Capitalism at the Crossroads: Aligning Business, Planet and Humanity

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Capitalism at the Crossroads

“...global capitalism stands at a juncture similar to the one faced in 1914. Between 1914 and 1945, world war, depression, fascism, and communism almost succeeded in eliminating capitalism from the face of the Earth. The problems global capitalism now faces (international terrorism, the backlash against globalization, global-scale environmental change) are no less daunting. Constructively engaging these challenges will be the key to ensuring that capitalism continues to thrive in the coming century—to everyone’s benefit.”

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The Long and Winding Road

1945-1960s
Pollution
Denial
“Smell of money”
(oblivious)

1970-80s
End-of-pipe regulation
“Pay to reduce negative impact”
(trade-off)

2000’s- Present
Beyond Greening
• clean technology
• base of the pyramid
“Eco-effectiveness”
(positive force)

Mid 1980s-1990s
Greening
• pollution prevention
• product stewardship
“Eco-efficiency”
(win-win)

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**Buzzwords**

- Environmental Management
- Corporate Social Responsibility
- Greening
- Industrial Ecology
- Stakeholder Management
- Life-Cycle Management
- Pollution Prevention (P²)
- Sustainable Development
- Design for Environment (DfE)
- Green Design
- Urban Reinvestment
- Brownfield Redevelopment
- ISO 14001
- Waste Reduction
- Closed Loops
- Resource Productivity
- Sustainable Technology
- Radical Transactiveness
- Systems Thinking
- Corporate Governance

- Clean Technology
- Eco-Efficiency
- Eco-Effectiveness
- Biomimicry
- Triple Bottom Line
- Inclusive Capitalism
- Base of the Pyramid
- Community Capitalism
- Corporate Citizenship
- Voluntary Regulation
- Civic Entrepreneurship
- Full Cost Accounting
- EMS
- Risk Management
- Leapfrog Technology
- Cradle to Cradle
- Restorative Technology
- B24B
- Take-Back
- Transparency

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The Many Faces of Shareholder Value

Building Tomorrow’s Opportunity

Nurturing Internal Capabilities
- New Skills
- Repositioning

Managing Today’s Business
- Cost & Risk Reduction

Engaging External Constituencies
- Growth Path
- Trajectory
- Reputation
- Legitimacy

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The Buzzword Sort: Map of the Territory

**Internal**
- EMS
- Greening
- Pollution Prevention (P2)
- Eco-Efficiency
- Risk Management
- Environmental Management
- ISO 14001
- Waste Reduction
- Resource Productivity

**External**
- Corporate Social Responsibility
- Industrial Ecology
- Stakeholder Management
- Life-Cycle Management
- Design for Environment (DfE)
- Green Design
- Corporate Citizenship
- Full Cost Accounting
- Take-back
- Transparency
- Corporate Governance

**Today**

**Tomorrow**
- Clean Technology
- Eco-Effectiveness
- Biomimicry
- Leapfrog Technology
- Sustainable Technology
- Knowledge & Service Intensity
- Cradle to Cradle
- Closed Loops
- Restorative Technology
- Systems Thinking

- Sustainable Development
- Base of the Pyramid
- Urban Reinvestment
- Brownfield Redevelopment
- Inclusive Capitalism
- Community Capitalism
- Civic Entrepreneurship
- Radical Transactiveness
- B24B

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The Sustainable Value Portfolio

Capitalism at the Crossroads

Clean Technology
- develop new competencies
- pursue leapfrog innovation

Base of the Pyramid
- meet unmet needs
- raise the base of the pyramid

Pollution Prevention
- minimize process waste
- enhance resource productivity

Product Stewardship
- lower product life cycle impact
- increase transparency/accountability

Tomorrow

Internal

External

Today

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