essential critical reflection and participates closely with the centre in the exchange of ideas, education redesign and co-creation of research.



Kate, why did you choose Amsterdam?

"I wouldn't have agreed to any other city. Amsterdam is a pioneer and innovator. The Amsterdam Municipality said: 'We want to use the Doughnut'. They presented several strategies – on energy transition, on circularity – and their goal was to connect these in a holistic way. For them, the Doughnut was a natural fit. I have never pushed the Doughnut as a concept, here in Amsterdam or anywhere. All the interest and take-up come from people genuinely saying: we want to put this into practice in our own work. So much energy comes from Amsterdam: the government, the enterprises and changemakers such as De Waag, Pakhuis de Zwijger and the Amsterdam Doughnut Coalition. Amsterdam is the first city worldwide that has embraced the Doughnut principles. Then the dean of the AUAS Faculty of Business & Economics approached me and said: 'We want to put economic transformation in the heart of our faculty'. How could I resist? The other reason that I accepted was because the AUAS is about applied sciences, turning ideas into action, and thus being a perfect academic partner and practitioner because they know everything about applying new ideas and concepts in practice."

Should the CET focus on specific topics?

"We know we are at a transformative moment in time: we have to make economics regenerative and distributive by design. Key themes in business education – such as circularity, the energy transition, the future of work, and digital technologies – all need to be placed in service of that transformation. It's about transformative science: we have to align our teachings with this transformation. We could merely study fast-changing technology, but there is no driving purpose to that. CET therefore has to have a driving purpose behind its chosen topics. We are not just describing, we are advocating – not simply analysing change, but catalysing it. So, it is key to have a shared vision that students and staff are equally excited about. And then we ensure that everything is in service of achieving that vision."

Isn't that activism?

"From day one of education, everything is activism if you want to put it that way: we actively reshape the world as we teach students what is important and what isn't, what's at the heart of theories and what is left out of them. So, we're always creating a mindset and everything that we teach is coming from somewhere. Do we include any values in teaching or not? Are we impartial academics or are we carrying out research that is experimental? And is that seen as activism?"

The Sustainable Development Goals – are these seen as activism? Most people want to have these transformational goals at the centre and they have a real desire to put purpose and a vision to them. The Faculty of Business & Economics invited me to join in their journey. Inviting me was an act of saying: 'We want to put purpose at the heart of our teachings and research'. So, let's do it."

How do we do that?

"By starting to recognise that we live in transformational times. It means changing the curriculum and asking big questions. The first question is the most powerful one. Don't start with inertia: don't start with supply and demand curves. Ask instead: 'How can we open up our students' minds and help them to keep an open mind?' There is too much inertia in changing economics curricula worldwide. It is taking much longer than it should. Economics students themselves have risen to this challenge by setting up a platform on pluralist economics: exploring-economics.org. By doing so, they bring in the much-needed critical reflection. Economics desperately needs to catch up with the pluralism reflected in other courses like Urban Studies. They should set clear goals if they want to transform. But it will not be easy to shake off the old ways of thinking. AUAS' new Centre for Economic Transformation is a giant chance to leap in doing so."

**"WHY
AMSTERDAM?
I WOULDN'T
HAVE AGREED
TO ANY
OTHER CITY.
AMSTERDAM
IS A
PIONEER AND
INNOVATOR."**



The image features a textured, aged, light beige paper background with several dark, irregular cracks. A horizontal tear in the paper reveals a dark, solid background behind it. A small, vibrant green seedling with two leaves is growing out of the left side of this tear. Overlaid across the center of the image, spanning the dark background and the paper, is the word "OPPORTUNITY" in large, bold, semi-transparent, grey-blue capital letters.

OPPORTUNITY

Every student should have
the skills to be a detective of
companies and understand how
they are designed.

Purpose - check.

Governance - check.

Networks - check.

Ownership - check.

Finance - check.

|
Kate Raworth

AUAS - Professor of Practice



RE
DESIGNING
MARKETING

WHO IS THE CET FOR?

The CET is for organisations that want to accelerate transformations in the fields of energy, circularity, the labour market and digitisation, ranging from large companies on the Zuidas (the Amsterdam business district), SMEs and companies involved in the Amsterdam Doughnut Coalition to governments and other research and knowledge institutions.

The CET is a platform where researchers work together with students, teaching staff, companies and other stakeholders to think and act on how to transform business models and business education to become purpose-driven, regenerative and distributive by design.

“

Companies that can't make the step towards economic transformation won't participate just yet. They're welcome to join later. We're not excluding companies.

- Geleyn Meijer,
Rector, AUAS

“

We are happy to enter into projects with companies on the forefront. And with companies that are still struggling, we are happy to share our knowledge.

- Willem van Winden,
CET Programme Director

“

The CET should not necessarily focus on certain sectors alone. Let's see what added value may be offered to all sectors.

- Ronald Kleverlaan,
Chairman SME Financing Foundation

WHAT DOES THE CET DO?



The CET focuses on concrete transformation issues for organisations. The CET provides actionable insights and tools gained from practical research and study. This helps partner organisations to transform their business, to be resilient and regenerative in order to thrive in the 21st century global economy.

“

There are research questions relating to all four transformations. Put them together and publicise them. That's how you show: 'This is what we do at the CET'.

- Ineke Bussemaker,
Dean, Faculty of Business & Economics, AUAS

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It must be about concrete issues. All research carried out at AUAS must provide answers to social issues, all involving education, government, business and civil society organisations.

- Dymph van Outersterp,
Senior Policy Advisor Research, AUAS

“

Such research questions as: 'How does the market actually work? What does the consumer want?' are what I'd like to pick up on with the CET.

- Rens Tap,
Business Developer and Fashion Economist, MODINT

“

The CET makes the connection between old and new models, companies that know how to do it and companies that don't know yet, and between people who believe in it and people who don't see it yet.

- Marjolein van Vlaanderen,
Programme Manager Marketing, Sales & Trade, AUAS

HOW DOES THE CET WORK?

The CET is developing a programmatic agenda in collaboration with the professional field. Working closely together with other centres of expertise, platforms and partners, we execute action-based and value-driven research projects, approaches and methodologies.

As part of our curriculum, we bring focus and encourage and facilitate researchers and teachers to give substance to our purpose of redesigning business. We involve students in our research through honours programmes, thesis projects, internships and inspiring lectures. We actively encourage and organise debates and discussions between representatives from the field, in research and education, based on our research results.

“

How should we introduce the focus of sustainability into education? We still need to take some important steps here. Every programme manager realises where we're going. So, we must make sure that not every study programme does its own thing, but that we work across disciplines.

- Ineke Bussemaker, Dean, Faculty of Business & Economics, AUAS

“

Students are committed to making a social contribution. The CET can stimulate the intrinsic motivation of these students to choose the Faculty of Business & Economics for their education. When you finish our study programme, you're ready for society. And you're future-proof.

- Marjolein van Vlaanderen,
Programme Manager Marketing, Sales & Trade, AUAS

“

People feel that they benefit from the multidisciplinary approach of a centre of expertise and its collaboration with other faculties at AUAS.

- Geleyn Meijer, Rector, AUAS

The principle behind
all new economic thought
is cooperation.

Take a look for yourself – see how
the young people are doing it.

Put your questions out there,
into the network.

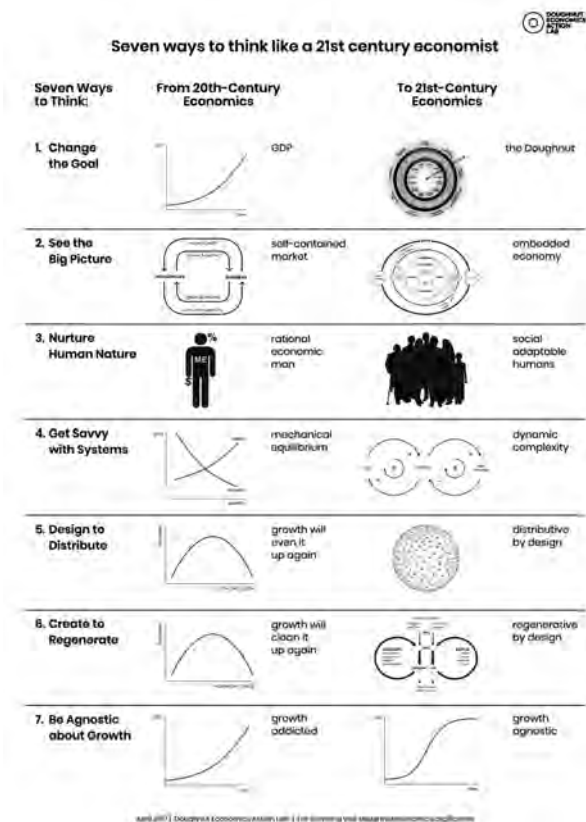
Share your knowledge.

Ireneusz Byssmacker

Dean Faculty of Business & Economics, AUAS



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**DESIGNING
FASHION**



CET IS A CATALYST FOR CURRICULUM INNOVATION

We will enable students to think and act on more sustainable and just values. We invite teachers and students to critically assess the global trends and to envision 'new' economic and business models.

We will use state-of-the-art digital technologies and tools. And stimulate professional development and scholarly activities for lecturers on economic transformation themes.

We will support professional development for partners and organise open discussions and debates with key business thinkers.

Profit is a much-debated topic
in our course.

But what kind of profit
are we talking about?

Money?

Justice?

Happiness?

Hella Boon

3rd year student

AFFILIATED PROJECTS

RESILIO

As a European Urban Innovative Actions project, Resilio is developing smart blue-green roofs. These roofs can collect and retain rainwater, which helps maintain the vegetation in times of drought and keep the neighbourhood cool. These roofs are equipped with control technology and sensors, anticipating changes in the weather. Resilio's Urban Economic Innovation Team is discovering how to attain an end-product that satisfies all project partners. In addition, Resilio is looking into the necessary organisational requirements and preconditions for the successful realisation and upscaling of the blue-green roofs. The roof project is very much in line with the CET's goals, because it poses an innovative answer to one of the greatest challenges of our time: climate change. We are looking for new concept business models, in which parties no longer play a traditional role, but have to undergo a true transformation.

COLLABORATIVE NETWORKS FOR SUSTAINABILITY

Collaborative Networks for Sustainability (CONESU) are emerging rapidly to address urgent societal challenges. Collaborative networks are unlike traditional forms of organisation: they are loosely structured collectives of different, often competing organisations, with a dynamic membership, and they usually lack legal status. However, they do not emerge or organise on their own; they need network orchestrators to manage their activities and participants. Network orchestration is a new profession: there are no guidelines, handbooks or good practices on how to perform this role. Neither is there any professional training or a professional association representing network orchestrators. This project aims to foster the professionalisation of the network orchestrator role by generating knowledge and by developing and testing facilitation tools to improve the performance of collaborative networks in terms of collective value creation (network level) and private value capture (network participant level).

STANDARDS FOR NEW FINTECH COMPANIES PROVIDING SME FINANCE

New digital techniques, such as big data and artificial intelligence, cause disruption in various sectors of the economy, for example in the financial sector. Because new entrants such as FinTech companies use a fundamentally different revenue model and business operations, the disruption also poses a challenge for their regulators and customers. Together with eight FinTech companies and the sector organisation, corporate governance standards are being developed for non-bank SME financiers so that they can take up a legitimate market position. It is important that potential customers, government and regulators are aware of this development and have confidence in the financial products that a FinTech company provides. The developed standards will help (potential) SME customers to recognise the added value of this new FinTech sub-sector that is emerging alongside the banking sector.

SERVICE ROBOTS IN PHYSICAL STORES: A NEXT STEP TOWARDS PERSONALISATION

KIEM, 2020-2021

This project focuses on the opportunities for humanoid robots to innovate service encounters in physical stores. Due to fierce online and offline competition, changing consumer behaviour and the impact of the Coronavirus crisis, small and medium-sized retailers are being forced to innovate and transform their business. Driven by the rise of artificial intelligence, robots represent an upcoming form of digital technology that offers retailers new ways to innovate their in-store service. In this project, we explore the possibility of using a humanoid robot in a store to enhance service processes and, by using the cognitive capacity and learning skills of the robot, make these processes more personal. We explore preferences of consumers and employees in robot interaction and generate first-hand knowledge on how to transform in-store service encounters into more personal 'high-tech, high touch' experiences. In this project, we pay special attention to the implications of robot usage for both consumers and employees (roles, skill development), contributing to the discussion of the implications of robotics at large.

SOCIAL AND DIGITAL TRANSFORMATION IN TIMES OF COVID-19

Professionals have been finding themselves in an unprecedented situation since the Coronavirus outbreak in March 2020, which has deeply impacted and transformed the way we work. Many teachers and researchers have been working from home since the COVID-19 pandemic started. The pandemic resulted in a sudden digital educational transformation, impacting both the quality of the work and the skills required to do the work. In addition, this sudden requirement to work virtually and from home has triggered a social transformation, affecting the way in which professionals work together and how it feels. In The Work Lab, we study the short-term and long-term impact of digital and social transformations among professionals working at the Amsterdam University of Applied Sciences and professionals working for Dutch municipalities. Research results have been translated into practical tools that can help decrease the negative effects of this transformation and strengthen the positive effects.

URBAN GOODCAMP

The goal of the Erasmus+ Urban GoodCamp project is to help Higher Education Institutes (HEIs) to contribute to 'making cities and human settlements inclusive, safe, resilient and sustainable' (UN Sustainable Development Goal 11) by creating and actively engaging urban communities of practice, as well as developing and implementing multidisciplinary learning interventions for the stakeholders inside and outside of the university developing real-life solutions to pressing urban challenges. The project will be conducted in seven European cities (six of which are capital cities) divided into three areas of urban focus: Circular Economy - Waste Management, Urban Biodiversity and Sustainable Communities. We believe that success in urban development can only be achieved through an integrated approach, where strong partnerships between local citizens, civil society, industry and various levels of government are deemed necessary. In this, the HEIs are crucial in taking the role of anchor organisations and leading transformational change in their urban environments.

MAPPING THE LANDSCAPE OF BUSINESS-TO-CONSUMER ONLINE MARKETPLACES IN AFRICA

Recent evidence signals an upsurge in Africa's use of digital trade in a response to COVID-19 restrictions. Yet consumer traffic on online marketplaces in Africa still has vast untapped potential. One way to tap this potential is to provide reliable information about e-marketplaces for the use of sellers, buyers, companies and policymakers across the continent. In a project for the International Trade Centre, the Centre for Market Insights (CMI) at AUAS mapped out the African business-to-consumer online marketplace landscape. For this, we collected data on 631 online marketplaces and 2000 marketplace websites across the African continent. Our research report was based on data and analysis using Africa Marketplace Explorer: an online analytical tool that can be applied to anything developed by the Centre for Market Insights (CMI). Our project data were supplemented by data on Africa's e-commerce ecosystem and by case studies of the largest African marketplaces. As such, our project offered relevant and novel insights into policymakers and entrepreneurs alike.

FIELDLAB 3D KNIT

The project that best exemplifies our Fashion Research and Technology's research programme is the Fieldlab 3D Knit, funded by ClickNL. Together with the Dutch organisation for fashion MODINT and the Centre of Excellence COECI, the Fieldlab brings together Dutch industrial partners and cutting-edge artists, designers and researchers for the creation of innovative product service systems. In the Fieldlab, four projects look to develop novel industrial interpretive frameworks: systems for a new knitting industry, personalised production via body-scanning, localised manufacturing owing to distributed manufacturing, and the integration of electronics and brand-new technical yarns to make people more capable.

RETHINKING AMSTERDAM WASTE TO UPCYCLING

RAW2U

Discarded items such as sofas and mattresses usually go from being collected as bulky waste to being burned in an incinerator. That's a pity, because these products and their ground resources are often still usable. Making a change to this waste cycle, however, is a perilous affair. For instance, citizens would need to deposit their waste differently and the municipality would need to collect it differently. The laws would need to change too, because in the eyes of the law, waste can currently only be used as waste. In short, the entire system would need to be overhauled.

The Amsterdam municipality has started a number of pilots but needs an overarching vision. Experts from the Urban Technology (UT) research programme are outlining future scenarios from multiple AUAS disciplines. This process is coordinated by the Circular Design and Entrepreneurship professorship. In addition, the research team organises workshops with employees from the municipality to fine-tune a mutual future scenario, identify knowledge gaps and determine AUAS's possible research contribution.



AE
DESIGNING
PROFESSIONALS

Developing sustainable
business models has become
a fully-fledged field of research
in its own right.

Inge Østgaard

Professor Circular Design & Business, AUAS

CET DISTINGUISHES ITSELF BY SHEER POTENCY

BY A WORKFIELD POPULATED BY
INTERNATIONAL COMPANIES,
GAME-CHANGERS AND INNOVATORS,
LED BY A SUPPORTED SUBSTANTIVE
AND STRATEGIC AGENDA.

The CET is closely affiliated with the Faculty of Business & Economics (FBE) and the other AUAS centres of expertise. This means that the CET has at its disposal a potential force of 60 professors, over 45,000 students, 4,000 employees and 6 centres of expertise. The CET intends to develop into a centre of expertise itself in the coming year. All AUAS centres of expertise closely collaborate with partners in what is known as the 'quadruple helix': the professional field (business and social organisations), government, citizens and knowledge institutions.

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The FBE has 11,000 students - if you manage a U-turn in the curricula, the impact will be phenomenal. Students go places in society where change is desperately needed.

- Frank Kresin,

Dean Faculty of Digital Media and Creative Industries, AUAS

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The substantive-strategic agenda is more important than the CET itself. Everybody feels the importance and weight of economic transformation. This dovetails with the cabinet's mission as well.

- Geleyn Meijer,

Rector, AUAS

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The FBE's strength lies in its cooperation with partners in and around Amsterdam, an international city with many international companies, a large financial sector and many FinTech companies. In addition, the Amsterdam municipality itself is quite ambitious when it comes to circularity and Doughnut economics.

- Ineke Bussemaker,

Dean Faculty of Business & Economics, AUAS

The AUAS has been
somewhat compliant
for the past ten years,
if you ask me,
when it should have been leading
the social debate.

Kate Raworth is someone who
knows the ropes.

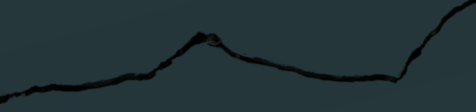
This says something about the
CET's ambition.

|
Jim Janyen

Editor-in-Chief NewScientist



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DESIGNING
WORK



OUR TEAM



WILLEM VAN WINDEN

PhD, Professor of Urban Economic
Innovation, Programme Director CET

As an urban economist, Willem van Winden specialises in sustainable urban innovation and policy. Willem is employed as a professor of Urban Economic Innovation at AUAS. He has published widely on urban development in books and international peer-reviewed scientific journals. In addition, Willem works as an advisor for several cities, city networks and other organisations, including URBACT (Europe's largest exchange and learning programme promoting sustainable urban development) and Urban Innovative Actions (UIA). Willem frequently delivers speeches and lectures across Europe and designs and moderates workshops for inter-city learning.

Feel free to contact Willem with questions regarding the CET programme and potential research projects

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LUCY KERSTENS

MSc, Manager CET

As manager of the Faculty research centre, Lucy leads the CET's daily business operations, including the research project portfolio. In addition, she is responsible for implementing AUAS' strategy and quality assurance policies in the centre. Lucy has twenty years of experience in higher education and collaborates closely with professors and researchers to help them perform highly at their work. As a member of the faculty's management team, she is the representative for the AUAS strategic programme Research in Education. Lucy was closely involved in setting up the AUAS collaboration with Northumbria University in 2018. Her interest in intercultural collaboration has taken her around the world and resulted in valuable international networks. Currently, Lucy is a member of the EARMA External Relations Committee and the ARMA network and is enrolled in the accredited EARMA European Certificate Programme for Research Management. Her goal for the CET is to ensure long-lasting professional partnerships that address inequalities in our current (economic) system.

Feel free to contact Lucy with questions regarding partnerships and funding projects.

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BARBARA BLOKPOEL

MSW, Community Manager CET

Over the last three decades, Barbara's work has predominantly been about bringing people together and bridging viewpoints. Professionally, she has focussed on the areas of cultural change, (servant) leadership and fostering an integrated mindset in different fields, both within academia and in the business world. In her opinion, innovation and addressing complexity requires insights from multiple stakeholders and perspectives. Barbara aspires to facilitate interaction in the space between disciplines to generate long-term solutions. After obtaining her Master's, Barbara spent her time principally as a trainer/facilitator working in projects with students and with international business communities, for Trompenaars Hampden-Turner Intercultural consulting, KPMG-People and Change Unit at the VU University and AUAS. As CET's Community Manager, Barbara's mission is to ignite the interest and energies of diverse parties to envision and experiment with redesigning business models and practices that are relevant in the short-term and the long-term, while remaining within ecological boundaries and contributing to a socially just future.

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Feel free to contact Barbara with questions regarding research and social/corporate outreach programmes.



TUANH LAM

MSc, Sustainability Advisor &
Community Manager, CET

Tuanh has developed substantial knowledge in sustainability, circular economy and, recently, in climate change, design thinking and visual thinking. At the AUAS, Tuanh is the faculty's Sustainability Representative, pushing sustainability to the forefront, connecting people and organising sessions for co-creation. Tuanh initiated appointing sustainable change agents to each education cluster. In addition, she is responsible for setting up a broad AUAS Student Sustainability Ambassador Network. As a Principles for Responsible Management Education (PRME) coordinator for AMSIB, Tuanh is connected to several universities outside the Netherlands: mainly in France, Benelux and Australia. Tuanh's goal is to help all FBE graduates to familiarise themselves with sustainability concepts, the SDG's, circularity and an understanding of how to apply their knowledge to reduce impact. Fostering change and igniting collaboration are her main goals as Community Manager for the CET.

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Feel free to contact Tuanh with questions regarding student, teaching and sustainability activities within the AUAS.



JENNIFER JOHANNA DROUIN

MSc, Community Manager CET and Impact
Lead & Community Manager of the
Amsterdam Doughnut Coalition (ADC)

Jen has worked at the Austrian Embassy in London, at the European Commission in Brussels, at a grassroots NGO in Panama, at World Press Photo & TED Talks, VICE Media and Rooftop Revolution in Amsterdam and is now the Impact Lead & Community Manager at the Amsterdam Doughnut Coalition. In this role, Jen is affiliated with a diverse range of stakeholders in Amsterdam, among which Pakhuis de Zwijger, Amsterdam Economic Board, AUAS, CTO Office, Circle Economy etc. The ADC is a network of networks, an umbrella brand that aims to make all Doughnut-related activities in the city visible and facilitate collaboration between different people and organisations that all share the same goal: moving the region of Amsterdam towards a place where both people and nature can thrive.

Jen's mission is to inspire and connect changemakers, those who wish to accelerate change to a socially just and environmentally safe community within the boundaries of our planet.

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Feel free to contact Jen with questions regarding the Amsterdam Doughnut Coalition and Municipal initiatives.



OLIVIA CHOUCHANE

MSc, Communications Officer CET

Olivia became familiar with such subjects as innovation, sustainability and entrepreneurship when she took a minor in entrepreneurship at the Amsterdam VU University. Early on in her life, Olivia realised how important it is to preserve the earth for future generations, and she believes that one way to achieve this is to help businesses adopt more sustainable environmental practices. In November 2020 Olivia co-organised the AUAS Global Entrepreneurship Week, at which students were introduced to various sustainable, inclusive and innovative entrepreneurs and start-ups. Olivia is ambitious, just like CET. Her goal is to widely promote CET's activities through various communication expressions and channels.

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Feel free to contact Olivia with questions on communication of CET's activities.



FRANK JAN DE GRAAF

PhD, Professor of Corporate
Governance & Leadership

As professor of Corporate Governance & Leadership, Frank Jan de Graaf is fascinated by decision-making in practice. How do individuals navigate the seas of information and how do their professional and personal mental models influence the decisions they make? Frank Jan worked as an Advisor Responsible Investment for various investors and he was one of the co-founders of the Network for Sustainable Financial Markets, an influential research and lobby group in the aftermath of the global financial crisis in 2008. In his work, Frank Jan focusses on professional development, corporate social responsibility, innovation and organisation in finance and accounting. In 2021 he is co-convenor of the EGOS 2021 track Pragmatism and Organizing for Change.

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Ingrid is responsible for the AUAS Entrepreneurship Research Programme, while she also acts as scientific director of the (student) entrepreneurship support programme. In her research, Wakkee concentrates on topics related to entrepreneurship education, entrepreneurial failure and recovery, sustainable and social entrepreneurship, and university- industry interactions. Most of her research adopts a social capital or social network perspective. Ingrid is involved in multiple European research and education consortia and often acts as a committee member of entrepreneurship educational review boards such as for the EIT (E.U.) and NVAO (NL).

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Tibert Verhagen's research focusses on the use of emerging digital technologies by companies and its impact on serving and retaining customers, company competitiveness, business models and commercial processes. Tibert's recent projects include the use of innovative technologies by small and medium-sized retailers, including humanoid robots, interactive touch-based displays, augmented reality and location-based messaging. Tibert is actively involved as chairman of expert groups for Shopping Tomorrow and the Retail Innovation platform. He initiated the current AUAS Master Digital Driven Business

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Jesse Weltevreden is professor of Digital Commerce. Jesse's research interests include e-commerce, store innovation, data-driven marketing, and the future of town centres and shopping areas. Jesse is the founder of the Centre for Market Insights (CMI), the research centre of the School of Marketing at AUAS, where students and companies can work with state-of-the-art marketing analytics tools and technologies, such as service robots, AR, VR, holograms and interactive screens. Jesse is co-founder and chair of the Retail Innovation Platform, a network of Dutch and Belgian researchers with an interest in retail innovation.

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Troy Nachtigall is professor of Fashion Research and Technology at the Faculty of Digital Media and Creative Industries. Troy has a background in fashion design for Calvin Klein, Hugo Boss, Emilio Cavallini and others. Troy previously taught at Venice University (IUAV) and Sapienza University. His current research looks at how fashion can use data as a material to realise greater sustainability in the digital transformation of the field. Themes around computational craftsmanship, iterative product lifetimes and emergent technology in product service systems are part of his vision in his research group.

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Inge Oskam has been employed as professor of Circular Design & Business at AUAS since 2007. Inge specialises in applied research on the interface between design, technology and business, focusing on the transition towards a circular society. She leads research into the possibilities of using residual matter in circular products, as well as research into systemic innovations for closing the loop on the urban material cycle. This research focuses not merely on finding practical solutions but also on the circular business models involved. For eight years, Inge was employed as a project manager at the Netherlands Organisation for Applied Scientific Research (TNO), where she worked on several sustainable system innovations and method development for product innovation and business-technology road mapping. After this, Inge worked for ten years as a management consultant, helping industrial companies and technically-oriented organisations develop their vision and strategy. Inge obtained her Master's in Industrial Design at Delft University of Technology and gained her PhD from Amsterdam VU University researching the role of stakeholder interaction in the development of sustainable business.

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With the CET, the Faculty of
Business and Economics is
adopting a more socially conscious
stance. I think that's great.

This will spur on the world of
economics to start thinking about
change again, something they
forgot to do.



Geleyn Meijer

Rector, AUAS

TRANSFORMATION
DOESN'T HAPPEN
BY CHANCE



IT HAPPENS
BY CHANGE



CET

CENTRE FOR
ECONOMIC
TRANSFORMATION

Our name is our ambition

Not just proclaiming transformation, but making it happen. Advancing new sustainable approaches in finance, marketing, governance and the labour market, supported by state-of-the-art digital technologies.

CET is a platform

where researchers, teachers and students team up with companies and organisations that want to accelerate and transform business models and business education to become purpose-driven, regenerative and distributive by design

Our goal: redesigning business and reinventing economics by doing.

ACKNOWLEDGEMENTS

This publication was produced thanks to valuable input from:

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Ineke Bussemaker, AUAS -
Dean Faculty of Business & Economics
Eldrid Bringmann, AUAS -
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Ronald Kleverlaan, Stichting MKB Financiering -
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And many thanks to all the FBE professors and team members involved in the CET launch on 9 February 2021.

We would especially like to thank Ronald Schepers, Duncan Baumbach and Astrid van den Berg from Wit Communicatie who expertly helped us to transform our ambition into words and deeds.

CENTRE FOR ECONOMIC TRANSFORMATION

OUR NAME IS OUR AMBITION

This booklet was issued for the launch of the
Centre for Economic Transformation of the
Faculty of Business & Economics, Amsterdam University
of Applied Sciences, on 9 February 2021.

© Centre for Economic Transformation,
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Fraijlemaborg 133,
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Centre for Economic
Transformation



Amsterdam University
of Applied Sciences

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Editing and Production

Wit Communicatie

Design

Duncan Baumbach, Wit Communicatie

Portrait Photography

Petra Spiljard

Except:

Photo Troy Nachtigall

Lorenzo Hill Photography

Photos Kate Raworth

Roman Krznic

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the Centre for Economic Transformation. Amsterdam, 9 February 2021.





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Amsterdam University
of Applied Sciences



**REDESIGNING BUSINESS
AND RE-INVENTING
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BY DOING**

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