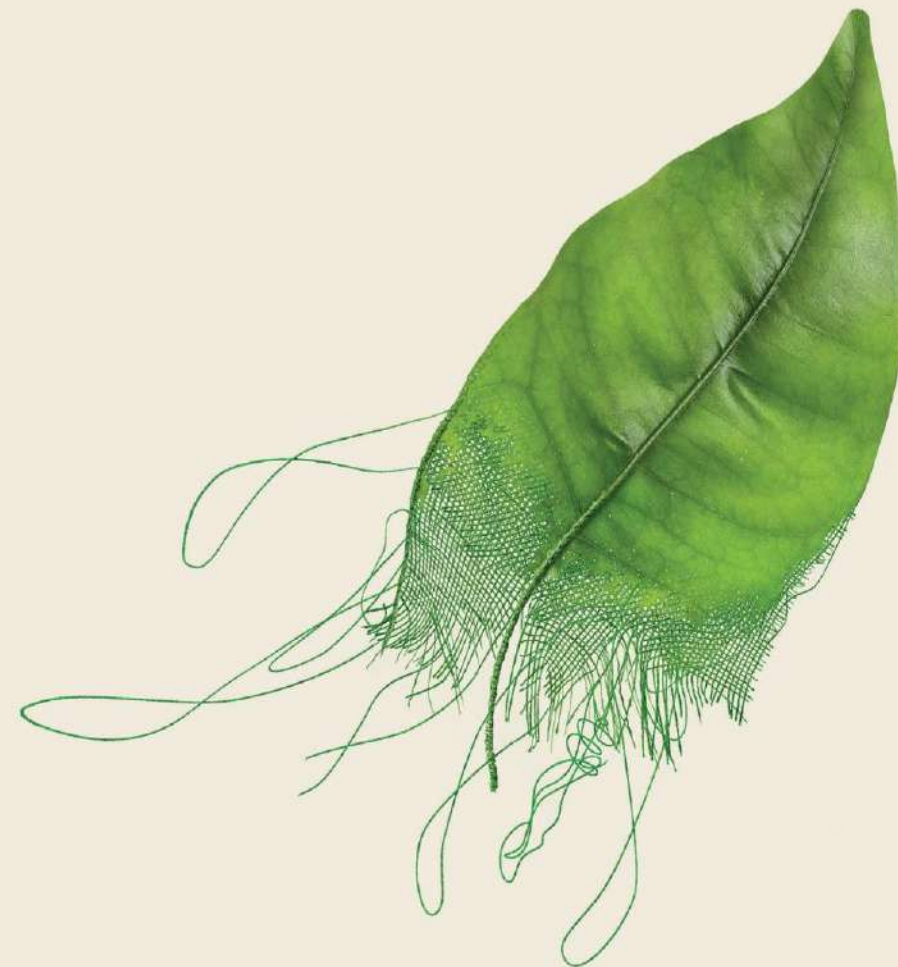


3rd EDITION
VENICE SUSTAINABLE FASHION FORUM
OCTOBER 24th AND 25th, 2024
VENICE, FONDAZIONE GIORGIO CINI

PRESENTATION BY
KEN SINGER



WITH THE CONTRIBUTION OF



WITH THE PATRONAGE OF



MEDIA PARTNER



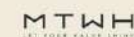
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PARTNERS





“Shift” Happens...
Sustainability in an Era of Crises

Ken Singer, Chief Learning Officer, Sutardja Center, UC Berkeley



What is sustainability?



Ecological



Financial

How is sustainability possible in times of instability?

Immigration

Inflation

Severe Weather

Brexit

AI

Climate Change

CHANGE is the new black

Pandemic

Famine

Consumer Trends

Elections

Global Conflicts

Belt and Road



Environmental, Technological, Legal, Social, Market

Change begins with a sudden, *external* “Shift”
Most innovation capitalizes on a shift in the “ecology”



Losers

Winners

Environmental shifts: infrastructure, geography, climate



Technology Shift

- Winner: Ride Sharing Apps
- Loser: Taxis

GDPR



Data Protection
Officer (DPO)



Compliance



25 May 2018



Data Breaches



Personal Data

Resources from TAG Alliances Members

Legal Shift

- Winner: Consulting firms
- Loser: Non-compliant companies



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A major Shift just happened...

#COVID19GA

C  **VID-19**

CORONAVIRUS DISEASE

Market Shift: Broken supply chains
Italy and Portugal have become the new China

SHEIN

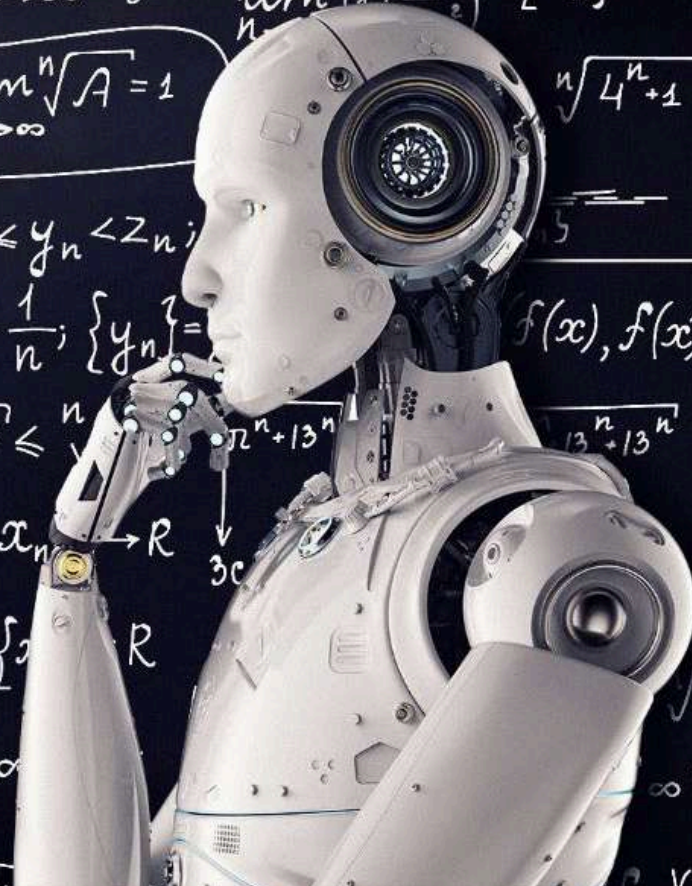


Secondary market shift:
As industry leaves, factories become competitors...



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$\{x_n\} \subset \mathbb{R}$ y $n \rightarrow \infty \sigma^n \sigma$ $n \rightarrow \infty \forall 1 + e^{-\pi + 10}$ $\{x_n\} \lim_{n \rightarrow \infty} \frac{n^2 - x}{3}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^4$
 $\Rightarrow y_n \neq 0$ B_y $\forall n \in \mathbb{N}$, to $\{x_n\} = \{x_n\}$; $x + \frac{3n-4}{n^2-2n+x}$ $\lim_{n \rightarrow \infty} \sqrt[n]{A} = 1$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $x: \rho$ $\{y_n\} \stackrel{df}{=} \{y_n\}$ $n \in \mathbb{N}, A > 0, \Rightarrow$ $\lim_{n \rightarrow \infty} \sqrt[n]{A} = 1$ $\sqrt{4^{n+1}}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 A_y $\sqrt{|4^n + \cos 2n|}$ $(\frac{n^2+n-1}{n^2-2n+3})^5$ $x: \rho$ $\forall n \in \mathbb{N} x_n \leq y_n < z_n$ $\sqrt{4^{n+1}}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 A_x $n \geq n_0: (x_n)$ $\forall n \in \mathbb{N} x_n \leq y_n < z_n$ $\sqrt{4^{n+1}}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $x_n + y_n$ $N \rightarrow \mathbb{R}$ $n \geq n_0: (x_n - g) < \varepsilon$ lokal. max; $\{x_n\}: x_n = \frac{1}{n}$; $\{y_n\} =$ $f(x), f(x') \leq c$
 $\Rightarrow \exists q \in [0, 1): \forall x, x' \in X$ $\{x_n\} \sqrt[n]{0+0+0} \leq \sqrt[n]{+13^n}$ $\sqrt{4^{n+1}}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\varepsilon n \geq n_0: (x_n - g) < \varepsilon$ \lim_{min} lok. min $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\left\{ \frac{1}{n} \right\}$ $x_n: \mathbb{N} \rightarrow \mathbb{R}$ $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\left\{ \frac{n+1}{n} \right\}$ $x_n \leq y_n \leq z_n$ $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\downarrow n \rightarrow \infty$ $\downarrow n \rightarrow \infty g$ $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\{x_n\} + \{y_n\} \stackrel{df}{=} \{x_n + y_n\}; \mathbb{R}$ $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$
 $\{x_n\} \cdot \{y_n\} \stackrel{df}{=} \{x_n \cdot y_n\}; \mathbb{R}$ $\sqrt{4^{n+1}}$ $\sqrt{13^n}$ $\sqrt{13^n}$ $\{x_n\} \subset \mathbb{R} \sum_{n=0}^5$



Technology Shift: What will be possible with the AI?



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Standing still is not sustainable.

So how to pursue sustainability in a time of change?

- Pay attention to shifts and INNOVATE!
- Shifts are inevitable AND uncontrollable**
- Innovating is a hedge against potential shifts
- “Shift” management = risk management
- You must innovate to be sustainable in a time of change

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Thank you.

