OECD	Country	Rank	GAP FRAME INDEX	ENVIRONMENT	SOCIETY	ECONOMY	GOVERNANCE
# Indicators			69	16	27	13	13
# Issues			24	8	7	5	4
y	Switzerland	1	7.4	6.4	7.8	8.4	7.6
y	Japan	2	6.6	6.1	6.4	7.9	6.4
y	Chile	3	6.6	6.3	6.7	6.8	6.7
y	Mexico	4	6.3	6.3	6.2	7.0	5.3
n	Kazakhstan	5	6.0	5.6	6.2	7.1	5.0
n	Russia	6	5.9	6.9	5.8	6.3	4.0
y	Greece	7	5.8	5.1	6.6	6.7	4.8
n	Cameroon	8	5.7	7.0	4.9	6.5	3.5
y	Turkey	9	5.7	4.8	6.1	6.9	5.1
y	Israel	10	5.5	4.3	6.3	6.8	4.6
n	Madagascar	11	5.4	6.8	4.1	6.1	3.9
n	Angola	12	5.2	7.1	4.1	5.0	3.9
n	China	13	5.2	5.1	5.0	5.9	4.8
n	India	14	5.1	5.0	5.0	5.9	4.5
7	OECD		6.4	5.7	7.0	7.3	5.9
14	World		6.1	6.7	5.7	6.7	5.0

0-5 = URGENT ACTION
5.1-7 = ACT NOW
7.1-9 = WATCH OUT
9.1-10 = OK

Table 1: Summary Table of the Gap Frame (Beta Version)

The Gap Frame provides us with an understanding of how the world or a particular country is doing as compared to where it should be, so that we can all live well and within the limits of the planet. Each of the underlying 69 indicators which serve to measure the 24 burning issues is measured on a scale from 0-10, with 10 being the desired ideal state and 0 being the current worst performance in the world.

We suggest that any value below 5 needs urgent action now (red), while an issue in the value range of 5.1-7 requires us to act now. Issues in the range of 7.1-9 require further observation and improvement; we call it "watch out". There is currently no single issue in the sample of countries or in the world that merits an "OK", for being in the range of 9.1-10. This reflects the reality of where we are – in trouble!

The overview in **Table 1** shows the 14 countries, the OECD and the world values at the four category levels:

- Switzerland which is ranked as #1 is the only country with all category values in the "watch out" zone. We've got work to do here at home as well – and we are already planning on it!
- If we compare the state of the world versus the OECD, we notice that the world fairs better in terms of environment, while the OECD does better from a societal and economic perspective. This shows that OECD countries are the heavier environmental sinners at this moment with much of the Rest of the World (ROW) still with a lighter ecological footprint.
- The fact that world governance shows a red for "urgent action" is a reflection of the inability of our governments to ensure the structural resilience, a healthy state of government, peace and international cooperation, and positive incentives for a better world that we need.
- Europeans will note that Greece's governance issue pops up with "urgent action".
- China and India rank poorly due to their significant and urgent societal and governance issues.
- Israel stands out for its overall very poor environmental condition.
- And last but not least, Cameroon and to a lesser degree Angola rank surprisingly well as a result of their limited abuse of nature, which may merely reflect their state of development.

What can business do with the Gap Frame?

An increasing number of scholars point out that there is, however, a growing disconnect between the many activities of business and the increasingly poor state of the world. It appears that current "inside-out" efforts might well protect and position business for the uncertain future ahead, but it does little to actually solve the complex variety of burning issues around the world. Dyllick & Muff (2015) claim that what is needed is a perspective shift from "inside-out" to "outside-in". The Business Sustainability Typology (BST) logic suggests that there are 3 types of sustainability for business organizations, with the two first ones using an "inside-out view" and the third one moving on to an "outside-in view":

- BST 1.0 is an improved shareholder model as companies consider sustainability as an enabler to better economic performance in the logic of maximizing shareholder value.

- BST 2.0 reflects the triple-bottom line approach some companies use to measure the value they create to a broader set of stakeholders and the three dimensions of sustainability, i.e. economic, social & environmental.
- BST 3.0 introduces an outside-in perspective where a company looks at big sustainability challenges and applies its resources, competencies and innovation power to contribute to resolve these challenges.

In brief this means shifting the starting point of the analysis from a particular business to a particular (set of) issue(s). Watch this short 7-minute video (https://youtu.be/AEFqUh4PMmI) for a concise explanation of this "True Business Sustainability" concept.

The unique feature of the Gap Frame which lies in its intelligent index that not only compares a current state of an issue or indicator to the rest of the world, but compares it to an ideal future state, allows business to identify the most urgent and relevant issues in any country and for the world in a single glance (see Appendix 1). The Gap Frame seeks to speed up the process initiated by the SDG's discussion and offers business and industries with a concrete tool to evaluate to what degree and extent they can contribute to solving the burning issues of our times. The Gap Frame was specifically designed for business to define strategic action (see **Table 2**).

THE GAP FRAME	WORLD 6.1	Inside-out	Outside-in	THE GAP FRAME	WORLD 6.1	Inside-out	Outside-in
Environment (8)	6.7			*Society (7)*	5.7		
• Species		important	WOW	• Health & satisfaction	5.6	CRITICAL	WOW
• Climate	7.6	CRITICAL		• Equal opportunity	2.9		WOW
• Oceans	8.5		interesting	• Quality education	7.1		
• Land	4.2	CRITICAL	WOW	• Living conditions	6.9		interesting
• Air	8.8			• Social stability	4.7		WOW
• Water	6.3		WOW	• Quality of life	8.4	CRITICAL	
• Energy	5.0	CRITICAL	WOW	• Basic rights	4.4	important	
• Waste			interesting	*Economy (5)*	6.7		
Governance (4)	5.0			• Employment situation	8.3	CRITICAL	
• Economic resilience	5.9	important		• Resources & raw materials	6.8		WOW
• Peace & cooperation	3.5	CRITICAL	interesting	• Sustainable consumption	6.7	important	
• Positive incentives	6.8			• Sustainable production	6.2		interesting
• State of government	3.8			• Innovation & know-how	5.2		

Table 2: The Gap Frame as a strategic "white spot" business innovation tool (Gap Frame Beta Version, March 2016)

The Swiss Sustainability Hub (SSH) uses the Gap Frame as a framework to lead business in industry sector workshops to understand what such an outside-in perspective might mean. In 2016, the SSH runs workshops for the food, the finance and the energy industries and has attracted relevant key players in each sector to come and discover this new approach. The underlying idea is the following: imagine that an industry starts by identifying potential contributions to solving burning issues and that individual players in each industry then launch a strategic process to identify and map entirely new, potential "white spot" opportunities that emerge when combining needs related to specific burning issues and they consider their own core competencies, resources, capacities and talents to solve these needs in entirely new ways. Such ways will often include unusual new partnerships across sectors and beyond business. Such new "white spot" innovation opportunities become the future business units of a given corporation and shall by definition ensure the long-

term economic viability of the business, as these new products and services are entirely aligned with the emerging trends and burning issues that cry out for new solutions.

The SSH has defined a multi-step process to enable this industry and business strategic process. Phase 1 is called the **"Positive Impact Framework"** and builds on the Gap Frame and is completed ideally on an industry level. Phase 2 is called the **"Collaborative Action Space"** and comprises a series of follow-on steps that a particular company engages in to further develop its particular "white spot" innovation opportunities in collaboration with relevant cross-sectoral stakeholders in order to generate actionable and measurable strategic goals.

What can countries do with the Gap Frame?

And how do the four categories of the Gap Frame compare to independent studies that evaluate only these separate categories? What is different, what is similar, why? **Table 3** provides a comparative overview as background information.

OECD	Country	GAP FRAME INDEX		GAP FRAME: ENVIRONMENT		NO. PLANETS NEEDED (Global Footprint 2016)	GAP FRAME: SOCIETY		SOCIAL PROGRESS INDEX (2015)	GAP FRAME: ECONOMY		GDP in million $ (2014, U.N.)	GDP per capita (Worldbank)	GAP FRAME: GOVERNANCE		BSCI Governance risk of non-OECD (2014)
# Issues		69		16			27			13				13		
# Issues		24		8			7			5				4		
y	Switzerland	7.4	1	6.4	5	12	7.8	1	1	8.4	1	7	1	7.6	1	1
y	Japan	6.6	2	6.1	8	13	6.4	4	2	7.9	2	2	3	6.4	3	3
y	Chile	6.6	3	6.3	6	5	6.7	2	3	6.8	7	9	5	6.7	2	2
y	Mexico	6.3	4	6.3	7	7	6.2	6	6	7.0	4	5	9	5.3	4	7
n	Kazakhstan	6.0	5	5.6	9	9	6.2	7	9	7.1	3	11	7	5.0	6	10
n	Russia	5.9	6	6.9	3	3	5.8	9	8	6.3	10	4	6	4.0	11	12
y	Greece	5.8	7	5.1	11	11	6.6	3	4	6.7	8	10	4	4.8	7	5
n	Cameroon	5.7	8	7.0	2	4	4.9	12	12	6.5	9	13	13	3.5	14	13
y	Turkey	5.7	9	4.8	13	8	6.1	8	7	6.9	5	6	8	5.1	5	6
y	Israel	5.5	10	4.3	14	14	6.3	5	5	6.8	6	8	2	4.6	9	4
n	Madagascar	5.4	11	6.8	4	1	4.1	13	13	6.1	11	14	14	3.9	12	11
n	Angola	5.2	12	7.1	1	1	4.1	14	14	5.0	14	12	11	3.9	13	14
n	China	5.2	13	5.1	10	10	5.0	10	10	5.9	12	1	10	4.8	8	9
n	India	5.1	14	5.0	12	5	5.0	11	11	5.9	13	3	12	4.5	10	8

Table 3: Comparison of individual categories with other independent frameworks (Gap Frame Beta Version, March 2016)

Environment

One of the ways to compare the category "environment" is to tent a look at the National Footprint Report issued annually by the Global Footprint Network since 2003. While our index consists of 8 issues and is measured with 16 different indicators in the area of species, climate, oceans, land, air, water, energy and waste, the National Footprint measures a country's ecological footprint (the sum of the carbon, cropland grazing, forest product, fish and built-up land footprint) against its bio capacity (the sum of cropland, grazing land, forest land, fishing grounds and built-up land) and determines if a country has a net reserve or deficit. A deficit implies that a country uses more of its natural resources than it can regenerate again. The Global