

EXCEPT

INTEGRATED SUSTAINABILITY

OVERVIEW 2013

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THERE'S MUCH TO DO... LET'S GO!

We face unique challenges this century, and we know it. Around the world people are striving to improve their cities, businesses, communities, and natural environments, preparing them for the changes to come. How do we face this enormous challenge, and how can we realize short term results, combined with long term resilience?

To achieve such a resilient and flourishing future we need to change our businesses, financial systems, the cities and buildings we live in, how we make our food and products, and work with the natural ecosystems that we depend upon. We come to see that if we bring together the right partners, and can connect business, science, and creativity, we can realize flourishing organizations and cities that are prepared for the future, and work better for everyone involved.

But where to start, and go from this ambition to action?





Except answers this question.

We partner with organizations to elevate sustainability to new levels, and take decisive action. We gather intelligence with deep systems analysis and smart science, and use it to design solutions that make strategic change possible. The results are vastly improved ways to run our businesses, produce food, transport ourselves, generate and save energy, operate our cities, and close the valuable resource cycles that make our society run.

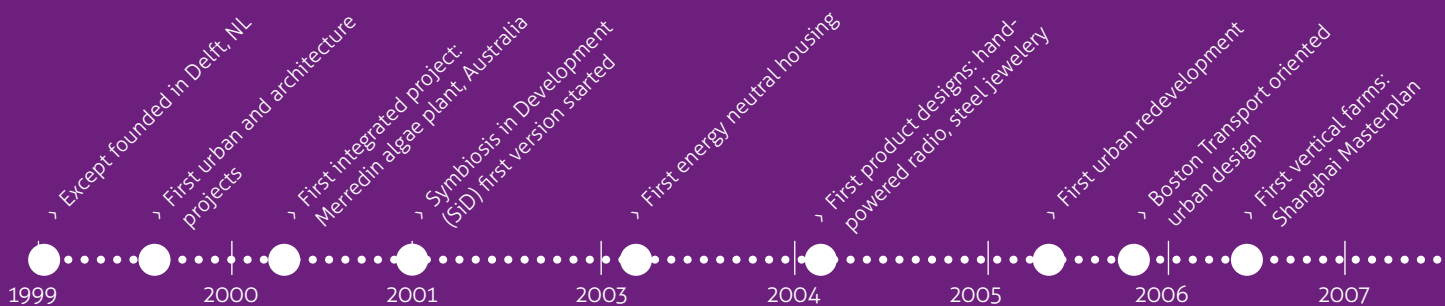
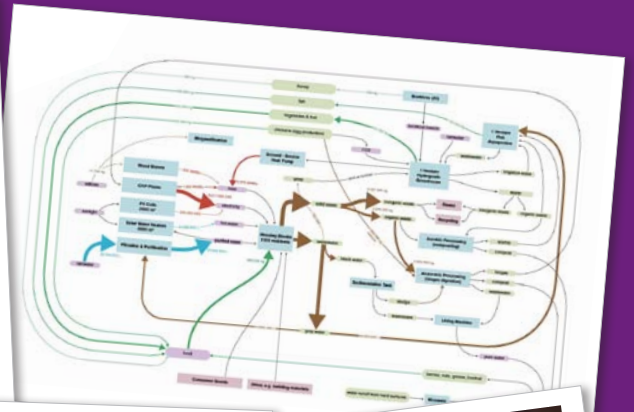
We do this on our own initiative and on request.
Out of imperative and passion.

Want to come along?



> our mission

Creating the foundations of a sustainable society



Dear reader,

Welcome to our world. We are Except Integrated Sustainability: a passionate group of 30 sustainability strategists, designers, scientists, and engineers. We are dedicated to making the lives of people all over the world healthier, more resilient, and flourishing.

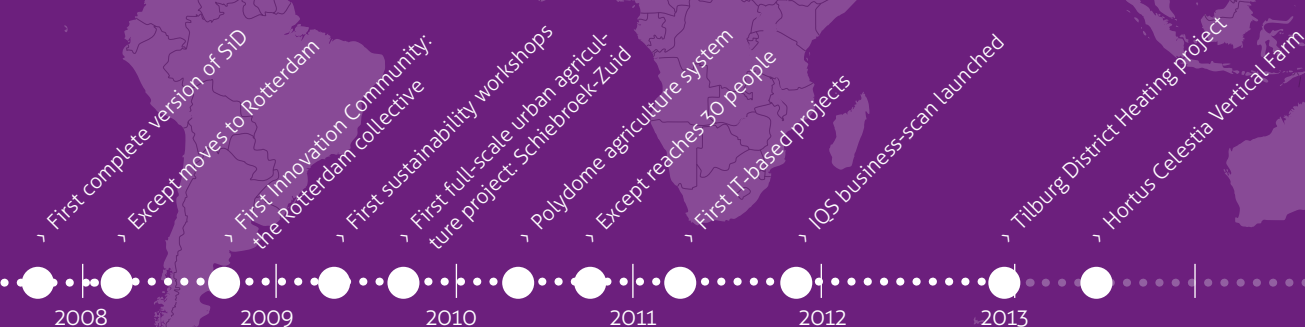
The systems that we rely on to support our lives are failing us. Markets are changing rapidly, our environment is suffering, resources are disappearing, and our financial systems are faltering. Every day we are confronted with a reality that tells us we need to change the way we do things, or our children will pay the price. How can we address the roots of these complex problems, and what effective actions can we take today, and tomorrow?

Except was founded in 1999 to answer these questions through innovation. We believe in a bright future that can be realized by connecting people, energy, nature, and finance in resilient dynamic systems. We realize this vision by combining systems-thinking with environmental science, creativity, engineering, and social entrepreneurship. Our SiD framework streamlines this process, connects partners and stakeholders, and we've assembled a team of talented multi-disciplinary experts to execute it. Together, we go beyond band-aid solutions, and realize projects that are future-proof, resilient, and above all, realistic and feasible.

Together with organizations around the world we try to move the frontier of sustainability. The results can be seen in this book; such as algae plants for urban renewal in Australia, social programmes for awareness, future proof building renovations, serious games, and highly efficient (urban) farming. We work with small and large firms to close energy and material cycles, invent new (software) tools, make books and training programs.

We're immensely thankful to our amazing partners and friends, so that together we can revolutionize the places we live, work, and play. We're excited to realize our vision of a one-stop sustainability research and design laboratory, and welcome you to our world. How do you want to move forward together?

Tom Bosschaert
Founder & director



Integrated Sustainability...?

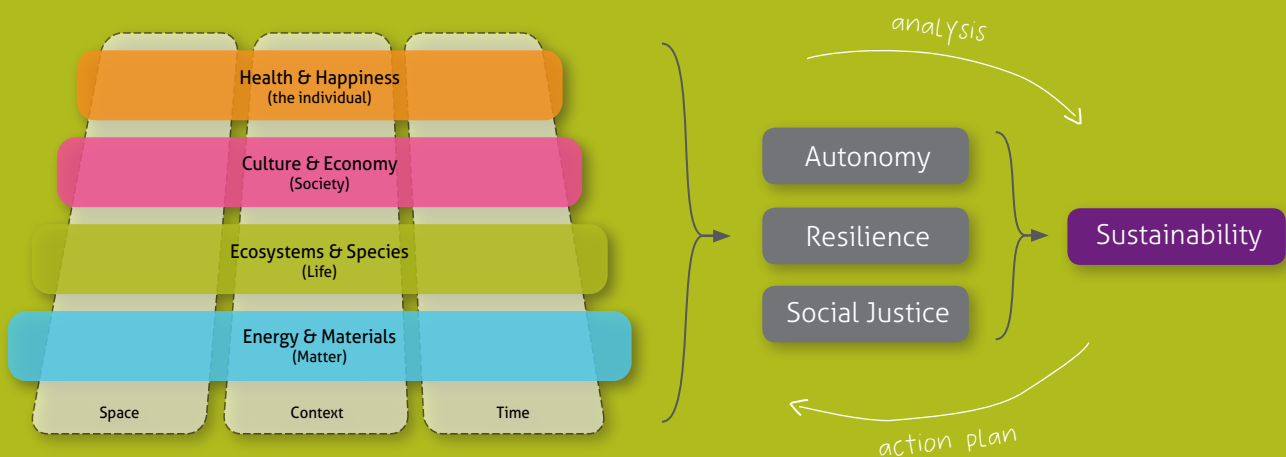
Sustainability. A term we see everywhere these days, but to us it means something special. We work to give meaning to this important term, lift sustainability up to new levels, and convert ambitions and goals into viable projects that work. We do this by connecting partners to find shared strengths, and apply an approach that uncovers all facets of the challenge, including financial, environmental, physical and social aspects. This approach achieves long lasting value, resilience and partnerships, in the long and the short term, for all stakeholders. That's what we mean with 'integrated'.

This approach is managed by our Symbiosis in Development (SiD) sustainability framework. With SiD we measure sustainability throughout the spectrum, create lasting innovation, and develop effective action plans. Together with our decade of experience and international team, we raise the bar with our partners, prepare them for the changes to come, and create lasting positive impact.



"What inspires me time and again is how Except's SiD method gives people the insight they've been searching, those 'eureka moments', and that it immediately allows them to take action."

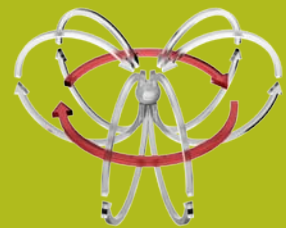
› Renske Kroeze, Social scientist & Systems thinker



Symbiosis in Development (SiD)

SiD is Except's holistic systems-thinking and innovation framework that is the engine behind all our projects. SiD is applicable to subjects as diverse as policy and strategy decisions, design challenges, industrial innovation, and urban renewal. It is designed for multi-disciplinary collaboration, creating a shared language for all experts on the team. It generates insight by visualizing all impacts using systems-mapping, and uses this to find hidden opportunities that combine long term sustainability with short term results.

SiD investigates all aspects of a challenge, from energy and materials, ecosystems, policy and economics to health and personal wellbeing. In this process teams work together in innovation labs on concrete solutions, delivering action pathways for implementation in a step-by-step process. SiD is open source, and allows the inclusion of tools and certifications such as BREEAM, the Circular Economy, LEED, LCA, ISO, and FSC, coupling them in its framework.



› FIND OUT MORE ABOUT SiD?

To find extensive information on SiD, articles, workshops, and tools, visit www.except.nl

SiD innovation
process start!



1

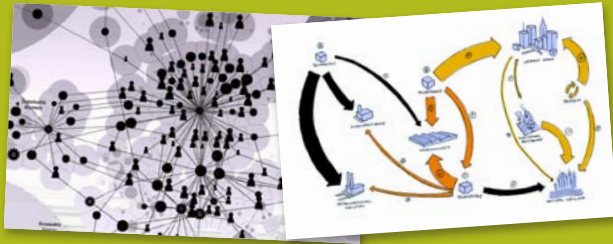
START WITH A GREAT TEAM

We take an expert scientist, designer, and business analyst, and bring them together with stakeholders and partners in an innovation lab 'hot room'.

2

CREATE CLARITY IN COMPLEXITY

The team analyzes the challenge using SiD's systems analysis and mapping, which allows them to detect new patterns, find hidden connections, and creates systemic insight to see the true levers and dials that can be used to achieve the goals. From this they extract the most effective strategies and design.



3

ROUTE & SCENARIO PLANNING

The team then plans a pathway with SiD using back-casting and innovation labs, resulting in a step-by-step strategic road map with long term vision and an immediate action plan.



4

DESIGN & DEVELOPMENT

The various solutions that lead to the end result are planned, designed, and executed. The business analysts make sure the business cases are solid, and the scientists that the highest sustainability performance is realized.



COMMUNICATION & TRAINING

Get everyone on the same page, energized, knowledgeable, and participating to speed up transition processes.



BUSINESS DEVELOPMENT

Better go together than alone: attract new partners & customers, and expand the reach of your sustainable innovation.



REALIZATION

We find the right partners for realization and manage the project to successful realization from start to finish.

This is how it works...

In any healthy and thriving garden there are cycles of life, of day and night, of dry and wet, and of color and snow. Except's ecosystem is modeled after natural cycles, to be able to work with nature's dedication and perseverance on creating innovative solutions.

Our ecosystem is one of knowledge, exploration, innovation, learning, and sharing. Our life elixir is the knowledge to find answers to the tough questions we face today in our governments, businesses and daily life. The results are shared for a better world, for you, for us, for everyone.

The flowers in our garden are solutions for companies, urban environments, industry, food, and governance. Because we work in these differing areas we can cross-pollinate between sectors and find new solutions faster.

The water in our system is knowledge. Knowledge we grow, share, and improve by developing new (software) tools, organizing workshops and events, and making publications and websites.

Our habitat is world wide. We have worked on over 300 projects on four continents with many partners, and bring experience from other countries to local projects. This also gives us a great network of amazing partners, ready to step in at any time.

habitat



Our team consists of 30 experts with more than 15 different disciplines. They work together with stakeholders and partners using the SiD method, which enables creative sustainable innovation, with a solid scientific approach. This gives us the ability to find the most hidden solutions together.

Our foundation is a solid set of services that support every step along the way towards a successful project, from (systems) analysis and research, via strategy, to design and execution.

Software & Tools

Books & Publications

Workshops & Events

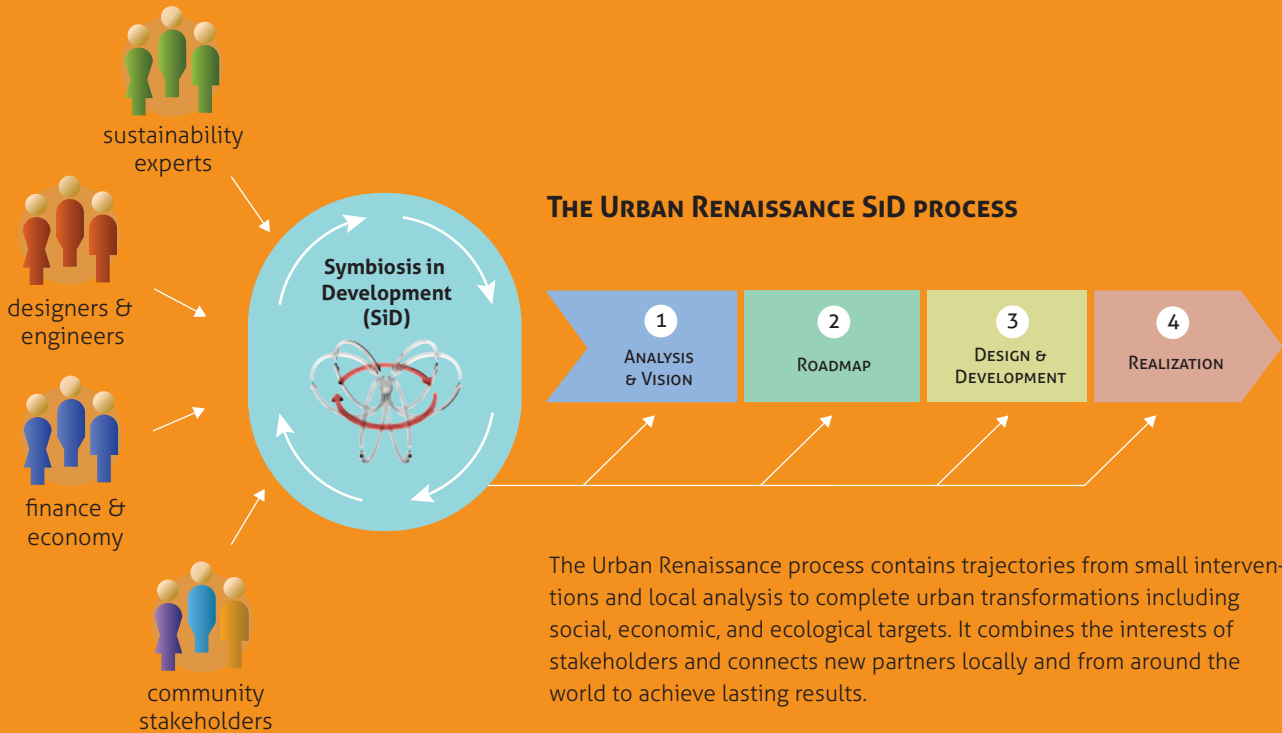
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Urban Renaissance

INTEGRATED REDEVELOPMENT OF CITIES AND NEIGHBORHOODS

Our cities can be beautiful, thriving places where we work, play, live, and raise our children with the peace of mind that they will have a bright future. To make this a reality, we created the Urban Renaissance (UR) system. UR combines a fast community driven bottom-up approach with long term sustainable visions. It allows every city and neighborhood to realize an intelligent development pathway towards a sustainable, resilient, and flourishing future.



The results of UR are spectacular. The route maps are realized by many parties in the community at the same time, creating a self-sufficient neighborhood in terms of energy, water, food, waste, employment, education, and entertainment, ensuring healthy and safe living environments, and creating strong social ties. Meanwhile, these inspiring developments attract new people, business, and investment enabling further opportunities for improvement. UR represents the new way to plan, design and run our cities: together.



Work towards resilient cities, where people want to live, work, learn, and play, and be prepared for the future.



Become self sufficient in:
energy, waste, water, food, jobs & social program



› A dilapidated street turns into a vibrant, healthy and sustainable community in Schiebroek-Zuid, NL.



INSPIRATION BOOK OVERSCHIE

An example of a small beginning: a beautiful book filled with sustainable ideas and example projects for the Overschie neighborhood in Rotterdam, the Netherlands. It inspires the community, policy makers and developers alike to move towards a greener future.



"If you want to know the future of integrated sustainable area development, take a look at [Except's] Schiebroek-Zuid project."

› **Marion Bakker**
› Area Development Manager, NL Agency
Government of the Netherlands

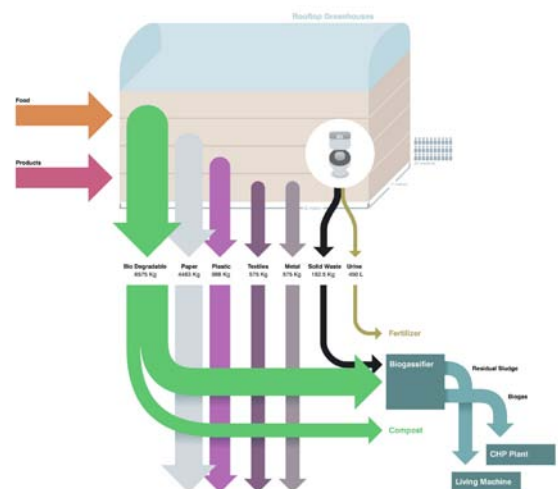
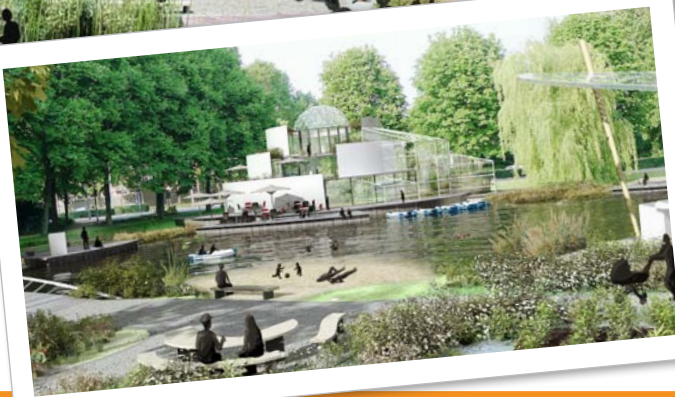
SUSTAINABLE SCHIEBROEK-ZUID

Sustainable Schiebroek-Zuid is a complete sustainability road map and vision for the post-war social housing area Schiebroek-Zuid in Rotterdam. The project provides a 30 year trajectory for converting the neighborhood into a self-sufficient, resilient, and sustainable area. It applies urban ecology and agriculture as central economic and social engines to effectively renovate the area without demolition.

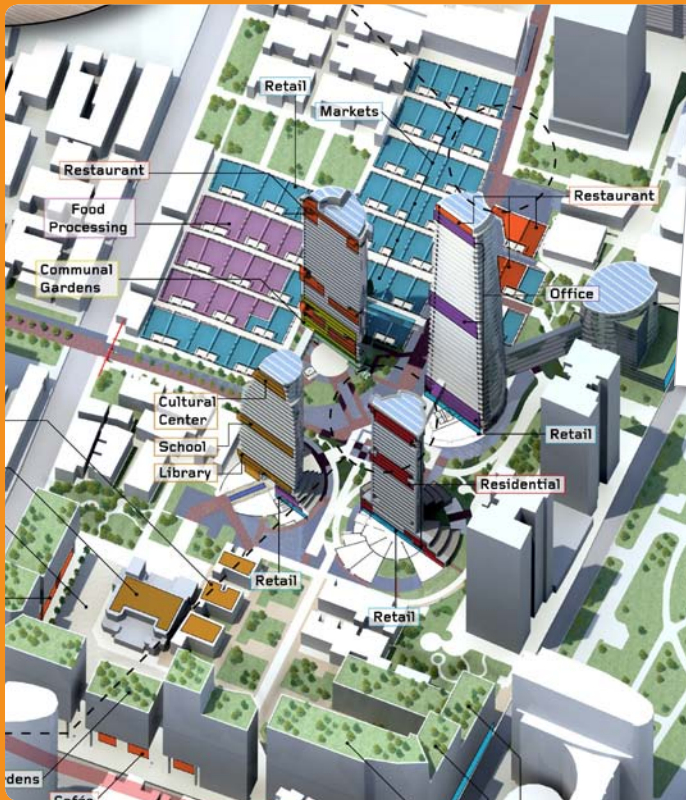
The project runs since 2011, and has spawned various gardens, greenhouses, restaurants, shops, and new development.



› Organic zoning strategy



› waste, water & energy flow diagram for housing blocks



the central markets in between the farms

SHANGHAI SUSTAINABLE MASTERPLAN

This project combines cutting edge sustainable design with exciting urban places. It features closed loop urban metabolism, urban agriculture and vertical farms, entrepreneurial opportunities and tight integration with social layers of the city. It offers a development trajectory for downtown Shanghai to become self-sustaining in 40 years. The project has been developed for Expo 2012.

"My favorite projects are the Schiebroek-Zuid and Shanghai plans. They are so inspiring to me because they show new ways of integrating disciplines and systems-thinking that make amazing innovative results possible, in such a short time."

> Arjan Luiten, sustainable architect & urbanist



SAN FRANCISCO TRANSBAY TERMINAL

We revamped the old transbay transport hub in downtown San Francisco, resulting in the largest ecological rooftop in the world, and a magnificent asset to the city to boot. With this we helped Pelli Clarke Pelli Architects win the decade's largest architectural contest. The terminal is under construction, expected to open in 2015.



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Future-proof Buildings

(RE)DEVELOPING PIONEERING SUSTAINABLE REAL-ESTATE

We love realizing beautiful places that are flexible, resilient, and valued by their owners and the community. Places that can stand the test of time for years to come, inspire, and function as hubs for better forms of working, living, playing, and producing.

We see amazing opportunities for transforming empty buildings in every city. By combining new business models, ecological engineering, community driven program, and gorgeous design we breathe life into buildings, both new and old. We convert private estates to become beautiful self-sustaining paradises, renovate monuments, and develop profitable business plans for industrial, educational, and commercial properties.



"What can we do with all these empty, inefficient, and run down buildings and urban areas that are scattered across our landscapes? While many see just an eyesore, we see countless opportunities for realizing valuable and inspiring environments that work."

› Erik Westerduin, Innovation & Business Developer

1

LOCATION-SCAN

We check the building or site and its surroundings. We check sustainability potential with systems-mapping, and create new value opportunities.



2

STRATEGY & FINANCE

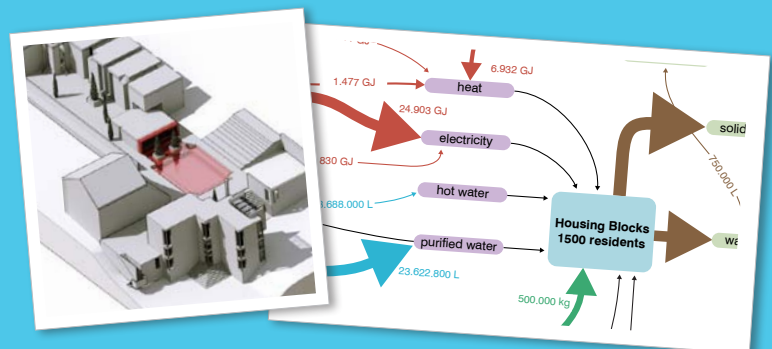
We develop a strategy for the (re) development to be cost-effective, business-smart, and successful in the short and long-term.



3

DESIGN & ENGINEERING

With our designers and engineers we create a bespoke design to make the chosen strategy work, and develop an inspiring, beautiful, and sustainable building.



4

EXECUTION & ACTIVATION

We find the right local partners for execution, manage the process, create a solid marketing plan, and attract users. We open the building in style, and hold its hand while it starts up its new life, ensuring its performance.





THE CRYSTAL FOREST OFFICE

We fell in love with an abandoned industrial warehouse in Amsterdam, and designed an exciting energy-neutral office-jungle as a removable plug-in unit, complete with a business model that makes it profitable. We then made it into the Crystal Forest system, a modular unit that can be built and removed quickly on virtually any location, complete with embedded ecosystem, and turn-key office environment.



TU DELFT ARCHITECTURE SCHOOL

We made a phased plan for the 30.000 m² listed monument of the faculty of Architecture of the Delft University of Technology that reaches energy and carbon neutrality within ten years, within budget. It integrates an ecological services system and innovative didactic environments, and beautiful atrium gardens as a bonus.



CENTRUM ECOLOGICAL CHAPEL TORONTO

We designed this ecological chapel on the steep sloping edge of a ravine in Toronto. The design combines core ecosystem functions such as erosion control and water management with a spiritual and contemplative space, made from only natural materials, available for cultural events throughout the year.



HORTUS CELESTIA

The Hortus Celestia is a vertical farm tower, designed for Naaldwijk, the Netherlands. The tower rises 28 stories high above the greenhouse-filled landscape, offering 14 farming floors with embedded expo centers.

We designed the tower to function as a demonstration center for innovative Dutch greenhouse industry partners, and to attract international visitors from around the globe.



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SOME OF OUR CLIENTS



Kingdom of the Netherlands



Rijksgebouwendienst
Ministerie van Binnenlandse Zaken en
Koninkrijksrelaties



ARUP

Pelli Clarke Pelli Architects



INTEGRATED SUSTAINABILITY



"Except's people storm the gates of heaven, work extremely hard and invest unbelievable energy into solving your problem, making it their own and getting to the bottom of it."

- › **Bart Verhagen**
- › Development Manager, Estrade / Vestia Housing Corporation

"Except's teams always give us new perspectives and insight that accelerate our projects. They collaborate very well during the process and create outstanding work."



- › **Jaap Bosch**
- › Project developer Eneco Wind



"Because Except understands both content and communication, they are an ideal partner to work with. Ideas are quickly processed and critically reviewed, the process is fast, and delivers quality."

- › **Ben Roemgens**
- › Project manager road maps, DNV

"Working with Except has been very positive and inspiring. They really dive into your question and find custom and suitable solutions. They don't just deliver a product, but participate in the process and engage the context."



- › **Gerben in 't Hout**
- › Project manager Woonstad Rotterdam

"Except is a couple of years ahead of other organizations... they are one of the pioneers in this area. Their capability in concept development, visualizing complex subjects, and their vision has added value."

- › **Paul van de Sande**
- › Sustainability Program Manager, City Government of Roosendaal

Strategic Sustainability

BUSINESS INTELLIGENCE, SUSTAINABILITY ASSESSMENT, AND CSR

We developed the Strategic Sustainability program to help organizations lift sustainability up to new levels, innovate, and strive towards resilience with clear action plans.

It begins with a conversation with you: what are your goals, and how can we achieve them? We then start with simple day to day support from our experts on your sustainability issues, and use our systemic scans to find hidden levers that enable resilient long term benefits with short term results. We then make clear implementation plans that realize significant energy and material savings, social justice improvements, higher performance, and better market positions.



RESILIENCE PLANNING

Instead of using poorly performing trend analysis to do risk assessment, we've developed a strategy that uses systems analysis to work towards organizational resilience. It then applies trend analysis to do scenario testing on the resilience plan instead. This approach delivers better performance, lower risk and cost, long term benefits, and clear action plans.





SUSTAINABILITY ASSESSMENT & STAKEHOLDER ANALYSIS

How sustainable is your organization? What are the effects of a new policy, or the impact of a product? How can we improve them? What parties are or should be involved in the decision making process?

These are central questions we address by using SiD as a sustainability assessment tool, as well as by mapping and analyzing stakeholders. In these processes we focus on developing clarity and accuracy in the process.

We can rely on a vast pool of expertise, ranging from traditional life cycle assessment and sustainability labels such as BREEAM, FSC or ISO, and help our partners navigate the waters of modern sustainability assessment.

"I see many organizations struggling to be both profitable and more socially engaged. The amazing thing is, if you do it right, you can make these mutually supporting values that increase market position, as well as social value."

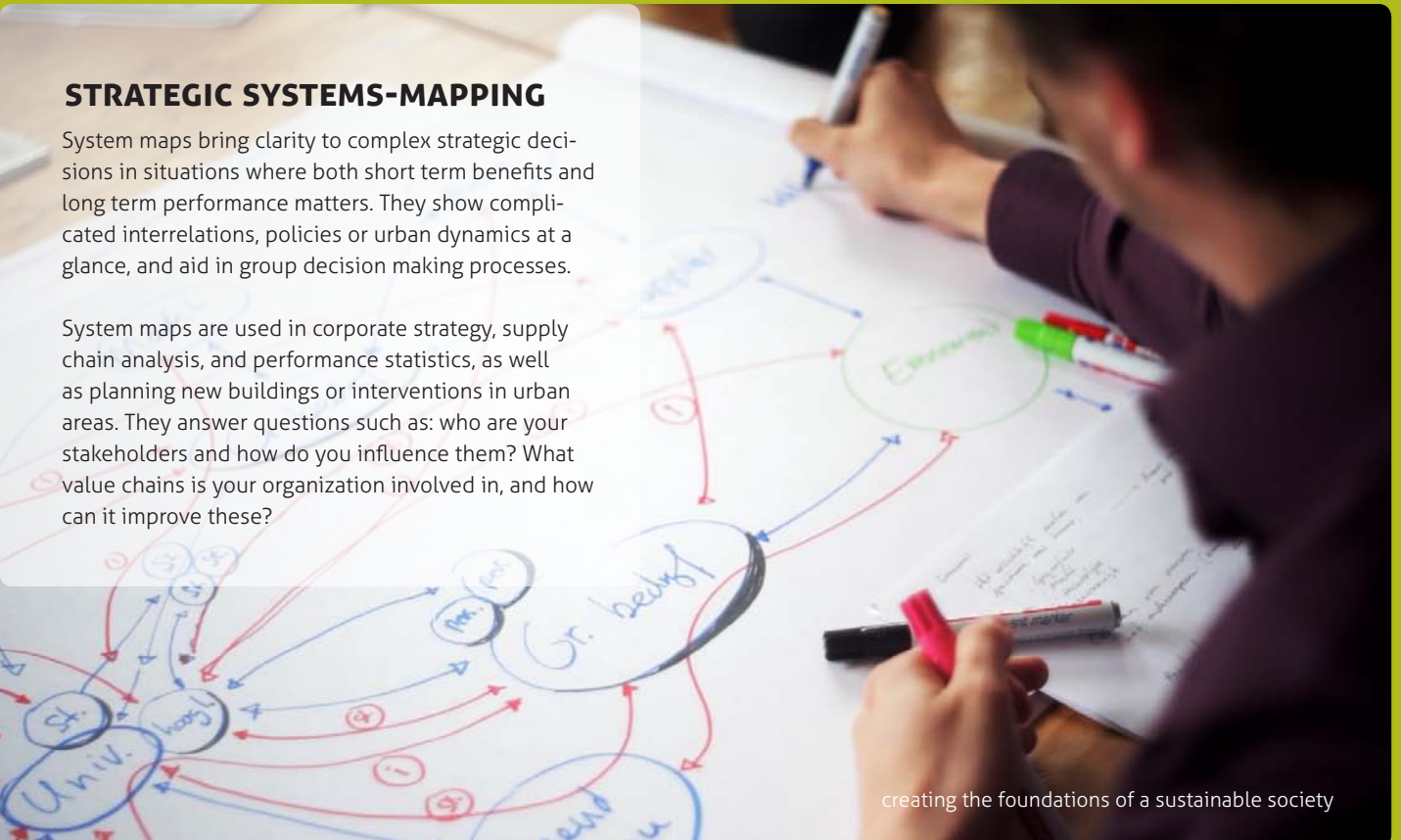
› Tim Horsten, Managing Associate, CSR specialist



STRATEGIC SYSTEMS-MAPPING

System maps bring clarity to complex strategic decisions in situations where both short term benefits and long term performance matters. They show complicated interrelations, policies or urban dynamics at a glance, and aid in group decision making processes.

System maps are used in corporate strategy, supply chain analysis, and performance statistics, as well as planning new buildings or interventions in urban areas. They answer questions such as: who are your stakeholders and how do you influence them? What value chains is your organization involved in, and how can it improve these?



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INTEGRATED QUICKSCAN FOR SUSTAINABILITY (IQS)

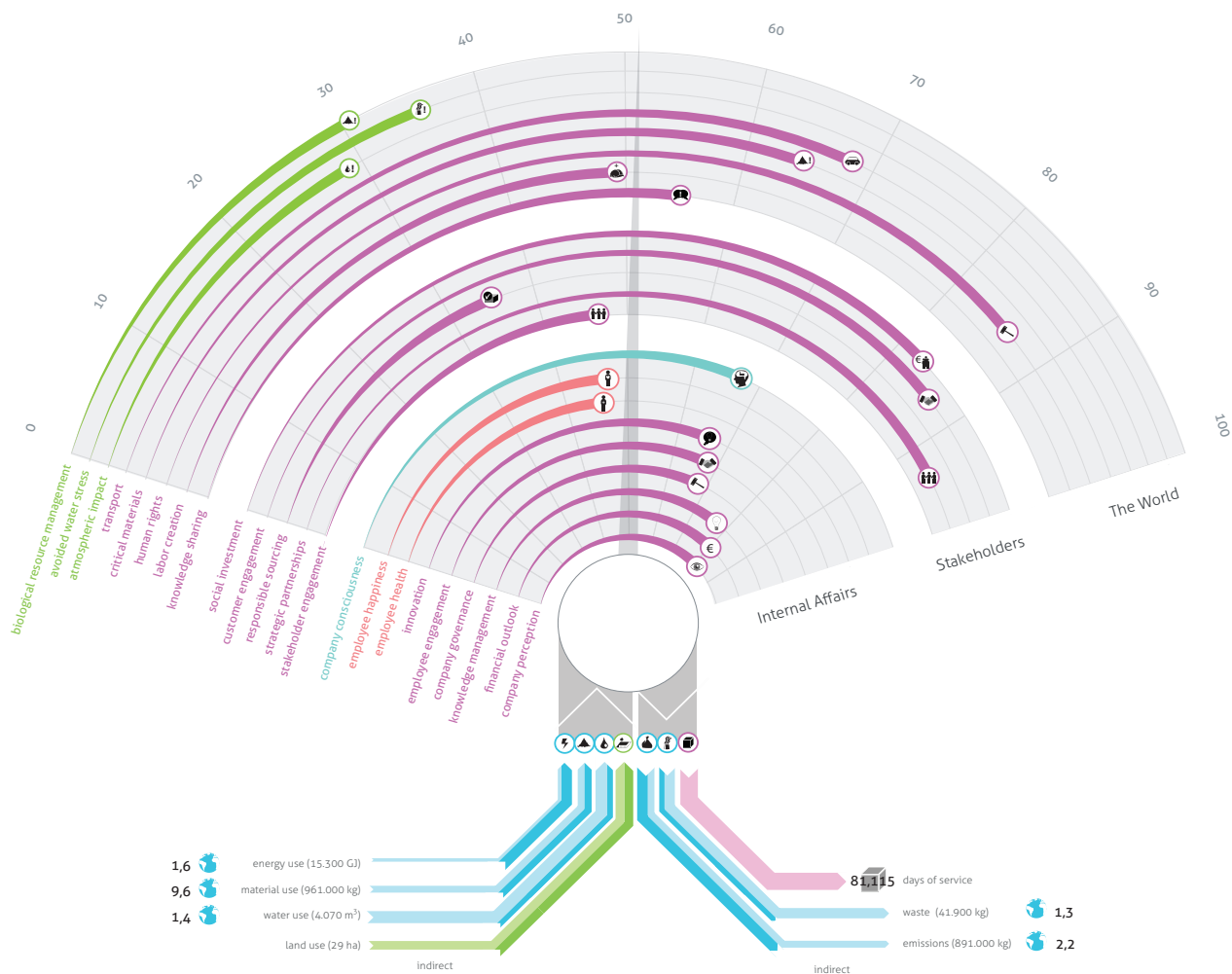
What are the best improvement pathways for your organization? The Integrated Quickscan for Sustainability (IQS) provides complete strategic insight into your company's performance in a single scan. This enables you to:

- › Perform a single comprehensive analysis of your company's performance
- › Optimize the use of energy, materials, and water
- › Get the insight needed for long term strategy decisions
- › Design a practical action plan for improvements
- › Identify a broad range of cost savings

Around the world organizations are investing to figure out what the best steps are to become more resilient, profitable, and valuable. With the IQS, we've made this investment for you, so you can enjoy one of the world's most comprehensive integrated scans for medium and small businesses, with significantly reduced cost. Fast, complete, and intuitive.

Find out more about the IQS? Contact Tim Horsten (tim@except.nl) for more details.

YOUR IQS SUSTAINABILITY DASHBOARD



› The IQS dashboard provides an overview of your company's performance at a single glance.



› The Rotterdam Collective was Except's first IC. It opened in 2009 and has brought together over 40 businesses and entrepreneurs, working together in a formerly empty building in the heart of Rotterdam.

INNOVATION COMMUNITIES

Innovation communities (ICs) are flexible business models that revive urban areas, react quickly to market changes, and create engaging incubators and co-working spaces.

These next generation collaborative workplaces form a platform for innovators and entrepreneurs alike, and are capable of transforming real estate into vibrant places. We have developed a variety of ICs since 2003 ranging from business incubators for recent graduates to professional research organizations.

We develop IC's, ranging from business plan development and building renovation, to managing the community and streamlining operations.

"Working with Except was inspiring and effective. They quickly delivered beyond our expectations. We look forward to future projects."

› Justin Elicker
› Yale University Office of Sustainability

SUSTAINABLE ISLAND SYSTEM (SIS)

Island communities are vulnerable to rapid changes in economy, climate, fuel prices, material supply, and tourism trends. The Sustainable Island System (SIS) is a full range of solutions that convert islands to self sustainable and flourishing communities.

SIS uses strategic tools to benchmark island performance, and maps crucial dependencies, identifying opportunities to strengthen the local economy and to develop clear action plans.

The result of SIS is increased living quality, education, strong economies and communities, healthy ecosystems, new opportunities for tourism, and, of course, a bright future for the island.



Industry & Food

GUIDING OUR PRODUCTION SYSTEMS TO THE NEXT GENERATION

The industrial revolution left us with a radically different world, with its benefits and problems. Today, we find that the supply chains we rely on for vital resources are ancient, inefficient, and fragile. Luckily, there are plenty of options to start producing our food, products, and energy in much better ways, working with supply chains and learning from nature. Who will be the first to capitalize on these new value chains and lead the way in your industry?

POLYDOME SUSTAINABLE AGRICULTURE

Polydome is a revolutionary approach to greenhouse agriculture that offers the possibility of commercial scale, net-zero-impact food production. It works for large scale production as well as urban agriculture.

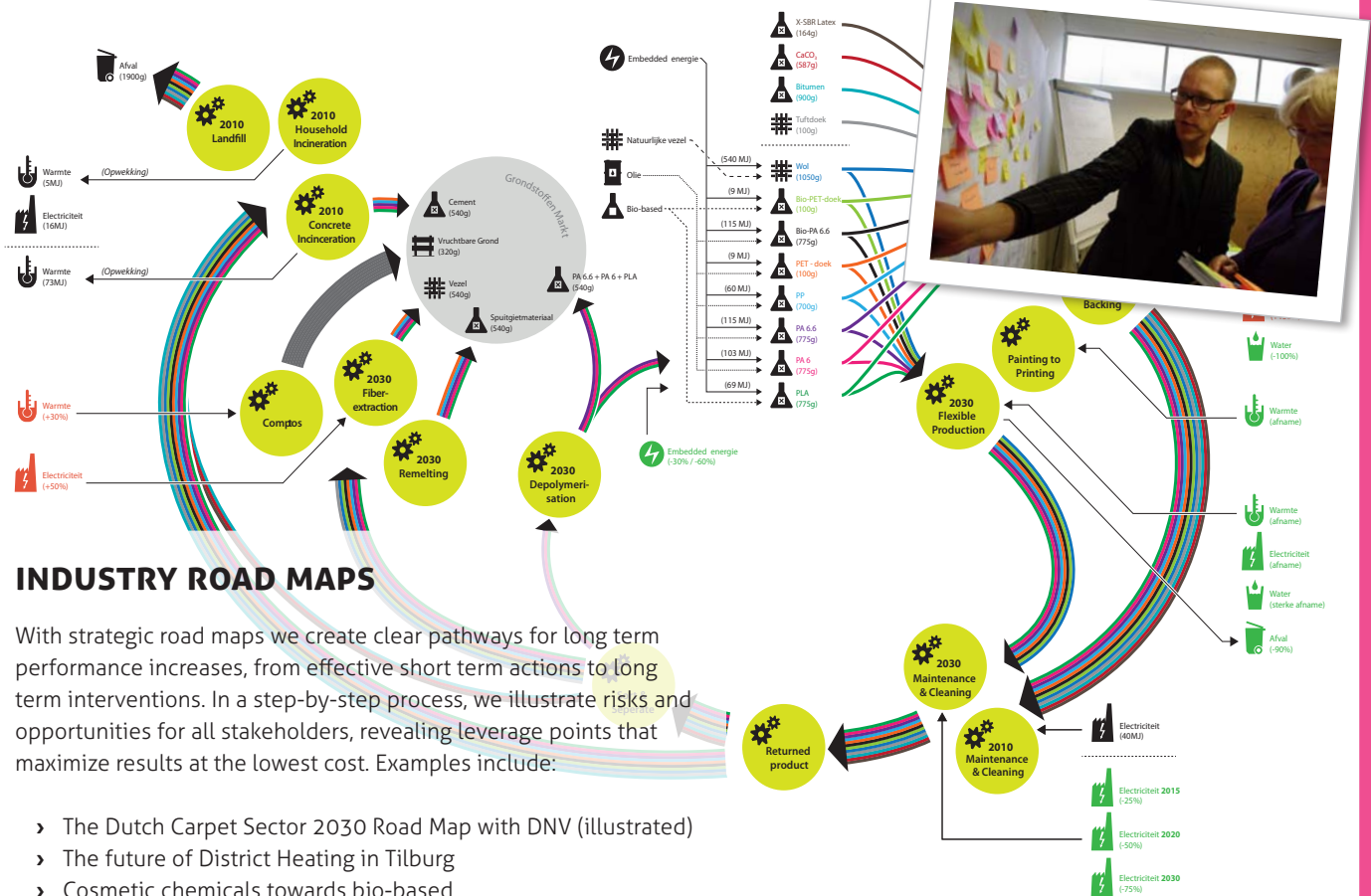
The Polydome system strategically interweaves a wide variety of crops and animals, taking advantage of every inch of the greenhouse while eliminating the need for synthetic fertilizers and pesticides. With its high yields (60 – 90 kg per square meter), and diverse outputs (over 50 crops, two mushroom varieties, chickens, eggs, fish, and honey), even

a small Polydome system provides a varied food supply for large populations.

With Polydome we started the development of various pilot programmes around the world, supporting sustainable agriculture initiatives, urban renewal, anti-food desert programmes and autarkic living projects.

Read more about Polydome on our website, and download the full Polydome book for free.





"It's fantastic to see what happens in industry when you bring the right people together with insightful information. Processes which normally take years happen in weeks, and by using the right tools great leaps forward can be made in just a short time."

› Michiel van der Vight, Managing Associate, Process Manager

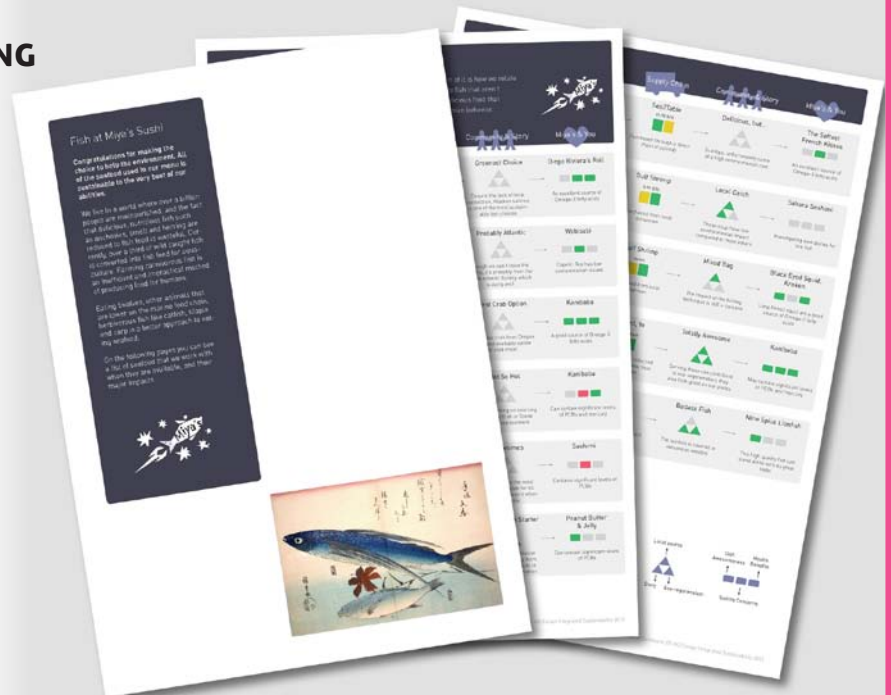


SUPPLY CHAINS & PURCHASING

Choosing what to purchase as a company has a large impact on your sustainability performance, as well as quality for your customers. We support supply chain decisions and purchasing decisions with SiD's powerful analysis.

MIYA'S SUSHI MENU SELECTION

Miya's Sushi in New Haven, CT, has been our favorite restaurant for years, and for good reason. Miya's produces award winning fusion sushi that places heaven on your tongue, while being the forefront of social and environmental sustainability. We aided in the unique fish selection, and produced a menu with graphic maps showing the impacts across the board.



ENECO WIND STRATEGY

Eneco is one of the Netherlands' largest sustainable energy corporations. We stand by Eneco with sustainability assessment, strategy, infographics, communication, and events.



Standard Dutch Electricity

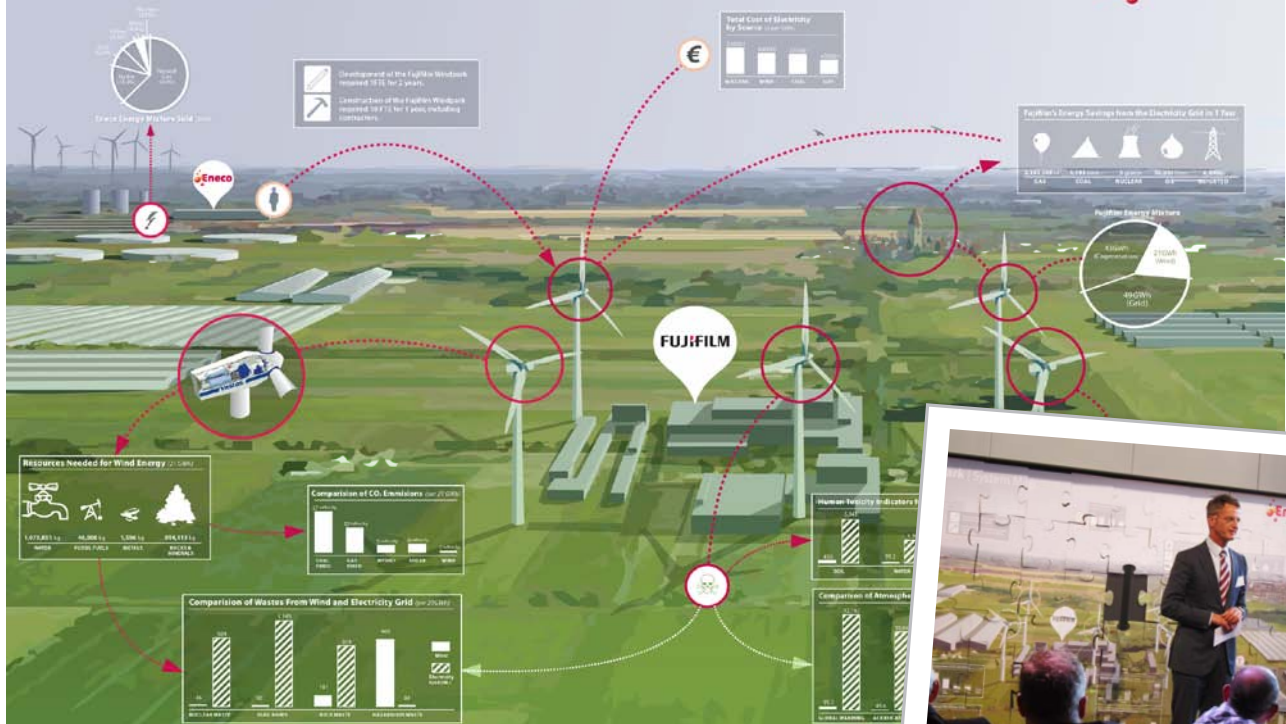
Impact of 10 MW over 20 years



Eneco Wind Power

Impact of 10 MW over 20 years

Wind Park | System Map



Knowledge Management & Software

EMPOWERING THE KNOWLEDGE EMBEDDED IN ORGANIZATIONS

The world is complex; use it to your advantage. Can you see the patterns developing around you? Can smart knowledge management empower you to see these patterns, and help your business or community? How do you create awareness about sustainable practices within organizations, and create enthusiasm and self-learning within teams? Our KM & Software team guides organizations in knowledge management, training, and accompanying software tools.

"We live in exponential times! Never before have we had access to so much data, information, and knowledge. With the new technologies we're developing I see fantastic new solutions arising that we never thought possible before."

› Gijs Broos, Managing Associate, Social Business Developer

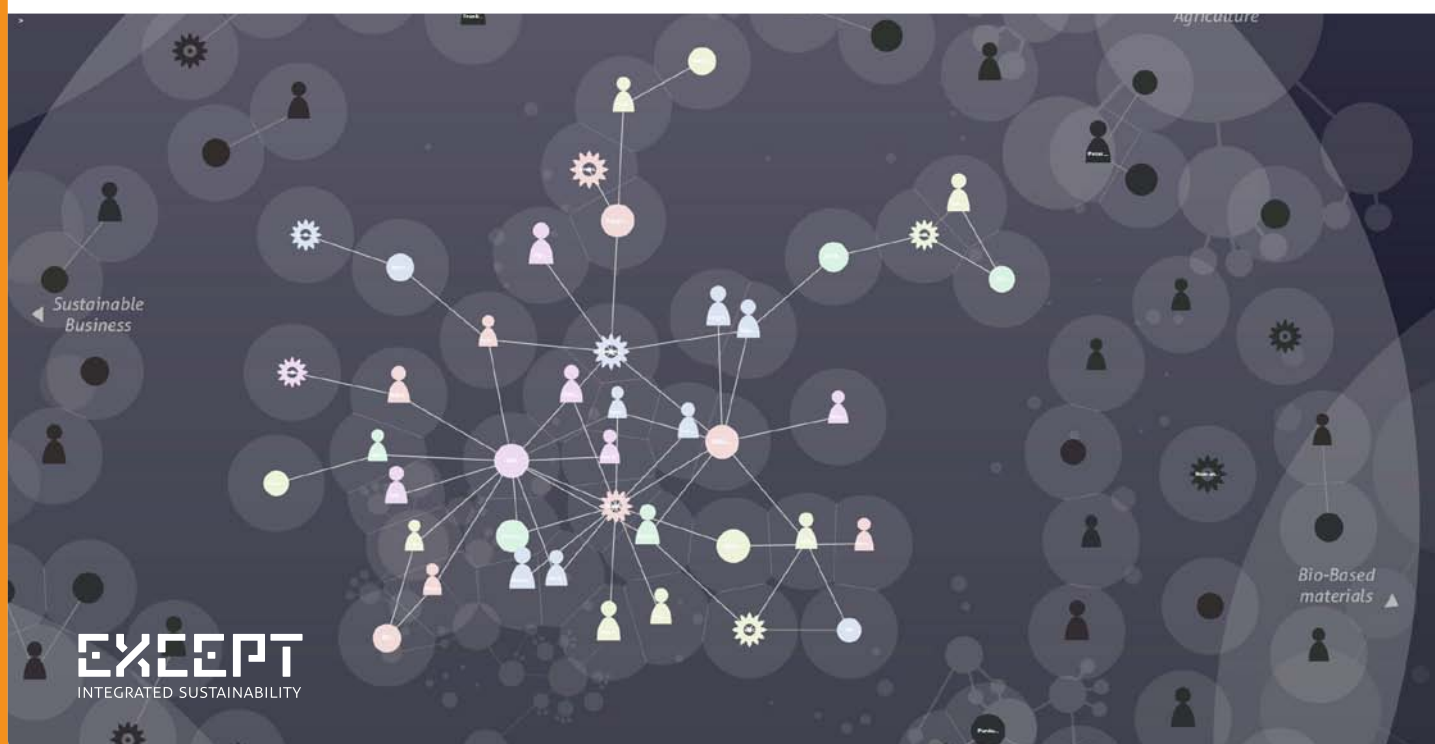
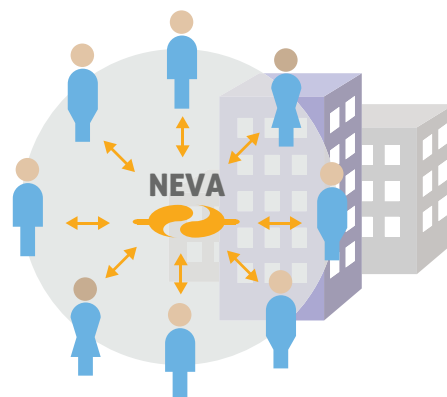


NEVA KNOWLEDGE PLATFORM

How do you find knowledge that you don't know exists? Do you know what questions to ask to figure out what you don't know? Neva is an advanced web 3.0 knowledge exploration and connectivity platform. It visually connects knowledge hidden in organizations, on the web and in scientific journals in an intuitive web interface. Google 2.0?

Interested in participating?

Neva is being developed today for specific industries behind closed doors. Curious how your organization can participate? Contact Gijs Broos (gijs@except.nl) and ask about Neva.



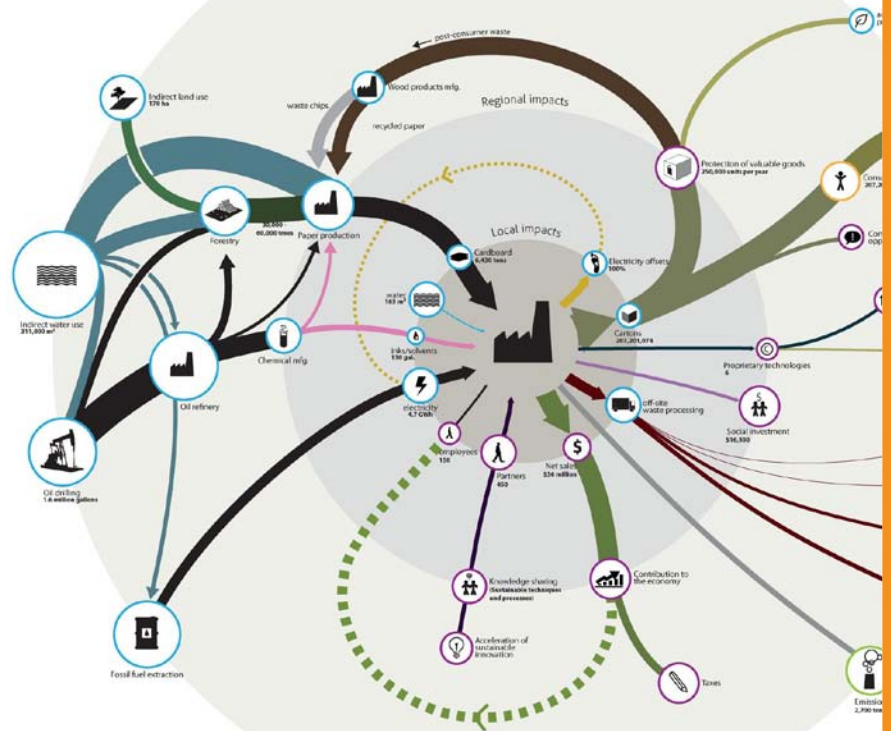
FLOWMAT

FlowMat is an online software application that enables the development, simulation, and monitoring of large scale material and energy cycles, such as urban metabolism, industrial symbiosis and the circular economy.

FlowMat is built on Except's decade of experience in systems modeling and analysis. The project is in its development stage.

Interested in participating?

Contact FlowMat's development manager Tijn Schmits (tijn@except.nl) for more information.



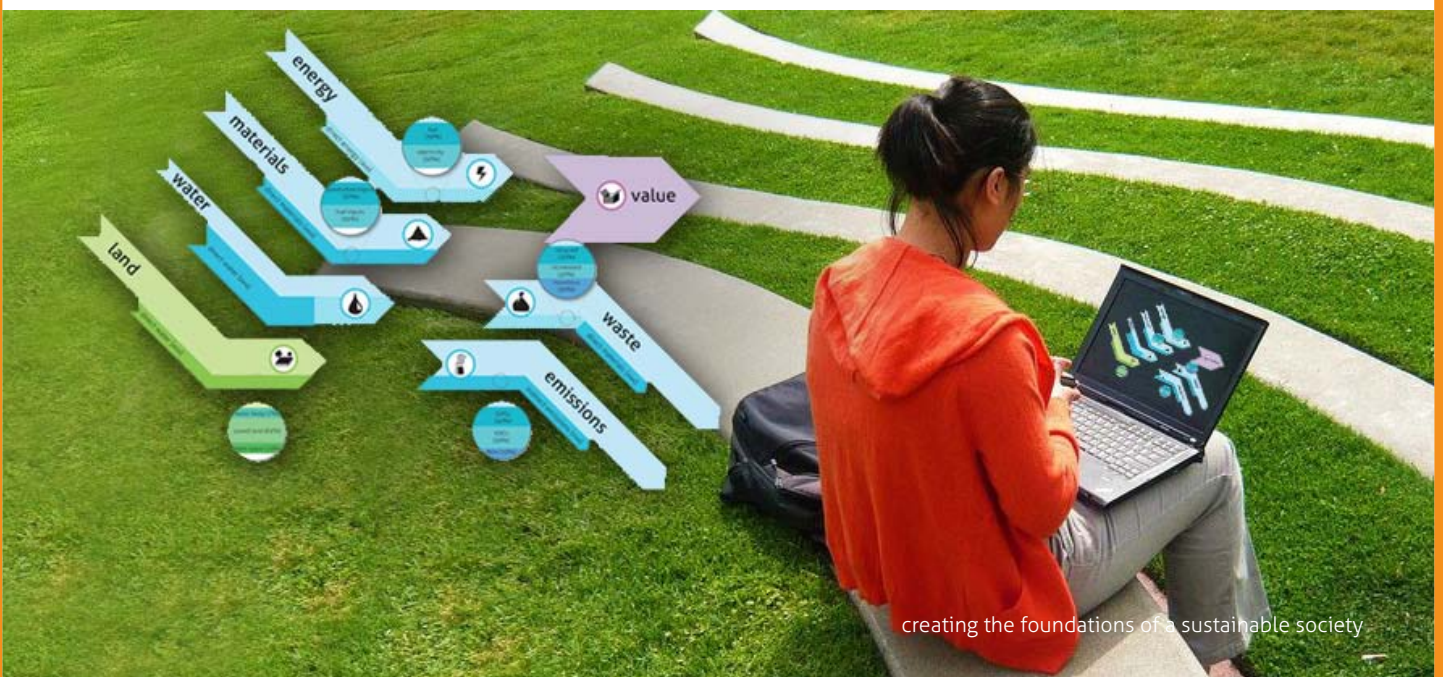
"I was surprised at how many connections and relations were created for the project. Except is very open to people and connects stakeholders and participants throughout the process."

› **Bart Verhagen**

› Development manager Estrade / Rotterdam Ontwikkel Collectief

WEBSITES & TOOLS

We help organizations to share their vision with the world, and increase their performance with efficient online tools. Web based software and apps are the new working places of today, what opportunities are there for you to capitalize on the power of networks, and make your online presence dynamic and alive?



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Communication & Training

CONNECT TO YOUR AUDIENCE, DEVELOP AWARENESS, INITIATE ACTION

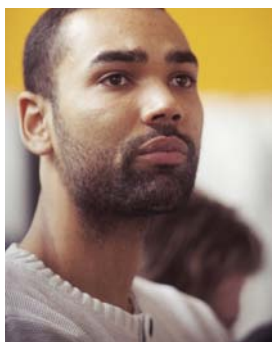
How do you engage audiences in complex issues? How do you interest people to implement sustainable practices? How do you make large groups of people co-operate on solving issues? These questions are answered with our communication and training programmes.

We think that rather than giving people fish, it's better to teach them how to catch them. Our goal is to create true understanding, and stand by you to achieve your goals, with images, training, movies, a game, workshops, publications, and even expeditions for true life-long insight.

TALKS, MASTERCLASSES & WORKSHOPS

We organize a variety of training programs and expeditions for individuals and groups. In the programmes, we engage you to get familiar with integrated sustainability, how you can apply it in your own context, and how to get the most out of the SiD approach.

› Contact Chantal Klaver for more information (chantal@except.nl).



LUNCH TALKS

Need new insight and perspectives? At the lunch talk one of our experts investigates your case, and discusses the systemic perspective in order to gain new insight and clarity for your team for 2 hours.

OPEN MASTERCLASSES (HALF A DAY)

Want to extend your expertise and meet specialists who deal with similar topics while exploring the complexity of sustainability? For individuals Except organizes regular sustainability masterclasses on different topics.



TEAM ADVENTURE (1 DAY)

How can you benefit from systems thinking to distinguish yourself from competitors and make a leap forward? During this masterclass you take up the challenge to make a distinctive design for your product together with your partners.

TEAM EXCELLENCE (3 DAYS)

During this intensive 3-day masterclass you go out exploring, get insight from experts and make an excellent design for your organization to distinguish yourself from competitors. You will also build support for implementing a sustainable growth model.



EXPEDITIONS

Life-changing experiences happen in Greenland, India, the Amazon, and elsewhere, with small teams of dedicated people. We organize expeditions to special places on earth, combined with in-depth SiD and leadership training. We also organize these on request.

SERIOUS & SOCIAL GAMING

Fun is the best way to engage people. By using serious gaming, both with software and without, you can engage people fully and make them understand complex interrelations quickly.

We develop serious games to communicate insight, create understanding, and generate ideas.

› The SWIG waste water card game, developed with DNV



"By playfully mapping the complex relations around you using SiD, the world suddenly speaks to you. Once you get it, you become liberated. Once you apply it, you become empowered and reach heights once thought unreachable."

› Tijn Schmits, Management Associate, Software Architect

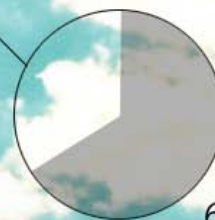
VISUALIZATION & NEW MEDIA

What medium do you choose for your message? Is a website the right tool, a viral video, or a book perhaps? Whatever the choice of messenger, we love making beautiful, engaging material that get the job done. From 3D animation to infographics, events, and new web media, we've got you covered.

Energy Impact



1693 kWh Wind



653 kg Coal

creating the foundations of a sustainable society

"If you want something new, you have to stop doing something old."

› Peter F Drucker

"If I can't dance - I don't want to be part of your revolution."

› Emma Goldman

"Anyone who has never made a mistake has never made anything new."

› Albert Einstein

"What's the use of a fine house if you haven't got a tolerable planet to put it on?"

› Henry David Thoreau

"When we try to pick out anything by itself, we find it hitched to everything else in the Universe."

› John Muir

"The greatest shortcoming of the human race is our inability to understand the exponential function."

› Albert A. Barlett, professor emeritus of physics

"Destroying rainforest for economic gain is like burning a Renaissance painting to cook a meal."

› E.O wilson

"Everything must be made as simple as possible. But not simpler."

› Albert Einstein

"If I had asked people what they wanted, they would have said faster horses."

› Henry Ford

"In the beginning the Universe was created. This has made a lot of people very angry and been widely regarded as a bad move."

› Douglas Adams

"A goal without a deadline is a dream."

› Napoleon Hill

"The best way to predict the future is to invent it."

› Alan Kay