

Capitalism at the Crossroads: Aligning Business, Planet and Humanity



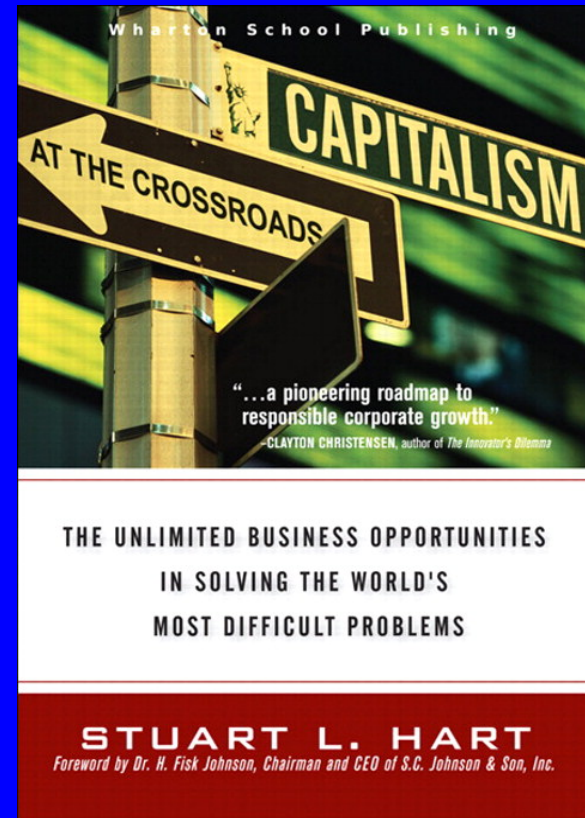
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Capitalism at the Crossroads

“...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.”



The Long and Winding Road

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



Obligation

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



Opportunity

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



Reorientation

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

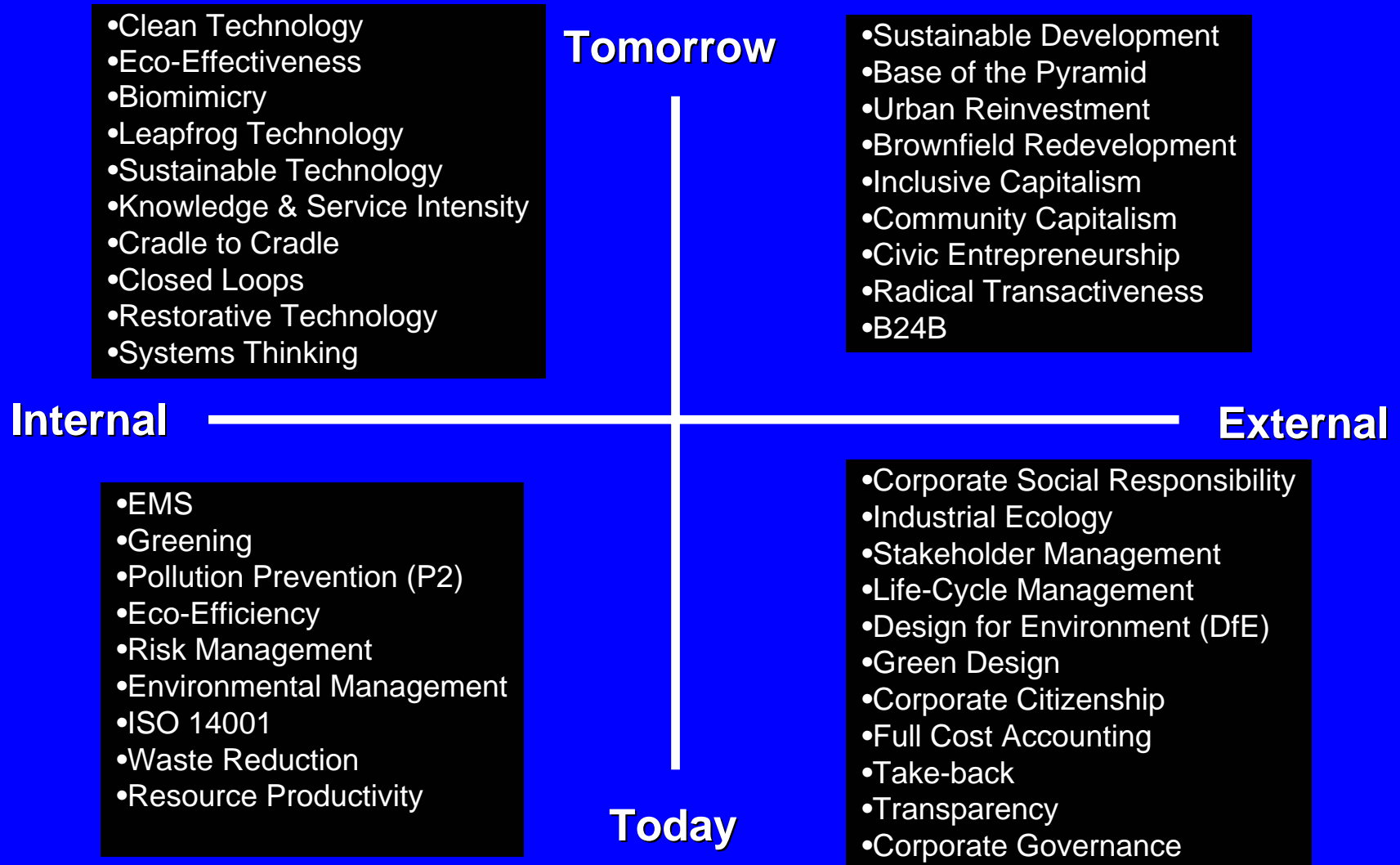
Buzzwords

- 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

The Many Faces of Shareholder Value



The Buzzword Sort: Map of the Territory



The Sustainable Value Portfolio

