



NEWFORESIGHT

SUSTAINABLE BUSINESS OPPORTUNITIES

TransMission Masterclass

Introducing a leading approach for analyzing and accelerating the transition to a sustainable economy

March 2nd 2026

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Agenda

Welcome

Crash Course TransMission

Q&A

15-minute break

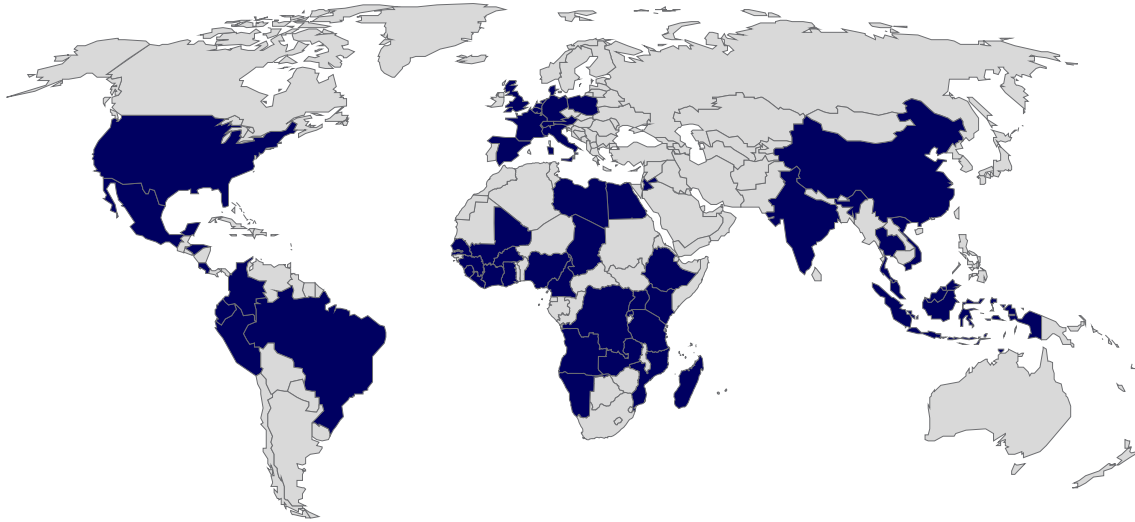
Break-out: Applying TransMission together

Reflection & next steps



The NewForesight Mission: We accelerate the transition towards a sustainable economy

Over 20 years of experience across various sectors globally



NewForesight is based in Utrecht and Cape Town and active globally

We have been driving breakthroughs in sustainability since 2008 in 30+ sectors



TransMission model for systemic change



André Nijhof,
Nyenrode Business
Universiteit

Matthijs Jansen,
Copernicus Instituut

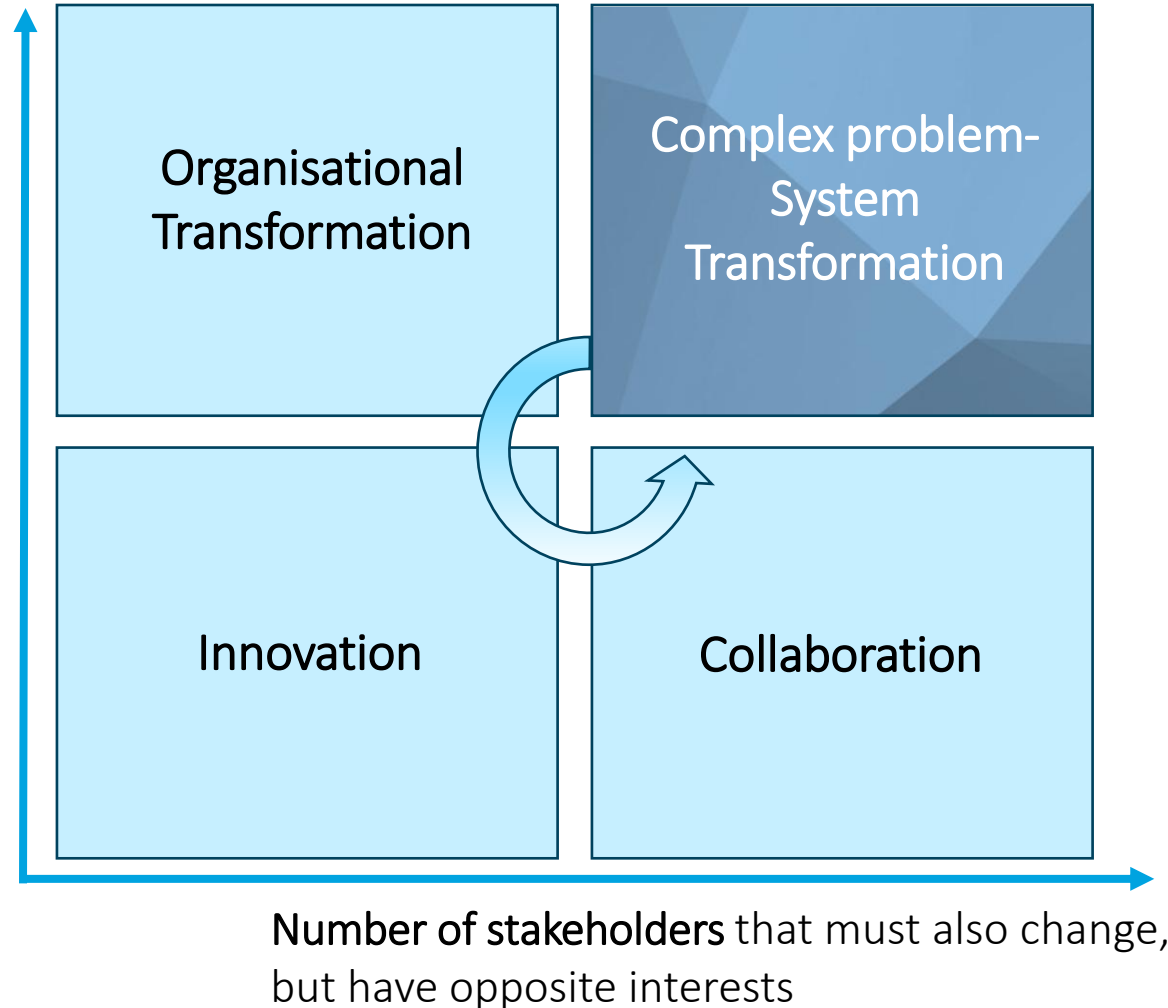
Lucas Simons,
NewForesight



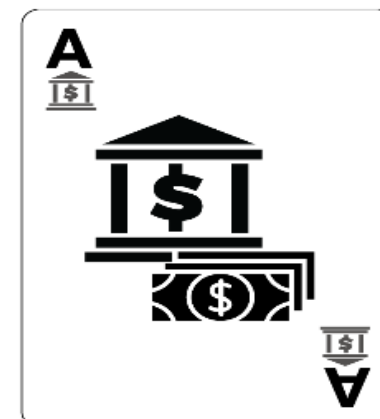
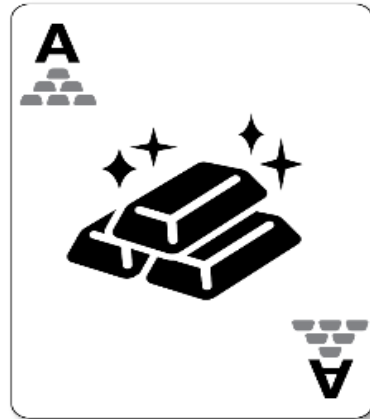
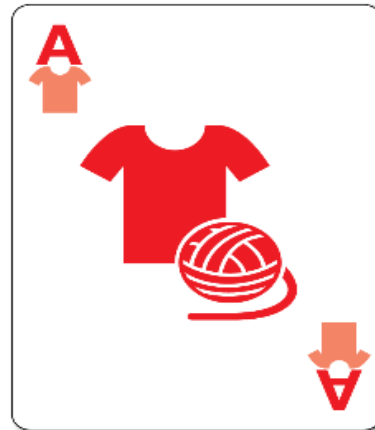
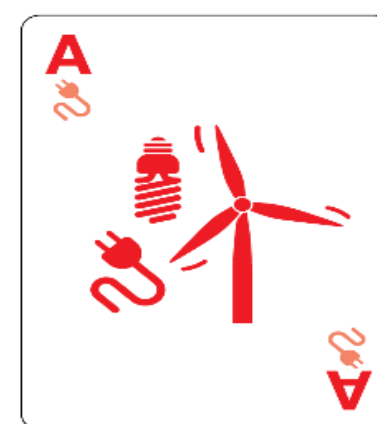
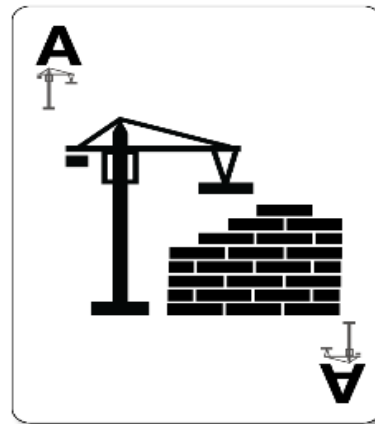
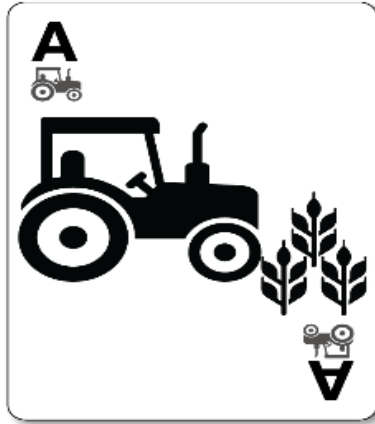
What makes a problem complex and when do you need a transition strategy?

Difficulty of change:

- Radically different
- Multiple solutions
- Readiness of the solutions
- Causalities / Relation
- Unpredictability



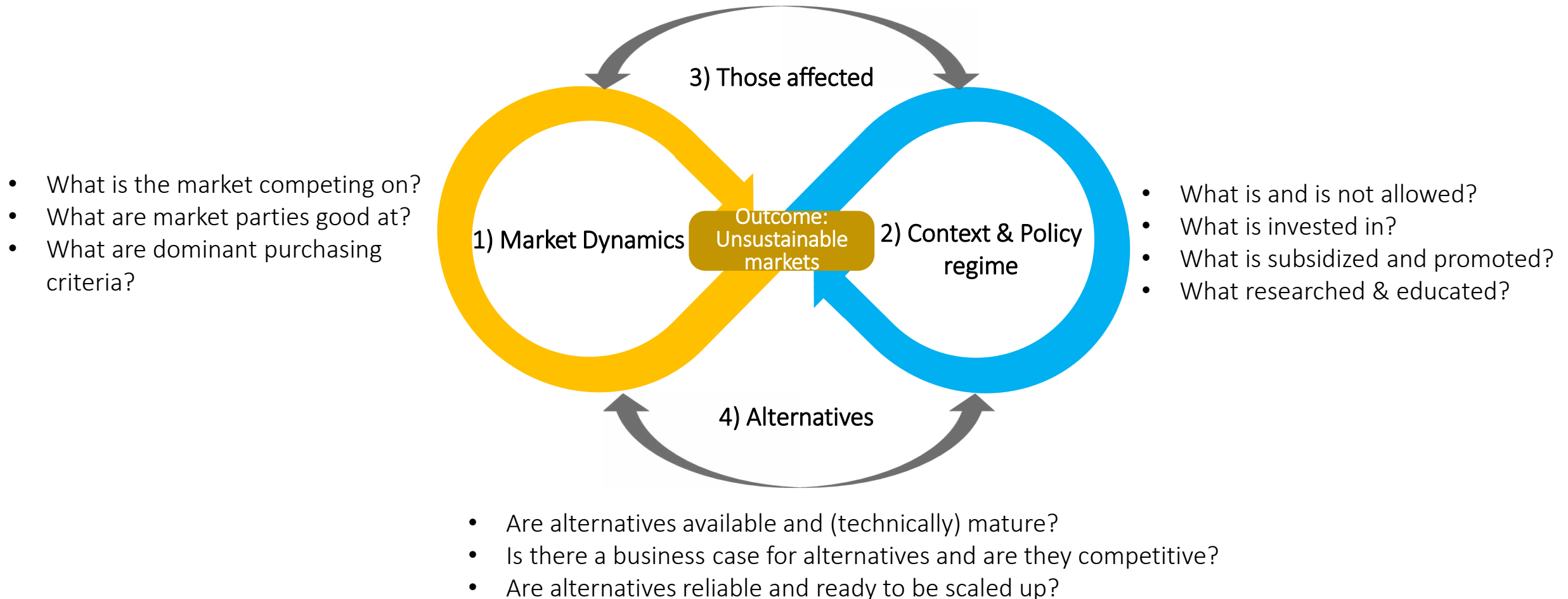
All sectors globally are facing complex sustainability problems



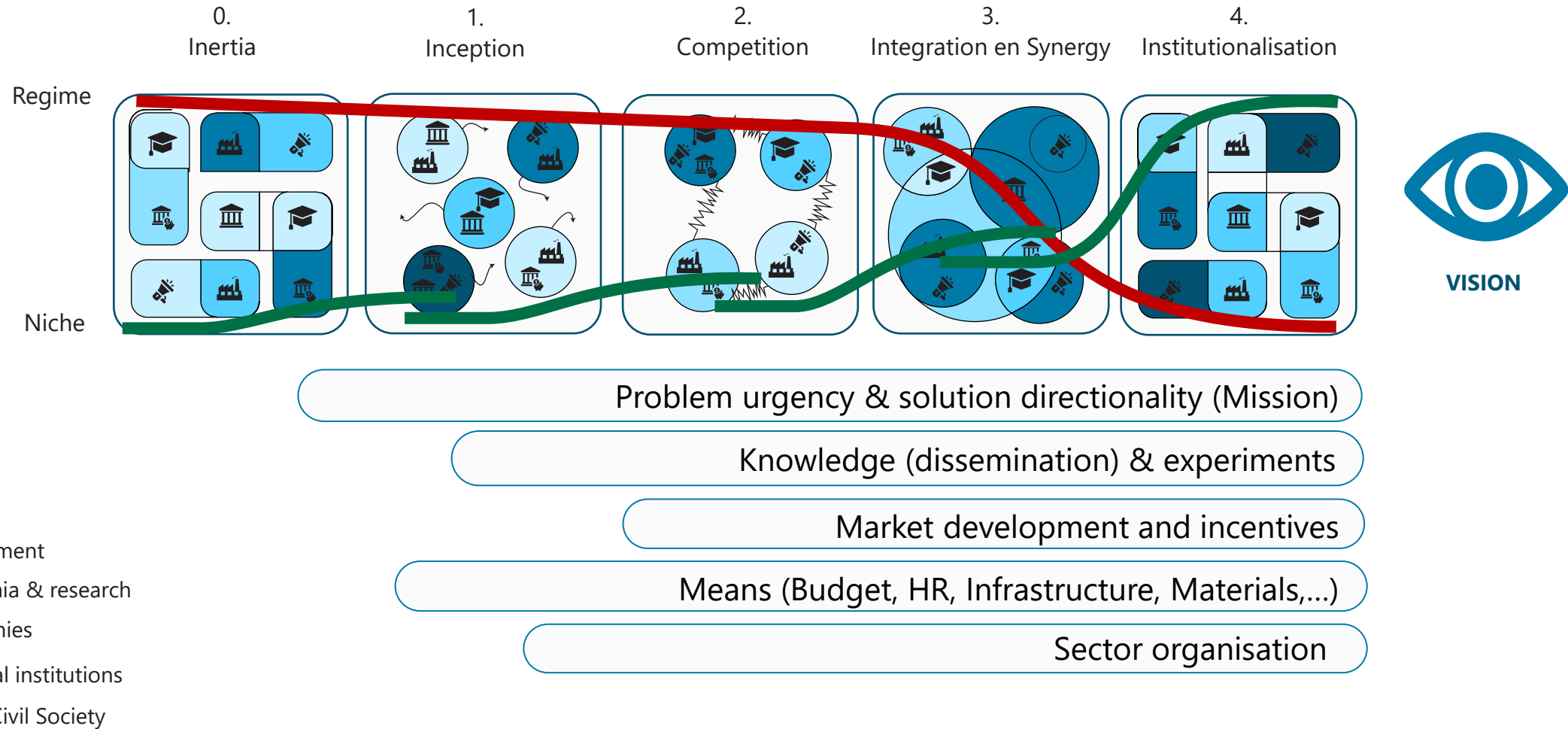


'Unsustainable markets' are the natural outcome of underlying system dynamics (The rules of the Game)

- Who experiences the negative effects?
- Are they being seen, heard and represented?



Accelerating a transition is done through the scale up and phasing out of practices through intended interventions



Each phase requires targeted interventions carried out by specific types of stakeholders

Intervention Matrix

		F0: Inertia (stake urgency)	F1: Inception (learning/ experimentation)	F2: Competition (front-runners)	F3: Synergy and integration (scaling up/organising)	F4: Institutionalisation (optimise/anchor)
1. Prioritising problem & solution direction	Build up	- Embrace unexpected events to get parties moving (black swans and crises) - Name alternative views - Highlight the need for change - Organize negatively affected citizens, give nature a voice	- Start a Mission in a submarket/ for specific solutions - Create an initial vision of what the future should look like - Recognize and acknowledge innovators	- Acknowledge contradictions and different end pictures - Indicate which solution directions have potential - Set quantitative / normative long-term goals	- Develop with the entire sector a roadmap to achieve the Mission - Clarify which solutions are part of the final picture and which are not - Make it clear how the new system will work - Implement policies for scaling up - Recognize politicians and others showing courage	Optimise the new system
	Tear down	- Protest visibly - Launch campaigns (social media, petitions, demonstrations) - Conduct litigation and elicit legal rulings	- Make damage from unsustainable practices transparent - Run more extensive campaigns - Ensure media coverage	- Indicate which practices no longer have a future - Calculate social costs/ externalities	- Indicate that stragglers are going to lose - Establish a plan for phasing out unsustainable practices	Say goodbye to parties that don't want to come along
	Build up	Analyze what is already happening (including abroad)	- Set new knowledge agenda - Explore principles to which new solutions should conform - Indicate the potential of new technical resources - Create legal space for experimentation	- Research business models - Share knowledge about promising solutions - Develop monitoring systems	- Put the new system at the heart of the research agenda - Determine what is needed for scaling up (fiscal, pricing, policy, (re)incentivement) - Monitor the progress of the transition - Investigate possible unintended side effects - Explore linkages between transitions	- Research optimization of the new system - Determine which solutions are still missing or need to be scaled up - Monitor whether the sustainability problem is solved - Determine the negative impact of side effects and mitigation
	Tear down	- Substantiate that things are not going well in the current way - Clarify who benefits and who suffers from the current system	Make it clear that research should no longer focus on the old system	Clarify how the current system is subsidized	- Finish research on the old system - Research lobby working against structural change - Map where the transition will hurt	- Stop researching old system - Monitor who is doing what in line with sector plan agreements
S. Sector organizations						
Tear down		Organize joint campaigns	Put pressure on industry and interest groups to act	Understand how opposing forces organize and lobby	Be prepared for the (unintended) arguments coming from the lobby that does not want change	If necessary, deploy lawsuits to force laggards

Stakeholder Matrix

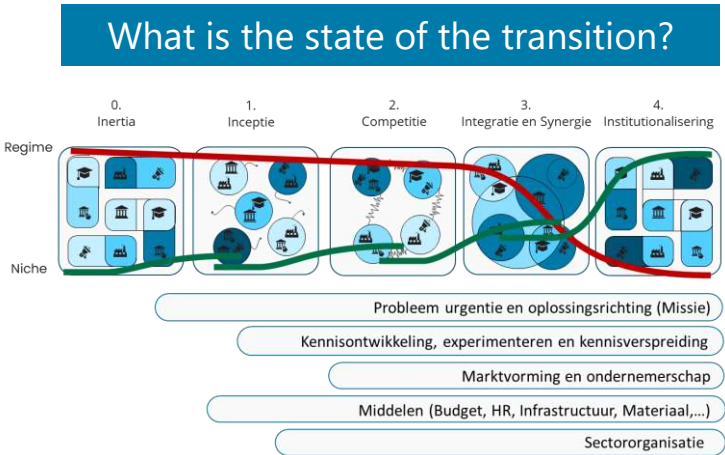
Stakeholders	Phase 0: Inertia	Phase 1: Inception	Phase 2: Competition	Phase 3: Synergy & integration	Phase 4: Institutionalization
 Government	- Embrace the crisis - Indicate urgency	- Start Mission - Long-term vision - Subsidy - Room for experiments - Put innovators on stage	- Set goals - Recognize & reward front-runners - Responsible procurement - Remove risks - Adjust selection criteria	- Support Mission roadmap - Demonstrate leadership - Make sustainable cheaper - Develop infrastructure - Adjust award criteria	- Enforce - Laws & regulations - Buy out/compensate - Taxes - Exclusion criteria
 Business	Stop denial	- Embrace Mission - Innovation & experimentation - Pilots & projects - Sustainable entrepreneurship - Share knowledge	- Involve value chain - Distinctiveness - Develop business models - Organize supply - Invest in solutions	- Mission roadmap/sector plan - Start phasing out - Collaboration with competitors - Preconditions - Invest in scaling up	- Lobby for new normal - Exclude stragglers - Optimize new system - Compliance - Divestments
 Financial institutions	Name risks	- Acknowledge own role - Support projects - Risk screening - Finance innovation - Reduce renewal budget	- Finance front-runners - Share knowledge business models - Negative screening - Impact loans - Support a shared standard	- Support sector plan - Prepare divestments - Facilitate scale-up - Name risk of stranded assets - Collaboration with sector	- Lobby for new normal - Divestments - Optimize financing - Exclude clients - Adjust rules
 NGOs/community movements	- Campaigns & protests - Start lawsuits - Name alternative visions - Petitions & social media actions	- Organize movement - Start/align with the Mission - Develop a vision for the future - Insight into harmful practices - Appoint innovators	- Name & shame laggards - Reward front-runners - Name what should be broken down - Allow transparency - Insight in lobby of contra forces	- Name the risk of not changing - Support sector cooperation - Support lobby innovators - Hold parties accountable - Fight counter lobbying	- Monitor progress - Monitor agreements - Lobby for new normal - Expose violations - Enforce through lawsuits
 Knowledge institutions	- Research problems - Prove that things are going wrong	- Prioritize problems - Draw knowledge agenda - Investigate solutions - Organize knowledge sharing, R&D and innovation	- Research business models - Show good examples - Share knowledge about solutions - Develop benchmarks - Calculate externalities	- Research upscaling - Winding down research - Monitor transition - Support lobby innovators - Phase out research of the old	- Research optimization - Focus on new system - Study side effects - Identify new problems - Stop researching the old system
 Media	- Expose issues - Give urgency - Spread awareness	- Attention to innovators - Explore visions of the future - Emphasize problems	- Put the spotlight on front runners - Share knowledge about solutions - Report on laggards	- Hold parties to promises - Identify the risk of not changing - Influence perception and behavior	- Monitor counter lobby - Report on side effects - Expose violations

The Intervention matrix defines **what needs to be done** in what phase per key process

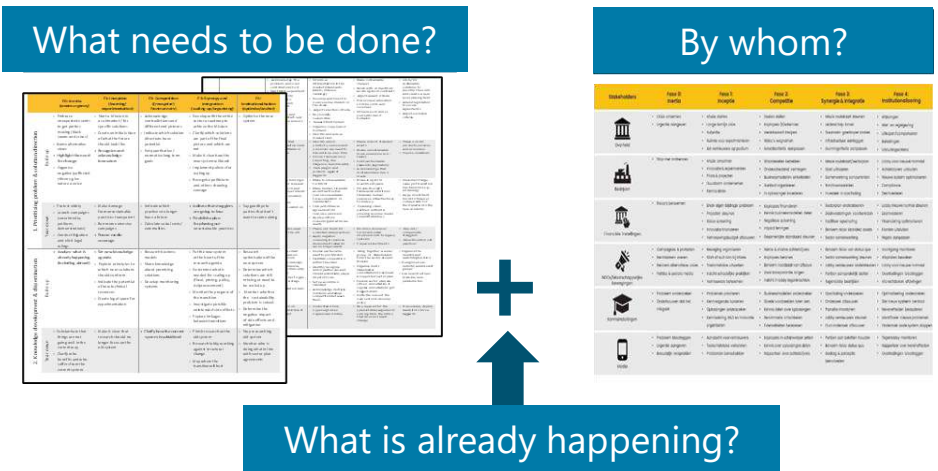
The Stakeholder Matrix defines **who needs to do what, and when**

From analysis to concrete effective collective action

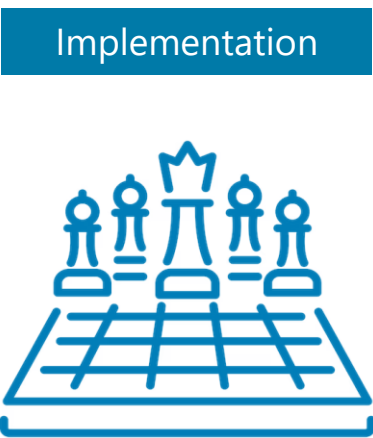
Transition Analysis



Transition Strategy



Transition Roadmap



Securing agricultural water by 2035 | The problem is not only technical scarcity but systemic misalignment of governance, incentives, and coordination

Situation	Complication	Solution
▪ Strategic water source areas cover only ~8% of South Africa's land area, yet supply more than 50% of surface water ▪ Agriculture is the dominant water user ▪ South Africa is a water-scarce country ▪ In some regions irrigation bans and restrictions have already been imposed ▪ Water infrastructure is aging and catchment-level water balances are often uncertain ▪ Agricultural expansion and crop shifts toward higher-value, water-intensive crops	▪ Fragmented water governance ▪ Voluntary and fragmented allocation practices: ▪ Limited real-time catchment-level data ▪ Low and distorted water pricing ▪ Poor integration between land-use planning, biodiversity protection, and water governance ▪ Data and coordination gaps ▪ Lack of adoption of technology	To achieve the 2035 mission (30% improved water efficiency in priority catchments), change is required at four interlinked system layers: 1. Transparent water allocation and governance reform at catchment level [<i>Institutional</i>] 2. Catchment-scale water infrastructure modernisation [<i>Shared physical system upgrade</i>] 3. Climate-adaptive farm water management & irrigation practices [<i>Behavioural + Technical</i>] 4. Circular water systems: reuse, recycling, and nature-based storage [<i>supply diversification</i>]

Water security in catchments under climate stress, with emphasis on efficiency, governance and allocation reform for irrigated agriculture

Illustrative

Mission

By 2035, South Africa improves water efficiency with 30% in priority catchments by implementing a climate-adaptive allocation and smart farm-level irrigation system

Major water users

- **Industry**
- Municipal
- Private use

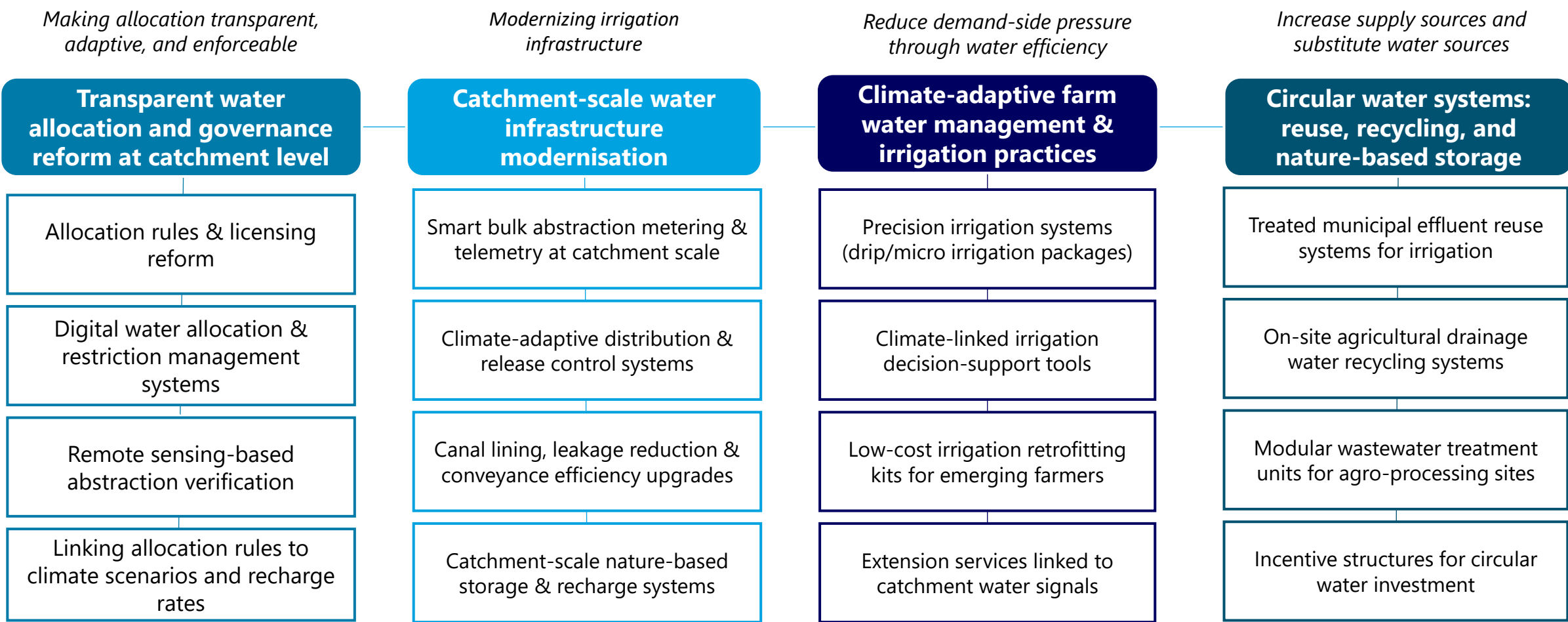
Industrial-scale water system transition

- **Agriculture**
- Mining
- FMCG
- Energy production
- Forestry



Securing agricultural water by 2035: Addressing both supply and demand through four system levers

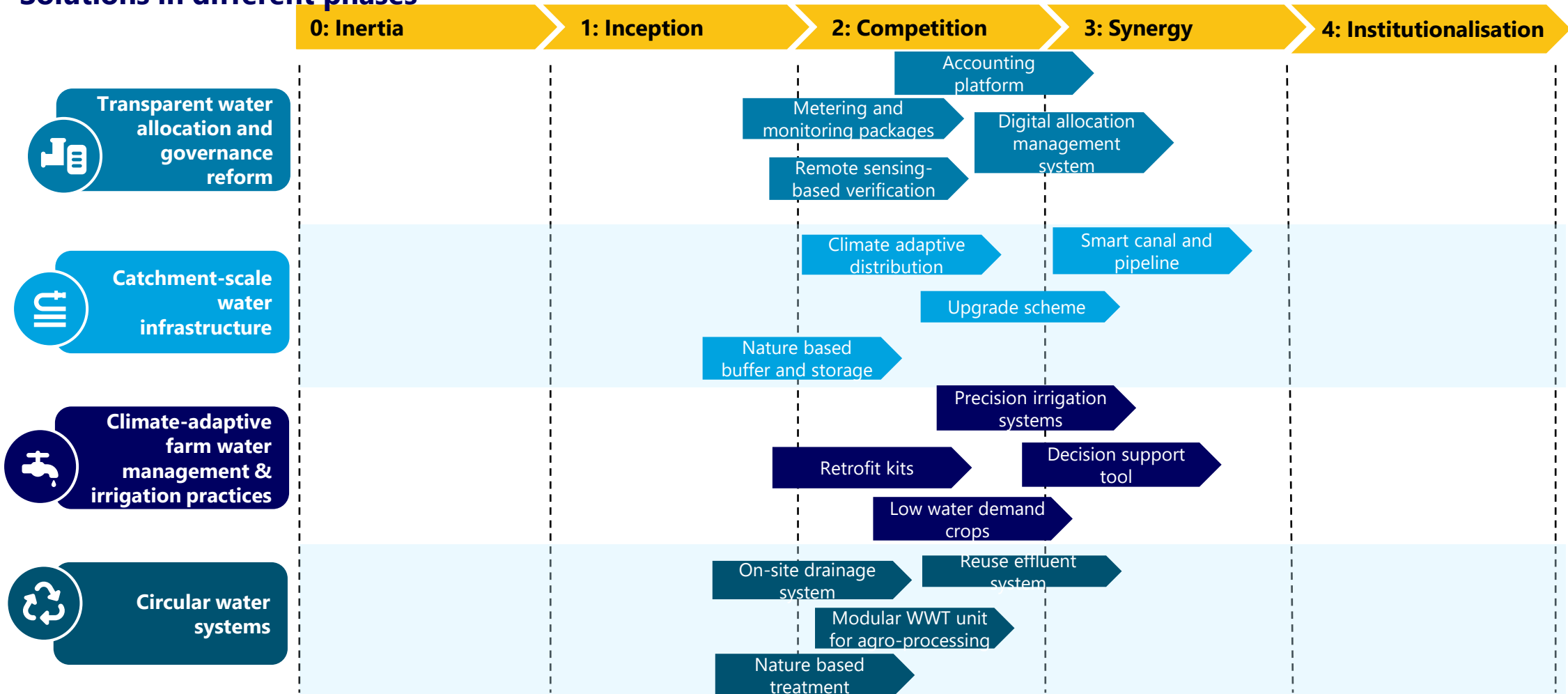
Solutions



The solutions are in different transition phases, each require a different type of intervention to mature into the following phase

Illustrative

Solutions in different phases



Agenda

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Crash Course TransMission

▶ Q&A

15-minute break

Break-out: Applying TransMission together

Reflection & next steps



We will jointly apply TransMission phase-based thinking to this case

Break-outs

We split up

- 5 groups of 5
- Each group = different stakeholder



Questions to discuss

1. What can you do (20 min)
2. What do you need from others

TIP: Use the **TransMissie Stakeholder Matrix** for inspiration

De TransMissie Stakeholdermatrix™

Stakeholder type	Fase 0: Inertie	Fase 1: Inceptie	Fase 2: Competitie	Fase 3: Integratie & Synergie	Fase 4: Institutionaliserings
<i>Fase dynamiek</i>	Geen/veinig noodzaak voor verandering	Pilots en projecten om alternatieve oplossingen te vinden	Pioniers zijn succesvol, gevolgd door anderen	Samenwerking en standaardisatie	Grootschalige invoering en verdragen van 'het oude'
<i>Fase doel</i>	Urgentie voor probleem creëren	Werkende alternatieven ontwikkelen (proof of concept)	Aansprekend narratief (betrouwbare werkwijzen) en business model	Wegnemen afschakelingsbarrières	Institutionalisering van het duurzame alternatief
 Industrie	• Stop met ontkennen	• Missie omarmen • Innovatie & experimenten • Pilots & projecten • Duurzaam ondernemen • Kennis delen	• Waardeketen betrekken • Onderscheidenheid vermogen • Businessmodellen ontwikkelen • Aanbod organiseren • In oplossingen investeren	• Missie routekaart/sectorplan • Start uitrollen • Samenwerking concurrenten • Randvoorwaarden • Investeren in opschaling	• Lobby voor nieuwe normaal • Achtenbijlagers uitblijven • Nieuwe systemen optimaliseren • Compliance • Desinvesteren
 Overheid	• Crisis omarmen • Urgentie aangeven	• Missie starten • Lange termijn visie • Subsidie • Ruimte voor experimenteren • Zet vernieuwers op podium	• Doelken stalen • Koplopers (herkennen) • Verantwoord inkopen • Risico's wegnemen • Selectiecriteria aanpassen	• Missie routekaart steunen • Leiderschap tonen • Duurzaam goedkoper maken • Infrastructuur aanleggen • Gunningcriteria aanpassen	• Medelingen • Wet- en regelgeving • Uitkopen/compenseren • Belastingen • Uitkultuurgereguleer
 NGO's & Maatschap. bewegingen	• Campagnes & protesten • Rechtszaken voeren • Benoem alternatieve visies • Petities & sociale media	• Beweging organiseren • Start of sluit aan bij Missie • Toekomstvisie uitwerken • Inzicht schadelijke praktijken • Vernieuwers benoemen	• Name & shame achterblijvers • Koplopers belonen • Benoem noodzaak van afbouw • Voor transparantie zorgen • Inzicht in lobby tegenkrachten	• Benoem risico van status quo • Sector samenwerking steunen • Lobby vernieuwers ondersteunen • Partijen aansprakelijk stellen • Tegenlobby bestrijden	• Voortgang monitoren • Afspaken bevelen • Lobby voor nieuwe normaal • Overtrekken blootleggen • Via rechtszaken afdwangen
 Financiële instellingen	• Risico's benoemen	• Erken eigen bijdrage probleem • Projecten steunen • Risico screening • Innovatie financieren • Vernieuwingsbudget afbouwen	• Koplopers financieren • Kennis businessmodellen delen • Negatieve screening • Impact leningen • Gezamenlijke standaard steunen	• Sectorplan ondersteunen • Desinvesteringen voorbereiden • Faciliteer opschaling • Benoem risico stranded assets • Sector samenwerking	• Lobby nieuwe normaal steunen • Desinvesteren • Financiering optimaliseren • Klanten uitblijven • Regels aanpassen
 Kennisinstellingen	• Probleem onderzoeken • Onderbouwen dat het misgaat	• Problemen prioriteren • Kennisagenda opstellen • Oplossingen onderzoeken • Kennisdeling, R&D en innovatie organiseren	• Businessmodellen onderzoeken • Goede voorbeelden laten zien • Kennis delen over oplossingen • Benchmarks ontwikkelen • Externaliteiten betrekken	• Opschaling onderzoeken • Onderzoek afbouwen • Lobby vernieuwers steunen • Oud onderzoek afbouwen	• Optimalisering onderzoeken • Stel nieuw systeem centraal • Neveneffecten bestuderen • Identifieren nieuwe problemen • Onderzoek oude systemen stoppen
 Media	• Problemen blootleggen • Urgentie aangeven • Besluit zijn verspreiden	• Aandacht voor vernieuwers • Toekomstvisie verkennen • Problemen benadrukken	• Koplopers in schijnwerper zetten • Kennis over oplossingen delen • Rapporteer over achterblijvers	• Partijen aan beloften houden • Benoem risico status quo • Gedrag & perceptie beïnvloeden	• Tegenlobby monitoren • Rapporteer over neveneffecten • Overtrekken blootleggen

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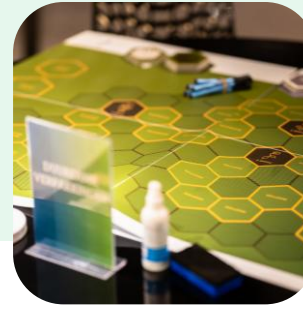
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Game** training



EXPERIENCE



Organize a **Bee the
Change** session



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