

# Renato J. Orsato

Professor of Practice



**Knowledge Group:** Strategy and Operations

**Research Domains:** Sustainability

**Teaching Domains:**

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## Biography

Renato J. Orsato è Professor of Practice di Sustainability in SDA Bocconi School of Management.

Prima di entrare in SDA Bocconi, è stato Professore presso la São Paulo School of Management (EAESP), Getúlio Vargas Foundation (FGV), São Paulo, Brazil (2011-2021), Senior Research Fellow (2004-2010), e Visiting Scholar (2011-2021) all'istituto Hoffman Global per Business & Società, INSEAD, Fontainebleau, Francia, e Professore Associato all'Istituto Internazionale per Industrial Environmental Economics (IIIEE), Lund University, Svezia (1999-2004). Come ricercatore e docente, ha insegnato nei Programmi Executive e MBA in INSEAD e HEC (Francia), Lund University (Svezia), e alla University of Technology Sydney (Australia).

È autore di "Sustainability Strategies: when does it pay to be green? (Palgrave Macmillan, INSEAD Business Press 2009)" – finalista nel 2010 del Book Award of the Academy of Management, tradotto in Arabo, Cinese e Portoghese. Ha anche scritto numerosi capitoli di libri e casi didattici, e ha pubblicato in vari giornali accademici quali California Management Review, Organization Studies, Organization & Environment, Journal of Industrial Ecology, Energy Policy and Business Strategy & Environment.

Ha conseguito il PhD in Management (University of Technology, Sydney, Australia), a Masters (Honors) in Organization Studies e BA (Honors) in Civil Engineering and Business Administration. I suoi lavori accademici iniziali sono stati focalizzati sull'industria automobilistica globale, dando particolare enfasi ai veicoli a basse emissioni di carbonio e i sistemi di trasporto. Attualmente la sua ricerca si occupa di innovazioni dei modelli business per lo sviluppo di strategie sostenibili, e l'impatto delle piattaforme business e tecnologia blockchain sulla sostenibilità ambientale.

Ha anche esperienza pratica nel management e come consulente nell'area dell'innovazione business model e dell'imprenditorialità, dando particolare focus alle Piattaforme di business digitali e sostenibilità. È co-fondatore e Presidente di greenApes, una piattaforma digitale premiata da B-Corp che promuove stili di vita sostenibili.

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## Proceedings/Presentations

### **Digitalization and Business Model Innovation: An Empirical Analysis of the Legal Sector**

NISHIKAWA, B. T., R. J. ORSATO, "Digitalization and Business Model Innovation: An Empirical Analysis of the Legal Sector" in The 85th Annual Meeting of Academy of Management, July 25-29, 2025, Copenhagen, Denmark

### **Digital Business Platforms for Sustainability: an exploratory framework**

ORSATO, R. J., "Digital Business Platforms for Sustainability: an exploratory framework" in 14th OS Workshop Technology and organization 23-25 May, 2019, Mykonos, Greece

### **Business Platforms for Sustainability**

ORSATO, R. J., "Business Platforms for Sustainability" in SASE Conference. Global Reordering: prospects for equality, democracy and Justice, June 23-25, 2018, Kyoto, Japan

### **Social Learning for Adaptation to Climate Change**

ORSATO, R. J., S. BARAKAT, G. CAMPOS, "Social Learning for Adaptation to Climate Change" in Academy of Management Proceedings - AoM Annual Meeting, 5-9 August, 2016, Anaheim, CA, United States of America

### **Communities of Practice for Organizational Adaptation to Climate Change**

ORSATO, R. J., S. BARAKAT, G. CAMPOS, "Communities of Practice for Organizational Adaptation to Climate Change" in 32nd EGOS Colloquium Proceedings, 7-9 July, 2016, Napoli, Italy

### **Organizational Adaptation to Climate Change: Learning to Anticipate in the Brazilian Energy Sector**

ORSATO, R. J., "Organizational Adaptation to Climate Change: Learning to Anticipate in the Brazilian Energy Sector" in Academy of Management Annual Meeting, 8-12 August, 2015, Vancouver, Canada

### **Collaborative Innovation for Sustainable Fleet Operations: The Electric Vehicle Adoption Decision**

CHOCTEAU, V., D. DRAKE, P. KLEINDORFER, A. ROSET, R. J. ORSATO, "Collaborative Innovation for Sustainable Fleet Operations: The Electric Vehicle Adoption Decision" in 22nd Conference of the Production and Operation Management Society (POMS), 29 April–2 May, 2011, Reno, NV, United States of America

### **When does it Pay to Electrify Auto-mobility?**

DOCTORI-BLASS, V., R. J. ORSATO, "When does it Pay to Electrify Auto-mobility?" in The 6th International Conference of the International Society for Industrial Ecology (ISIE), 7-10 June, 2011, Berkeley, CA, United States of America

### **Inovação de Valor Sustentável**

ORSATO, R. J., "Inovação de Valor Sustentável" in Seminário de Administração da Produção, Logística e Operações Internacionais - SIMPOI, 26 August, 2011, São Paulo, Brazil

### **Corporate Social Entrepreneurship**

ORSATO, R. J., "Corporate Social Entrepreneurship" in Challenge Social Innovation Conference, 20 September, 2011, Wien, Austria

### **Sustainable Mobility**

ORSATO, R. J., "Sustainable Mobility" in Oikos FutureLab 2011. November 15, 2011, St Gallen, Switzerland

### **Product Stewardship in the Packaging Industry: The case of Tetra Pak Brazil**

ORSATO, R. J., "Product Stewardship in the Packaging Industry: The case of Tetra Pak Brazil" in International Society for Industrial Ecology Conference, 17-20 June, 2007, Toronto, Canada

### **Competitive Rationales for Strategic Environmental Management**

ORSATO, R. J., "Competitive Rationales for Strategic Environmental Management" in Academy of Management Meeting, 5-10 August, 2005, Honolulu, Hawaii, United States of America

### **Radical Reformism: reconciling risk society and ecological modernization**

ORSATO, R. J., "Radical Reformism: reconciling risk society and ecological modernization" in GRONEN Workshop, 20-23 April, 2004, Granada, Spain

### **The Emergence of Green Venture Capital**

RANDJELOVIC, J., R. J. ORSATO, A. O'ROURKE, "The Emergence of Green Venture Capital" in Proceedings of 10th International conference of Greening of Industry, 23-26 June, 2002, Göteborg, Sweden

### **The Political Ecology of Vehicle Recycling in Europe**

ORSATO, R. J., "The Political Ecology of Vehicle Recycling in Europe" in The Academy of Management Conference: Symposia Powering Networks: Networks of Power and Power of Networks, 9-14 August, 2002, Denver, CO, United States of America

### **Environmental and Socio-related Balanced Scorecard: Towards a Conceptual framework**

ORSATO, R. J., A. O'ROURKE, F. ZINGALES, "Environmental and Socio-related Balanced Scorecard: Towards a Conceptual framework" in Proceedings of The Ninth Annual Business Strategy and the Environment Conference. 10-11 September, 2001, Leeds, Great Britain

### **Market Advantage and Environmental Strategies of Firms: Competitive Rationales for Proactive Environmental Management.**

ORSATO, R. J., "Market Advantage and Environmental Strategies of Firms: Competitive Rationales for Proactive Environmental Management." in Proceeding of the Ninth Greening of Industry Conference, 21-25 January, 2001, Bangkok, Thailand

### **Radical Reformism: Embedding Industrial Ecology into Modernity**

ORSATO, R. J., "Radical Reformism: Embedding Industrial Ecology into Modernity" in The Inaugural Meeting of the International Society for Industrial Ecology (ISIE) 12-14 November, 2001, Leiden, Netherlands (The)

### **The Ecological Competence of Organizations**

ORSATO, R. J., "The Ecological Competence of Organizations" in 16th EGOS Colloquium. Sub-theme 8: Management Towards Sustainability, 2-4 July, 2000, Helsinki, Finland

### **The Political Ecology of Organizations: Framing Environment-Competitiveness Relationships**

CLEGG, S., R. J. ORSATO, "The Political Ecology of Organizations: Framing Environment-Competitiveness Relationships" in Academy of Management Conference, 6-11 August, 1999, Chicago, IL, United States of America

### **The Ecological Modernization of Organizational Fields**

ORSATO, R. J., "The Ecological Modernization of Organizational Fields" in 14th EGOS Colloquium. Sub-theme 6: Environmental Issues in Organizations, 9-11 July, 1998, Maastricht, Netherlands (The)

### **Recycling Organizations Studies**

DEN HOND, F., S. CLEGG, R. J. ORSATO, "Recycling Organizations Studies" in 13th EGOS Colloquium: Organizational Responses to Environmental Changes., 3-5 July, 1997, Budapest, Hungary

### **The Political Context of Environment-Competitiveness Relationships**

CLEGG, S., R. J. ORSATO, "The Political Context of Environment-Competitiveness Relationships" in Proceeding of the ANZAM-96 Conference, 4-7 December, 1996, Wollongong, Australia

### **The Ecological Accountability of Organizations**

CLEGG, S., R. J. ORSATO, "The Ecological Accountability of Organizations" in The Fourth Biennial Meeting of the International Society for Ecological Economics, 9-14 August, 1996, Boston, MA, United States of America

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## **Articles in Scholarly Journals**

### **The added value and differentiation among ESG investment strategies in stock markets**

MEIRA, E., F. A. F. D. S. CUNHA, R. J. ORSATO, M. M. MIRALLES-QUIRÓS, J. L. MIRALLES-QUIRÓS, "The added value and differentiation among ESG investment strategies in stock markets", Business Strategy and the Environment, 2023, vol. 32, no. 4, pp. 1816-1834

### **Digital platforms for food waste reduction: The value for business users**

AMARAL, D. G., R. J. ORSATO, "Digital platforms for food waste reduction: The value for business users", Business Strategy and the Environment, 2023, vol. 32, no. 4, pp. 1373-1387

### **Professional services in the age of platforms: Towards an analytical framework**

NISHIKAWA, B. T., R. J. ORSATO, "Professional services in the age of platforms: Towards an analytical framework", Technological Forecasting and Social Change, 2021, vol. 173, pp. 121131

### **The Sharing Economy in Practice: an exploratory study about the acceptance and use of digital platforms in food waste reduction**

MOLTENE, L., R. J. ORSATO, "The Sharing Economy in Practice: an exploratory study about the acceptance and use of digital platforms in food waste reduction", Revista de Administração de Empresas, 2021, vol. 61, no. 5, pp. 1-20

### **Sustainable finance and investment: Review and research agenda**

CUNHA, F. A. F. D. S., E. MEIRA, R. J. ORSATO, "Sustainable finance and investment: Review and research agenda", Business Strategy and the Environment, 2021, vol. 30, no. 8, pp. 3821-3838

**Do low-carbon investments in emerging economies pay off? Evidence from the Brazilian stock market**

CUNHA, F. A. F. D. S., E. MEIRA, R. J. ORSATO, M. C. KLOTZLE, A. F. P. LUCENA, "Do low-carbon investments in emerging economies pay off? Evidence from the Brazilian stock market", International Review of Financial Analysis, 2021, vol. 74, pp. 101700

**Economia Compartilhada na Prática: Um Estudo Exploratório sobre Aceitação e Uso de Plataformas Digitais para a Redução do Desperdício de Alimentos**

MOLTENE, L., R. J. ORSATO, "Economia Compartilhada na Prática: Um Estudo Exploratório sobre Aceitação e Uso de Plataformas Digitais para a Redução do Desperdício de Alimentos", Revista de Administração de Empresas, 2021, vol. 61, no. 5

**Testing the institutional difference hypothesis: A study about environmental, social, governance, and financial performance**

GARCIA, A. S., R. J. ORSATO, "Testing the institutional difference hypothesis: A study about environmental, social, governance, and financial performance", Business Strategy and the Environment, 2020, vol. 29, no. 8, pp. 3261-3272

**Can sustainable investments outperform traditional benchmarks? Evidence from global stock markets**

CUNHA, F. A. F. D. S., E. M. OLIVEIRA, R. J. ORSATO, M. C. KLOTZLE, F. L. CYRINO OLIVEIRA, R. G. G. CAIADO, "Can sustainable investments outperform traditional benchmarks? Evidence from global stock markets", Business Strategy and the Environment, 2020, vol. 29, no. 2, pp. 682-697

**More friends than foes? The impact of automobility-as-a-service on the incumbent automotive industry**

WELLS, P., X. WANG, L. WANG, H. LIU, R. J. ORSATO, "More friends than foes? The impact of automobility-as-a-service on the incumbent automotive industry", Technological Forecasting and Social Change, 2020, vol. 154, pp. 119975

**Social Learning for Anticipatory Adaptation to Climate Change: Evidence From a Community of Practice**

ORSATO, R. J., J. G. FERRAZ DE CAMPOS, S. R. BARAKAT, "Social Learning for Anticipatory Adaptation to Climate Change: Evidence From a Community of Practice", Organization & Environment, 2019, vol. 32, no. 4, pp. 416-440

**Ecosystem services valuation by pioneering companies**

ORSATO, R. J., P. F. GATTÁS, J. G. F. DE CAMPOS, S. R. BARAKAT, "Ecosystem services valuation by pioneering companies", International Journal of Innovation and Sustainable Development, 2019, vol. 13, no. 3/4, pp. 479

**Stretching, embeddedness, and scripts in a sociotechnical transition: Explaining the failure of electric mobility at Better Place (2007–2013)**

SOVACOO, B. K., L. NOEL, R. J. ORSATO, "Stretching, embeddedness, and scripts in a sociotechnical transition: Explaining the failure of electric mobility at Better Place (2007–2013)", Technological Forecasting and Social Change, 2017, vol. 123, pp. 24-34

### **Organizational adaptation to climate change: learning to anticipate energy disruptions**

ORSATO, R. J., S. R. BARAKAT, J. G. F. DE CAMPOS, "Organizational adaptation to climate change: learning to anticipate energy disruptions", International Journal of Climate Change Strategies and Management, 2017, vol. 9, no. 5, pp. 645-665

### **Sensitive industries produce better ESG performance: Evidence from emerging markets**

GARCIA, A. S., W. MENDES-DA-SILVA, R. J. ORSATO, "Sensitive industries produce better ESG performance: Evidence from emerging markets", Journal of Cleaner Production, 2017, vol. 150, pp. 135-147

### **Why join a carbon club? A study of the banks participating in the Brazilian “Business for Climate Platform”**

ORSATO, R. J., J. G. F. DE CAMPOS, S. R. BARAKAT, M. NICOLLETTI, M. MONZONI, "Why join a carbon club? A study of the banks participating in the Brazilian “Business for Climate Platform”", Journal of Cleaner Production, 2015, vol. 96, pp. 387-396

### **Towards a regime-based typology of market evolution**

DIJK, M., R. J. ORSATO, R. KEMP, "Towards a regime-based typology of market evolution", Technological Forecasting and Social Change, 2015, vol. 92, pp. 276-289

### **Sustainability indexes: why join in? A study of the ‘Corporate Sustainability Index (ISE)’ in Brazil**

ORSATO, R. J., A. GARCIA, W. MENDES-DA-SILVA, R. SIMONETTI, M. MONZONI, "Sustainability indexes: why join in? A study of the ‘Corporate Sustainability Index (ISE)’ in Brazil", Journal of Cleaner Production, 2015, vol. 96, pp. 161-170

### **The Political Ecology of Palm Oil Production**

ORSATO, R. J., S. R. CLEGG, H. FALCÃO, "The Political Ecology of Palm Oil Production", Journal of Change Management, 2013, vol. 13, no. 4, pp. 444-459

### **The emergence of an electric mobility trajectory**

DIJK, M., R. J. ORSATO, R. KEMP, "The emergence of an electric mobility trajectory", Energy Policy, 2013, vol. 52, pp. 135-145

### **U-turn: the rise and demise of the automobile industry**

ORSATO, R. J., P. WELLS, "U-turn: the rise and demise of the automobile industry", Journal of Cleaner Production, 2007, vol. 15, no. 11-12, pp. 994-1006

### **Turning waste into wealth**

ORSATO, R. J., F. VON ZUBEN, L. VAN WASSENHOVE, "Turning waste into wealth", International Commerce Review, 2007, vol. 7, no. 2, pp. 116-123

### **Competitive Environmental Strategies: When Does it Pay to Be Green?**

ORSATO, R. J., "Competitive Environmental Strategies: When Does it Pay to Be Green?", California Management Review, 2006, vol. 48, no. 2, pp. 127-143

### **Redesigning the Industrial Ecology of the Automobile**

WELLS, P., R. J. ORSATO, "Redesigning the Industrial Ecology of the Automobile", Journal of Industrial Ecology, 2005, vol. 9, no. 3, pp. 15-30

#### **Radical reformism: towards critical ecological modernization**

ORSATO, R. J., S. R. CLEGG, "Radical reformism: towards critical ecological modernization", Sustainable Development, 2005, vol. 13, no. 4, pp. 253-267

#### **The emergence of green venture capital**

RANDJELOVIC, J., A. R. O'ROURKE, R. J. ORSATO, "The emergence of green venture capital", Business Strategy and the Environment, 2003, vol. 12, no. 4, pp. 240-253

#### **The Political Ecology of Automobile Recycling in Europe**

ORSATO, R. J., F. DEN HOND, S. R. CLEGG, "The Political Ecology of Automobile Recycling in Europe", Organization Studies, 2002, vol. 23, no. 4, pp. 639-665

#### **The Political Ecology of Organizations**

ORSATO, R. J., S. R. CLEGG, "The Political Ecology of Organizations", Organization & Environment, 1999, vol. 12, no. 3, pp. 263-279

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## **Contribution to Chapters, Books or Research Monographs**

#### **Sustainability Strategies: Research and Practice in International Business**

ORSATO, R. J., S. R. BARAKAT, J. G. F. CAMPOS, "Sustainability Strategies: Research and Practice in International Business" in The Oxford Handbook of International Business Strategy., K. Mellahi, K. Meyer, R. Narula, I. Surdu, A. Verbeke (Eds.), Oxford University Press, pp. 537-561, 2020

#### **Corporate Sustainability, Capital Markets, and ESG Performance**

GARCIA, A. S., W. MENDES-DA-SILVA, R. J. ORSATO, "Corporate Sustainability, Capital Markets, and ESG Performance" in Individual Behaviors and Technologies for Financial Innovations., Wesley Mendes-Da-Silva (Ed.), Springer International Publishing, pp. 287-309, 2019

#### **Missão, estrutura organizacional e performance: uma análise de projetos de conservação ambiental envolvendo ONGs e o Estado de São Paulo**

MANTOVANI, W., R. J. ORSATO, T. UEHARA, "Missão, estrutura organizacional e performance: uma análise de projetos de conservação ambiental envolvendo ONGs e o Estado de São Paulo" in Novos Paradigmas, Práticas Sociais e Desafios para a Governança Ambiental., Pedro Roberto Jacobi (Ed.), Annablume Editora, pp. 495-526, 2012

#### **The Electrification of Automobility: The Bumpy Ride of Electric Vehicle Toward Regime Transition**

ORSATO, R. J., M. DIJK, R. KEMP, M. YARIME, "The Electrification of Automobility: The Bumpy Ride of Electric Vehicle Toward Regime Transition" in Automobility in Transition? A Socio-Technical Analysis of Sustainable Transport., Frank Geels, Rene Kemp, Jeoff Dudley, Glenn Lyons (Eds.), Routledge, chap. 10, pp. 205-228, 2012

### **The Nature and Causes of Inertia in the Automotive Industry: Regime Stability and Non- Change**

WELLS, P., P. NIEUWENHUIS, R. J. ORSATO, "The Nature and Causes of Inertia in the Automotive Industry: Regime Stability and Non- Change" in *Automobility in Transition? A Socio Technical Analysis of Sustainable Transport...*, Frank Geels, Rene Kemp, Jeoff Dudley, Glenn Lyons (Eds.), Routledge, chap. 6, pp. 123-139, 2012

### **Lend Lease Australia The Green Building Strategy**

ORSATO, R. J., R. PERREY, A. NORTH-SAMARDZIC, D. DUNPHY, "Lend Lease Australia The Green Building Strategy" in *Strategic Management: Thinking Analysis, Action...*, Graham Hubbard, John Rice, Paul W. Beamish (Eds.), Pearson, chap. 504-515, 2007

### **The New Corporate Environmentalism and Green Politics**

JERMIER, J., L. FORBES, S. BENN, R. J. ORSATO, "The New Corporate Environmentalism and Green Politics" in *Handbook of Organization Studies*, 2nd Ed., Stewart Clegg, Cynthia Hardy, Tom Lawrence, Walter Nord (Eds.), SAGE Publications, pp. 618-650, 2006

### **Future Imperfect? The Enduring Struggle for Electric Vehicles**

ORSATO, R. J., "Future Imperfect? The Enduring Struggle for Electric Vehicles" in *The Business of Sustainable Mobility. From Vision to Reality...*, Paul Nieuwenhuis, Philip Vergragt, Peter Wells (Eds.), Routledge, pp. 35-44, 2006

### **The Ecological Modernization of Organizational Fields: a framework for analysis**

ORSATO, R. J., "The Ecological Modernization of Organizational Fields: a framework for analysis" in *Stakeholders, the Environment and Society...*, Sanjay Sharma, Mark Starik (Eds.), Edward Elgar Publishing, chap. 12, pp. 270-306, 2004

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## **Research Notes or short Articles in Journals**

### **O diferencial de ir além**

ORSATO, R. J., S. BARAKA, J. G. DE CAMPOS, "O diferencial de ir além", *GV Executivo*, 2019, vol. 18, no. 3, pp. 16-19

### **Choosing the Right Environmental Investment Strategy**

ORSATO, R. J., "Choosing the Right Environmental Investment Strategy", *Business Digest Magazine*, April 2007, vol. 173, pp. 27-30

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## **Cases in International Case Collections**

### **The Palm Oil Dilemma**

ORSATO, R. J., H. FALCAO, L. VAN WASSENHOVE, R. LOEW WEISS, M. P. MCNICHOLAS, G. SANCHES - "The Palm Oil Dilemma" - 2014, INSEAD Case Studies, Fontainebleau, France

### **Velib': Sustainable Market Space?**

ORSATO, R. J., L. VAN WASSENHOVE - "Velib': Sustainable Market Space?" - 2010, INSEAD Case Studies, Fontainebleau, France

### **Mobility Innovation for a Better Place**

VAN WASSENHOVE, L., R. J. ORSATO, S. HEMNE - "Mobility Innovation for a Better Place" - 2009, INSEAD Case Studies, Fontainebleau, France

### **Eco-Entrepreneurship - TH!NK's Bumpy Ride**

ORSATO, R. J., P. WELLS, L. VAN WASSENHOVE - "Eco-Entrepreneurship - TH!NK's Bumpy Ride" - 2008, INSEAD Case Studies, Fontainebleau, France

### **Empowering the Bottom of the Pyramid via Product Stewardship: Tetra Pak Entrepreneurial Networks in Brazil**

ORSATO, R. J., F. VON ZUBEN, L. VAN WASSENHOVE - "Empowering the Bottom of the Pyramid via Product Stewardship: Tetra Pak Entrepreneurial Networks in Brazil" - 2007, INSEAD Case Studies, Fontainebleau, France

### **Eco-Activism: Greenpeace, the Oil Industry and the Stuart Oil Shale Project in Australia**

ORSATO, R. J., K. MCCORMICK - "Eco-Activism: Greenpeace, the Oil Industry and the Stuart Oil Shale Project in Australia" - 2006, INSEAD Case Studies, Fontainebleau, France

### **Eco-Branding: The Case of Änglamark**

ORSATO, R. J., A. OSTROM - "Eco-Branding: The Case of Änglamark" - 2003, INSEAD Case Studies, Fontainebleau, France

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## **Research Monographs**

### **Sustainability Strategies: When does it pay to be green?**

ORSATO, R. J. - "Sustainability Strategies: When does it pay to be green?" - 2009, Palgrave Macmillan

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## **Working Papers**

### **Environmental and Socio-related Balanced Scorecards: Exploration of Critical Issues (2002/47/CMER)**

ORSATO, R. J., A. O'ROURKE, F. ZINGALES - "Environmental and Socio-related Balanced Scorecards: Exploration of Critical Issues (2002/47/CMER)" - 2002, INSEAD Working Paper, France

### **The Emergence of Green Venture Capital (2002/51/CMER)**

ORSATO, R. J., A. O'ROURKE, J. RANDJELOVIC - "The Emergence of Green Venture Capital (2002/51/CMER)" - 2002, INSEAD Working Paper, France

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## Entry (in Dictionary or Encyclopedia)

### **Environmental Challenges in Organizations**

ORSATO, R. J., "Environmental Challenges in Organizations" in International Encyclopedia of the Social and Behavioral Sciences., N. J. Smelser, P. B. Baltes (Eds.), Elsevier, pp. 4590-4592, 2001