Looking Outside

1 Introduction

Menu

1 Introduction

2 Lessons learned

3 Pressure waves

4 Cases

5 Conclusions

Vital Statistics



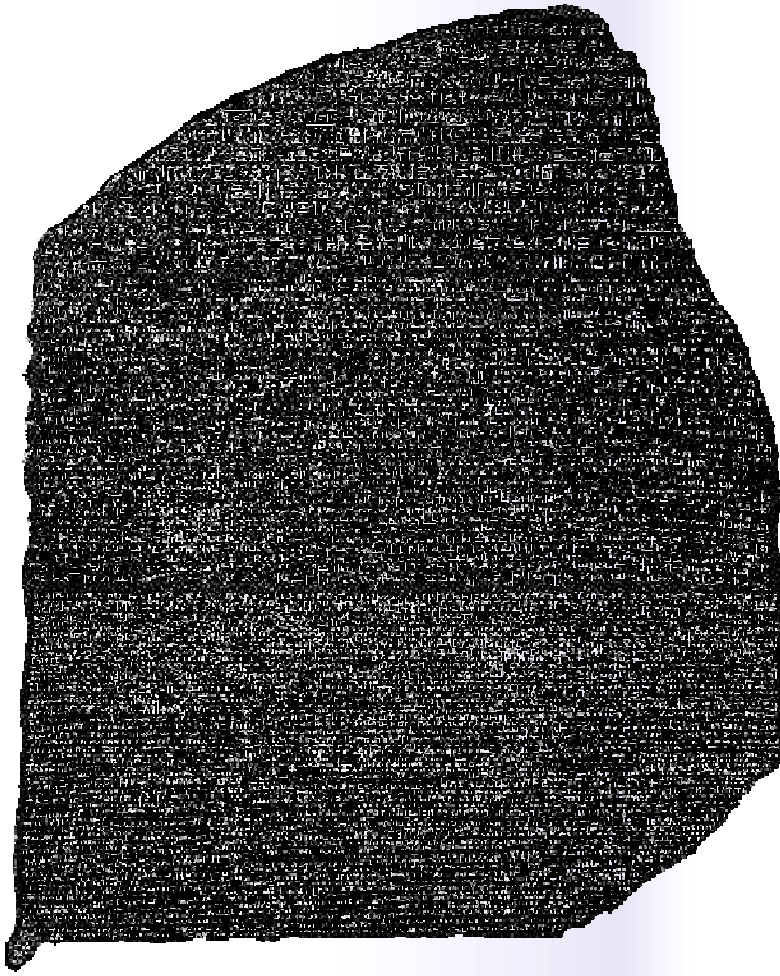




- Founded 1987, hybrid
- Zurich, London, Washington, DC
- ~30, 12+, ~60
- Clients/Partners: Chevron, Coca-Cola, DeutschePost, Ford, HP, Microsoft, Nike, Novo Nordisk, Pfizer, Shell, Starbucks, UBS, Standard & Poor's, Swiss Re, UNEP, Unilever, Vodafone, Volvo, Wal-Mart, WWF ...

Language

- Corporate citizenship
- Corporate responsibility
- Corporate social responsibility
- Eco-efficiency
- Human rights
- Sustainable development



2 Lessons

It's about ...

The future of business, markets and capitalism.


WORLD ECONOMIC FORUM

it's about radical innovation ...

‘Change that creates a new dimension of **performance**.’

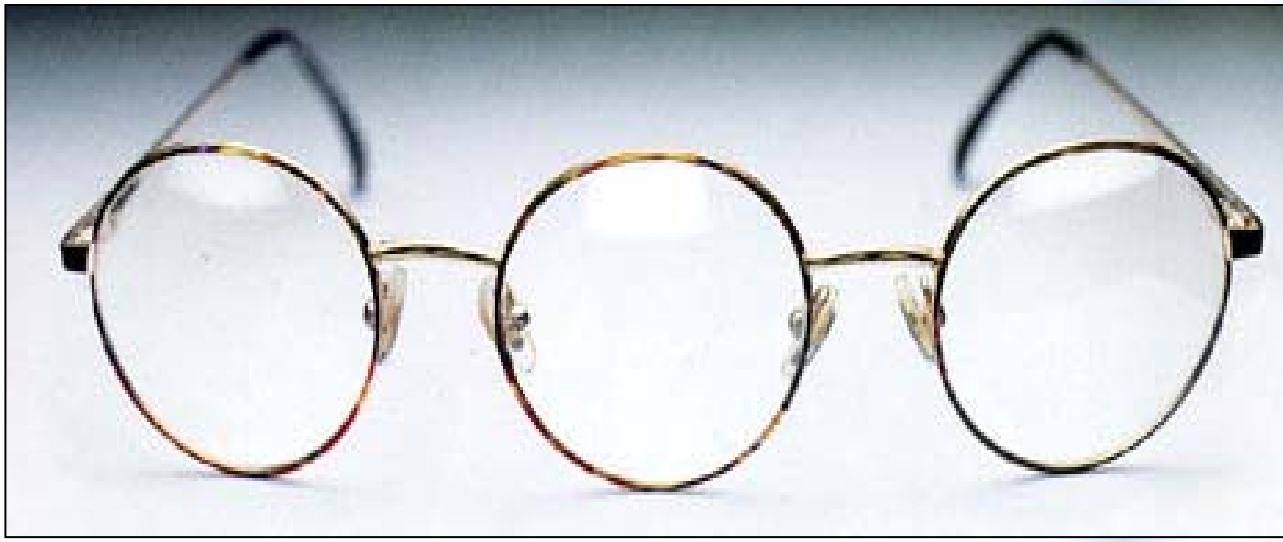
Peter Drucker



It's about value ...



AA- E1 S2



3 Waves

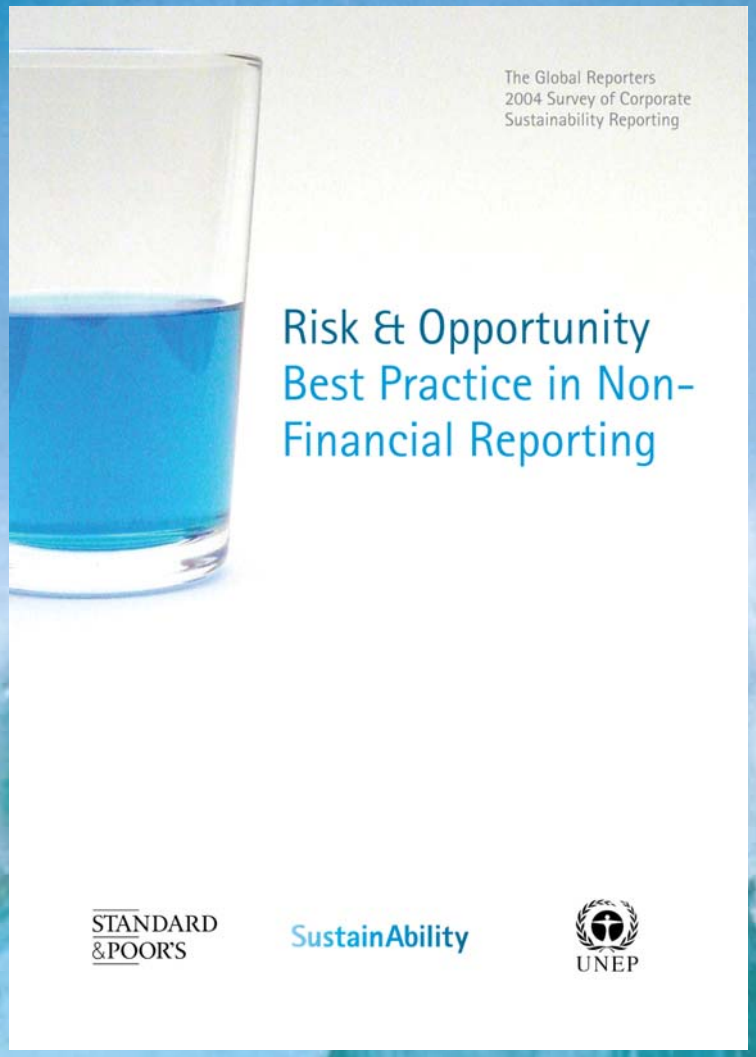
‘The future is already here—it’s just **unevenly** distributed’

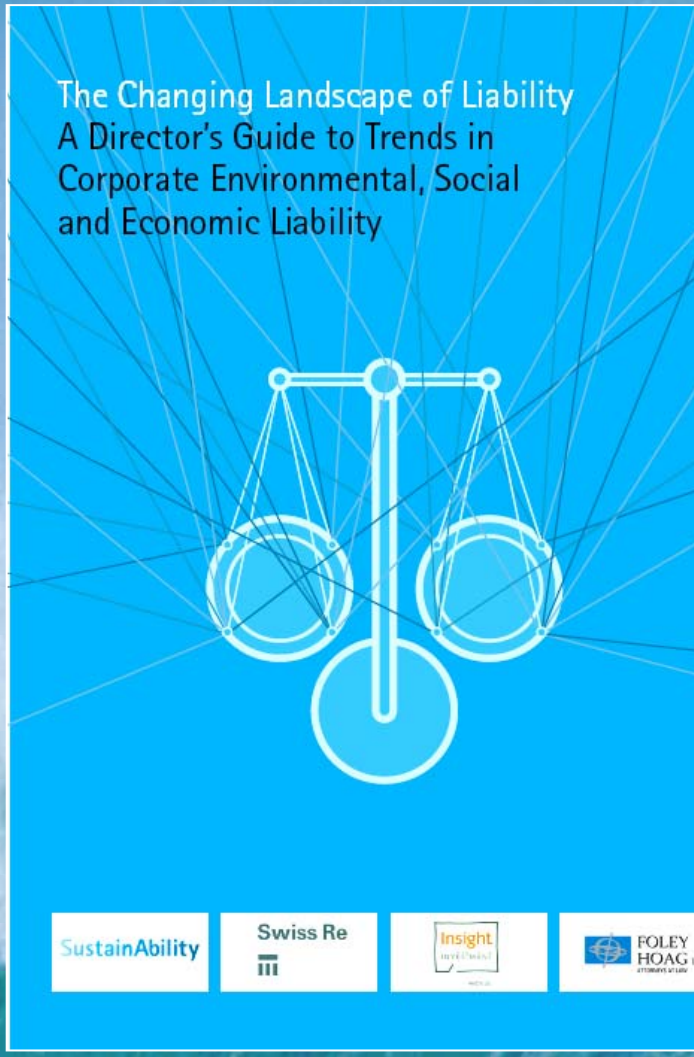


William Gibson




The 21st
Century NGO
in the Market
for Change
change
SustainAbility
THE GLOBAL COMPACT
UNEP


The Global Reporters
2004 Survey of Corporate
Sustainability Reporting
Risk & Opportunity
Best Practice in Non-
Financial Reporting
STANDARD
&POOR'S
SustainAbility
UNEP


The Changing Landscape of Liability
A Director's Guide to Trends in
Corporate Environmental, Social
and Economic Liability
SustainAbility
Swiss Re
Insight
FOLEY
HOAG


JFK's 'New Frontier' / Sharpeville massacre, South Africa / U2 crisis
First man in space / Bay of Pigs / Berlin Wall goes up / Amnesty founded / WWF founded / Jane Jacobs book on cities
Cuba crisis / Rachel Carson's *Silent Spring* published / Nelson Mandela jailed for 5 years
Martin Luther King's 'I have a dream' speech / JFK assassinated
Mandela sentenced to life imprisonment / China explodes its first A-bomb
US troops go into battle in Vietnam
Mao's 'Cultural Revolution' / Race riots in US / Aberfan disaster, UK
6-Day War between Arabs and Israelis / Biafran crisis / Che Guevara killed
Tet Offensive, Vietnam / MLK assassinated / RFK assassinated / Prague Spring / Papal 'no' to birth control
US astronauts land on Moon / 'Friends of the Earth founded
Earth Day / US passes Clean Air Act / Tidal wave kills 150,000 / *Oh! Calcutta!*
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Grenada invasion by US / Anti-nuclear and anti-cruise-missile protests across Europe
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Oklahoma City bombing / Netscape goes public / Shell's Brent Spar and Nigeria travails / Moruroa nuclear tests
'Mad Cow' disease, UK / Nike sweatshops controversy
Kyoto Protocol / Hong Kong is independent / ORI established / Dolly the Sheep
GM foods controversy, UK and EU / Good Friday agreement, Ireland / Clinton scandal
Y2K scare / Clinton acquitted / NATO bombs Serbs / 'Battle of Seattle'
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UN Johannesburg Summit / Department of Homeland Security formed, US / Sarbanes-Oxley Act, US
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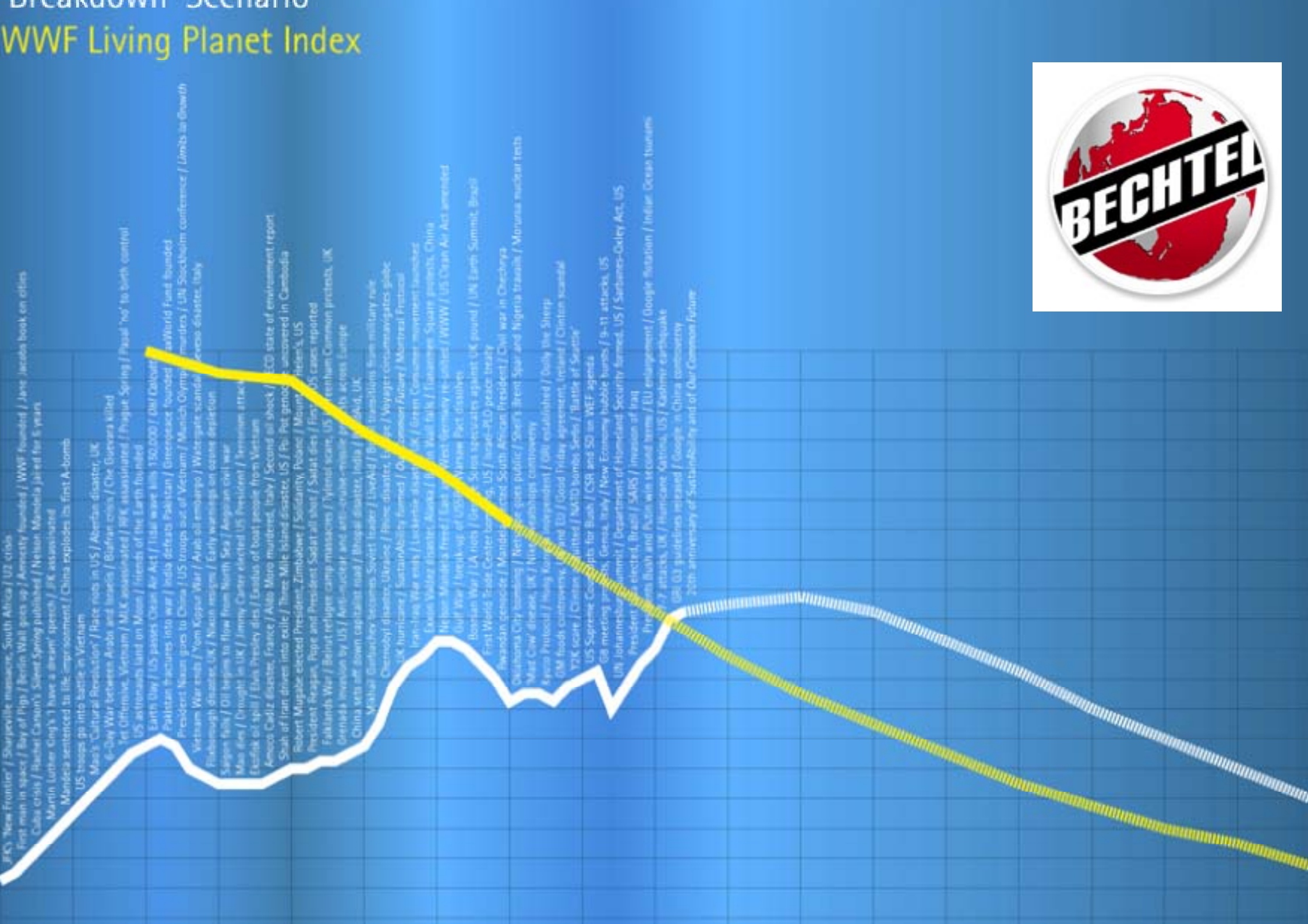
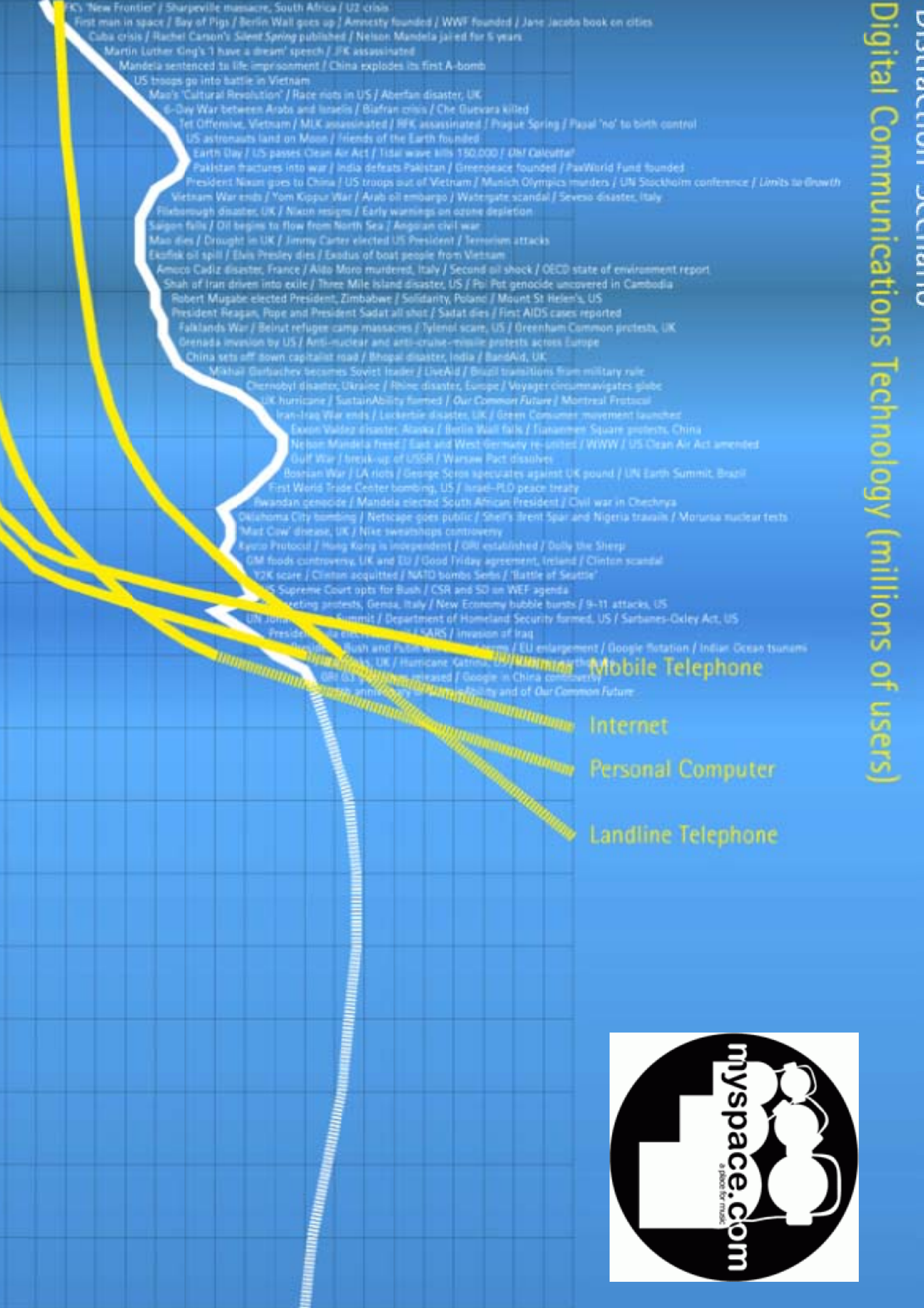
7-7 attacks, UK / Hurricane Katrina, US / Kashmir earthquake
GRI G3 guidelines released / Google in China controversy
20th anniversary of SustainAbility and of *Our Common Future*
Interest in Sustainability 1960 - 2000

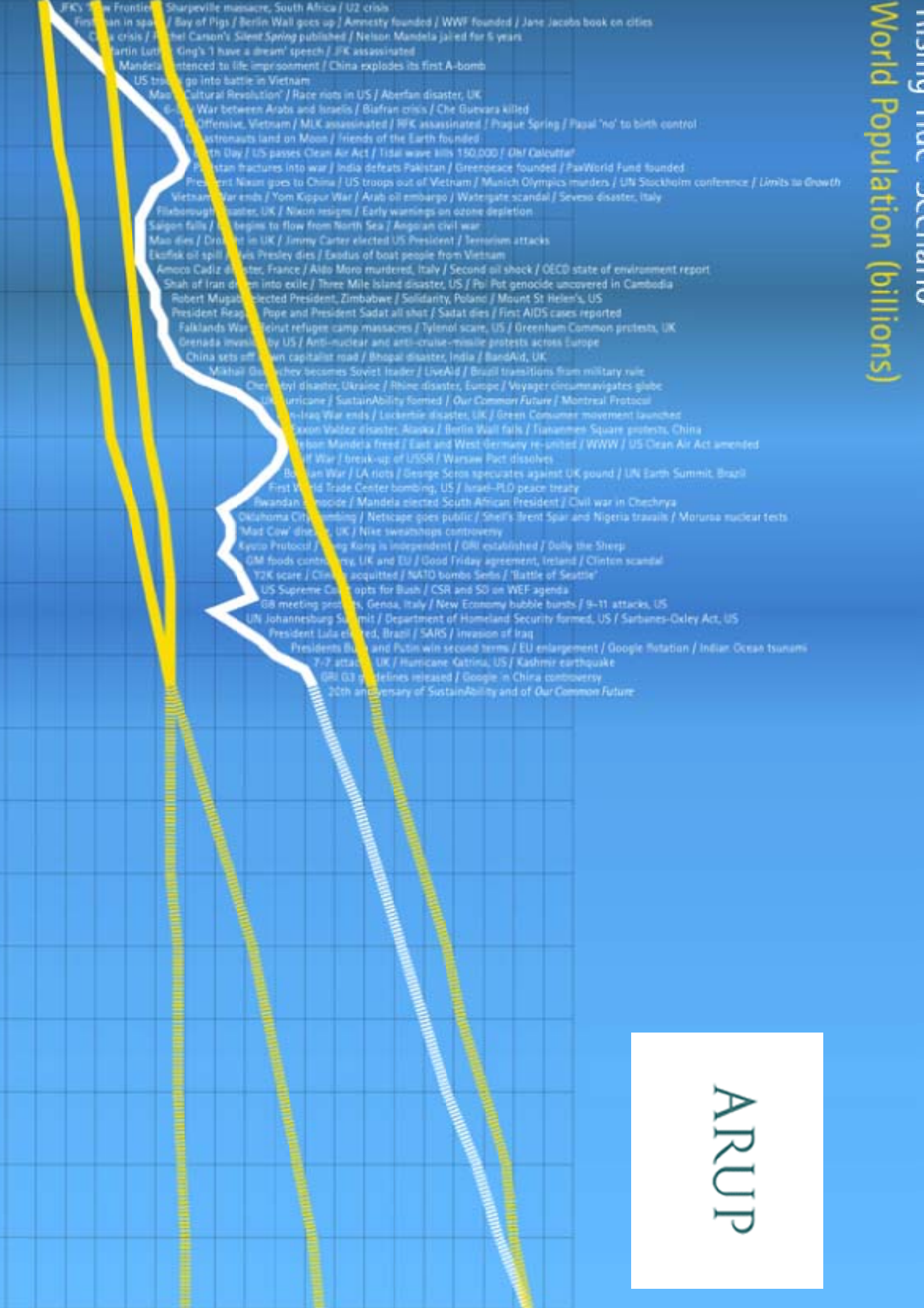

Interest in Sustainability
Trend Projection to 2050

Breakdown Scenario

WWF Living Planet Index




Digital Communications Technology (millions of users)
Mobile Telephone
Internet
Personal Computer
Landline Telephone
myspace.com
a place for music


World Population (billions)
JFK's 'New Frontier' / Sharpeville massacre, South Africa / U2 crisis
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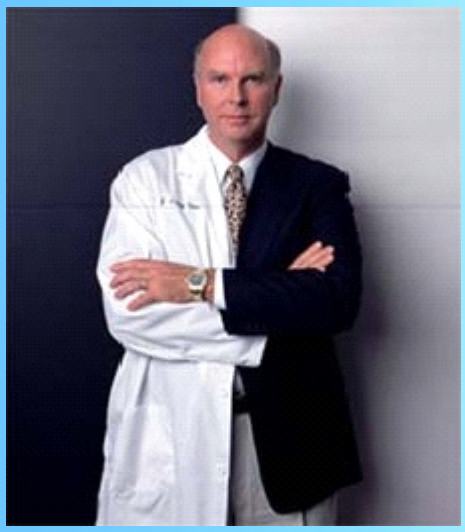
ARUP

Breakthrough Scenario

Moore's Law (transistors on integrated circuits)



SustainAbility Scenarios

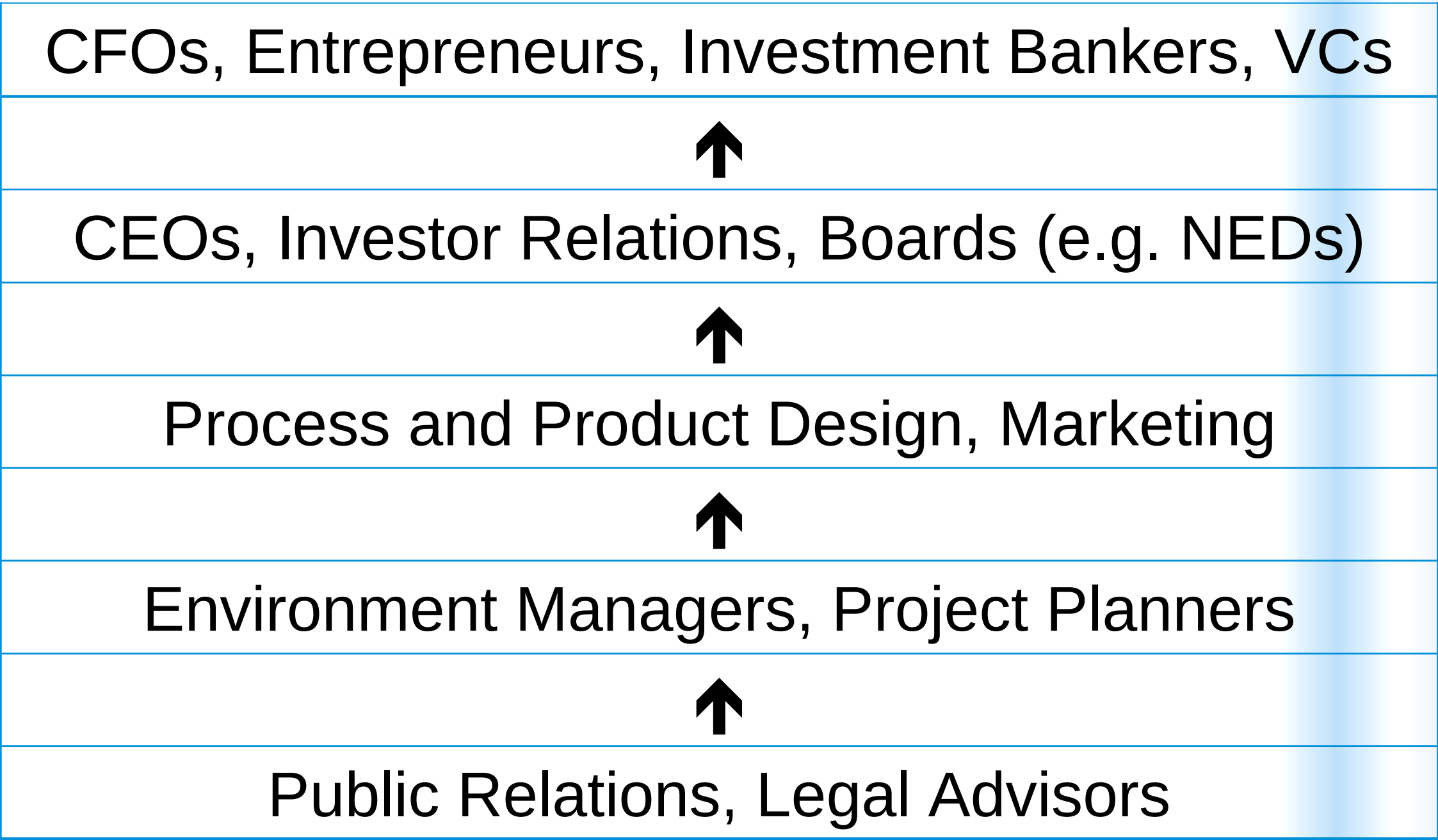
CO_2 Concentration Mauna Loa, Hawaii (ppm)





4 Cases

Who's involved?

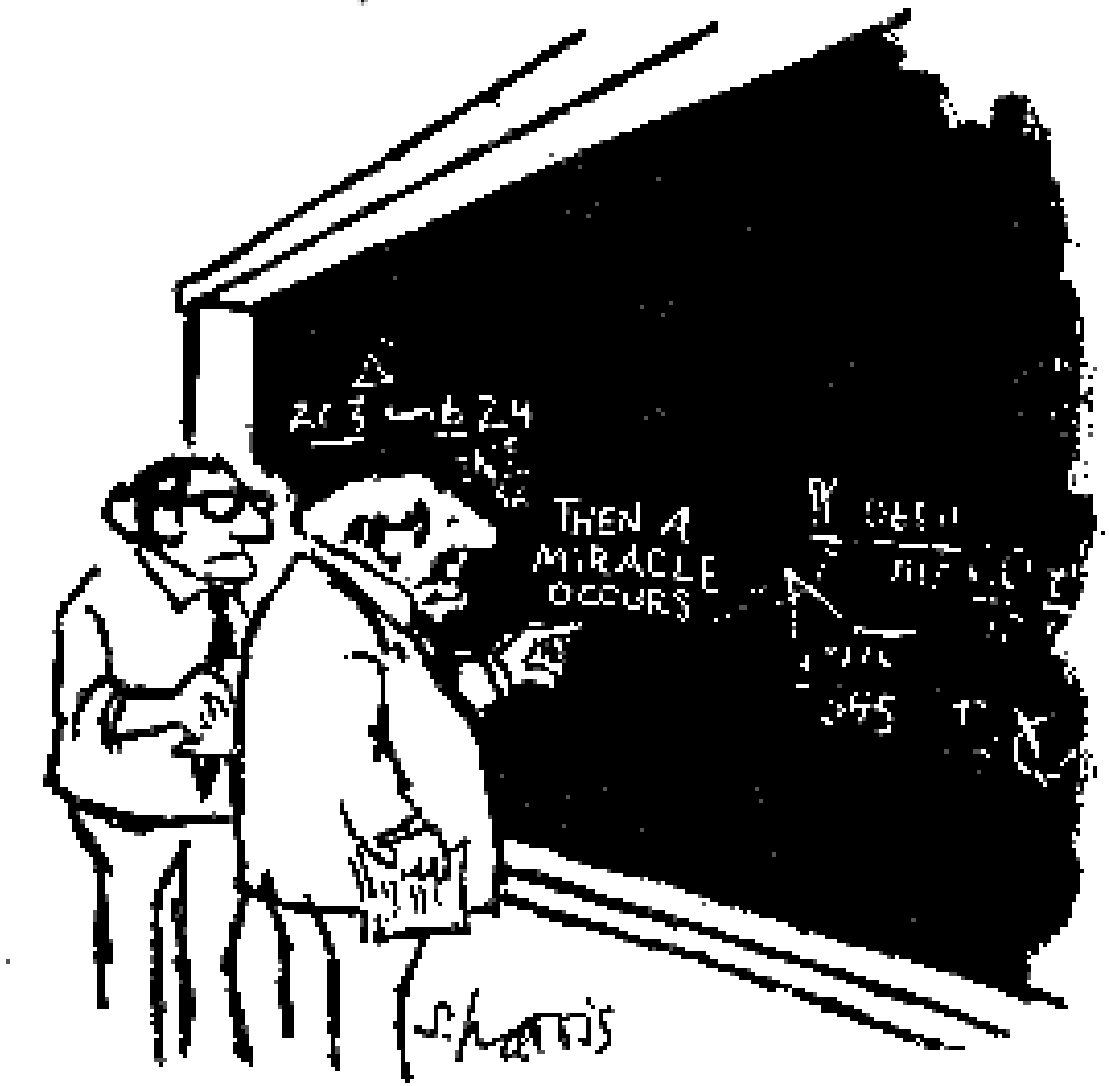


t's going B2B



DUPONT

The miracles of science™



"I think you should be more explicit here in step two."

GE





Wal-Mart





Finance

KPCB

John Doerr, VC

– Energy security

– Megacities

– Abrupt climate change





Cilion

t's political





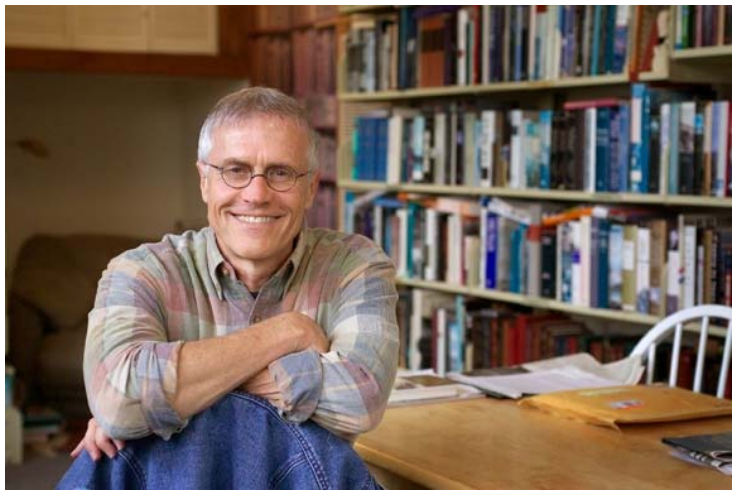




5 Conclusions

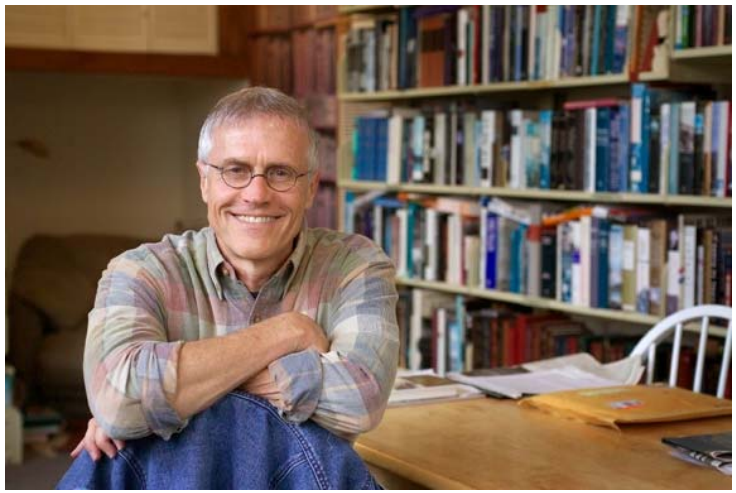
it's about creative destruction

‘500 years of momentum, **inertia** of $40 trillion economy.’



it's (probably) do-able

‘1 million organizations, 100 million people—the **biggest** movement on earth.’



Conclusions



It’s building—and it’s about:

- Future of business, markets, capitalism (think WEF)
- Competitive edge (think Toyota)
- Protecting/growing intangible assets (think Wal-Mart
- Growing revenues (think GE)
- Greening of valuation (think Chris Corps)

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