

Wrap Up



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The “Modernization” Era

Development & Progress

Economic Growth

Production Expansion

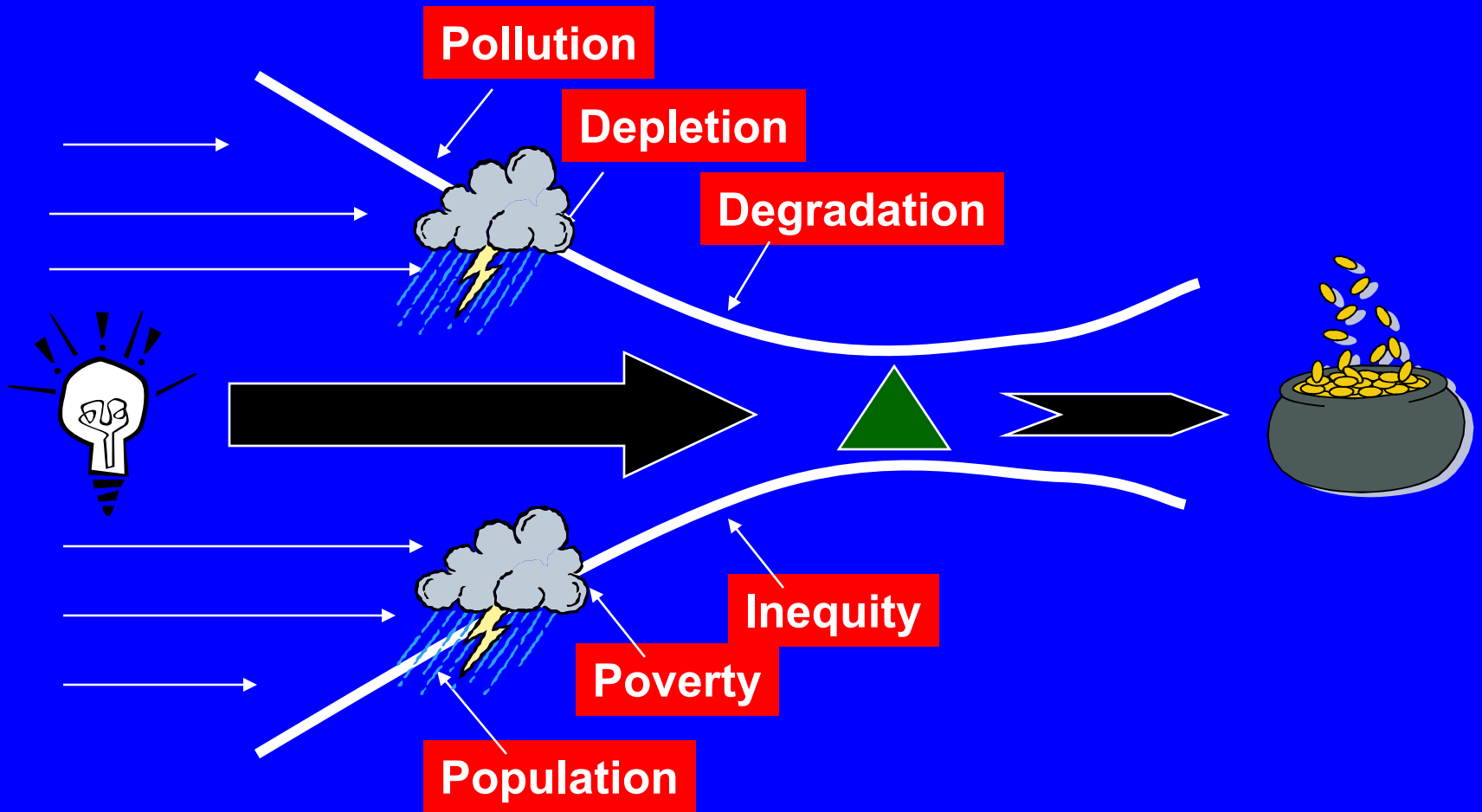


Cultural Imperialism

Economic Inequality

Ecological Degradation

Through the Knot Hole



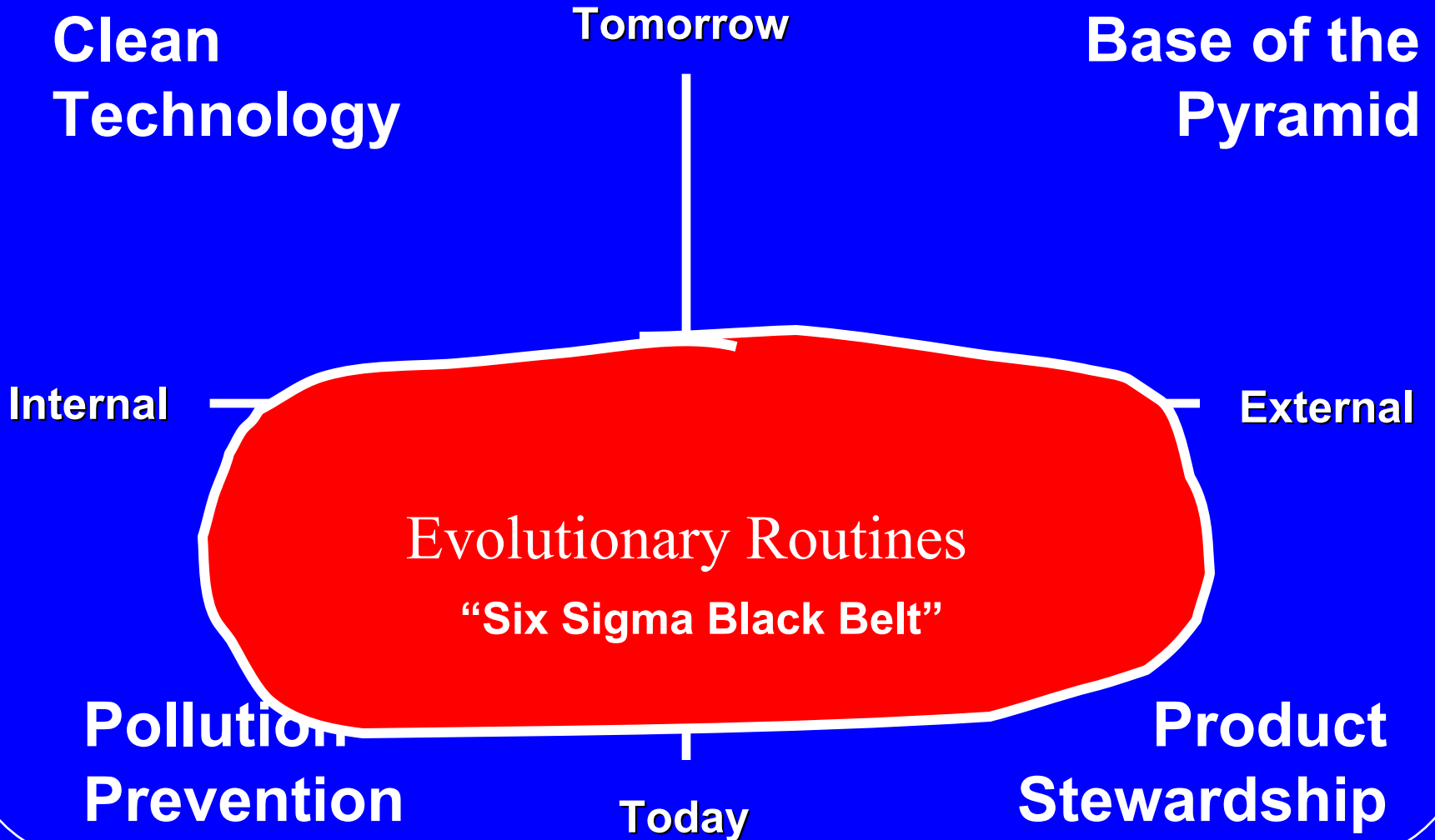
“Sustainability is as foreign a concept to managers in capitalist societies as profits are to managers in the former Soviet Union.”

*William Ruckelshaus
CEO, Browning Ferris*

The Sustainability Portfolio



What is the Typical Portfolio Today?

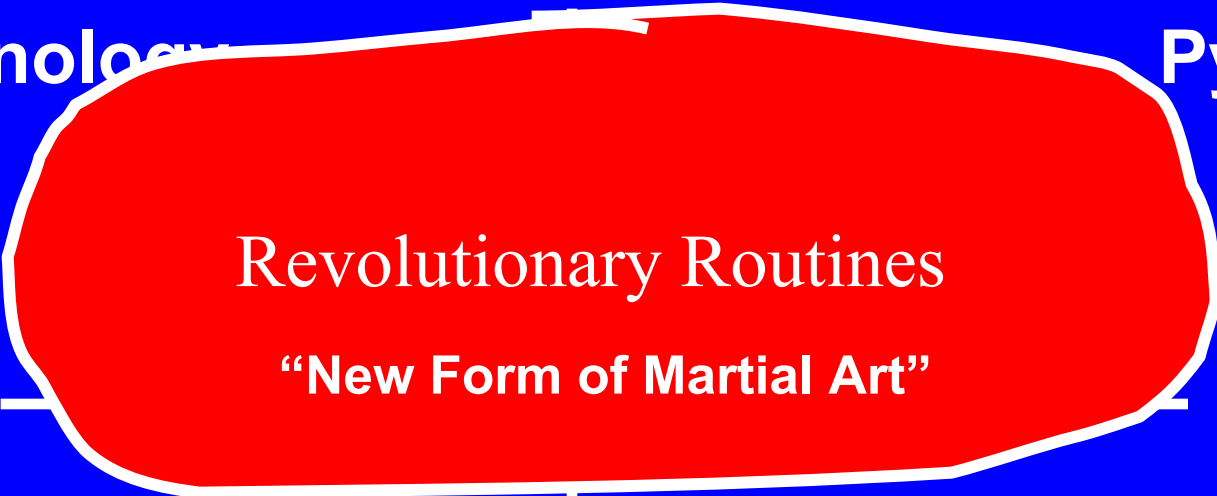


Tomorrow's Opportunity

Clean
Technology

Tomorrow

Base of the
Pyramid



Internal

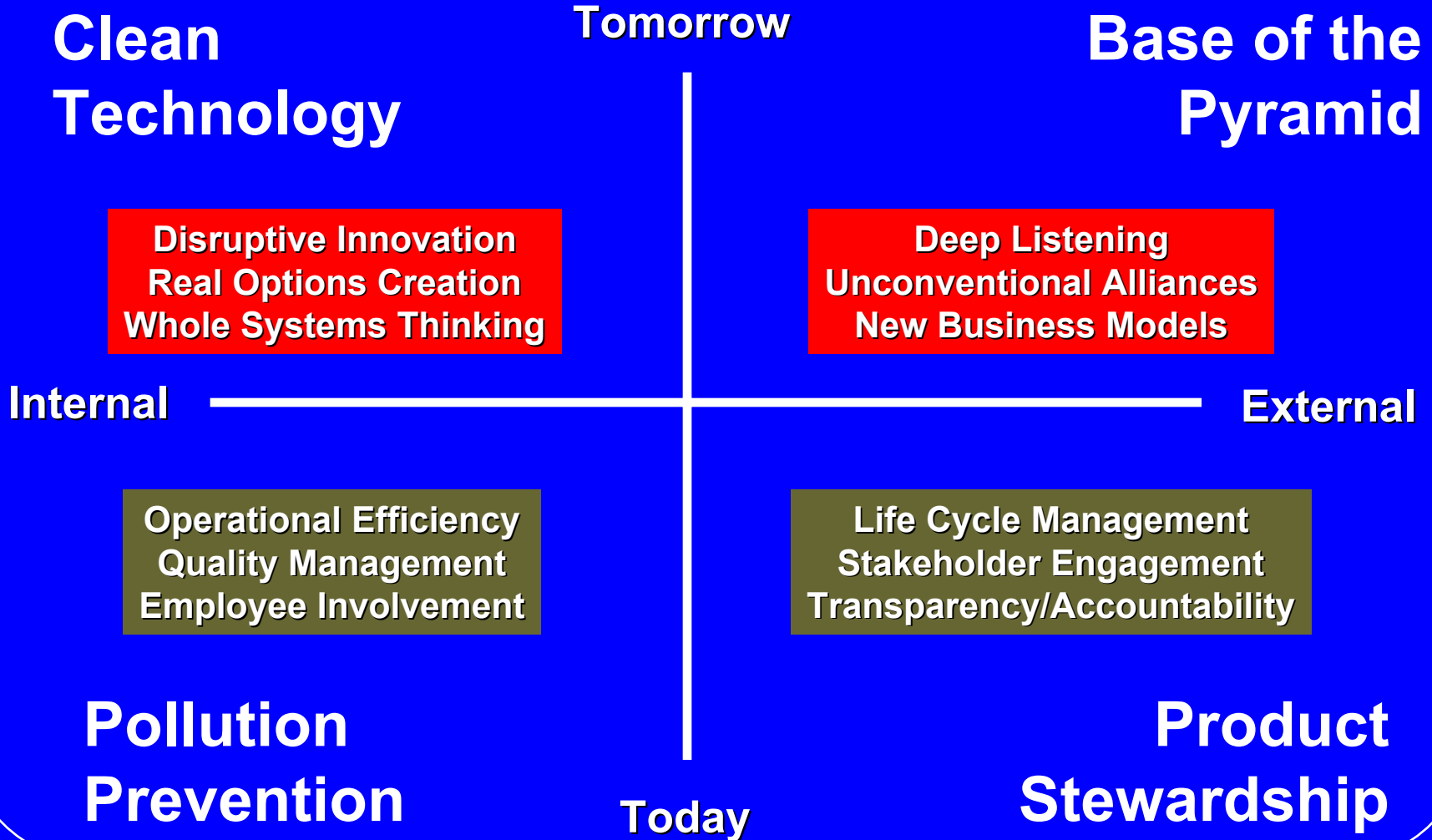
External

Pollution
Prevention

Today

Product
Stewardship

New Capabilities



Beyond the “Great Trade-Off Illusion”

“If you want high quality,
it will cost you”

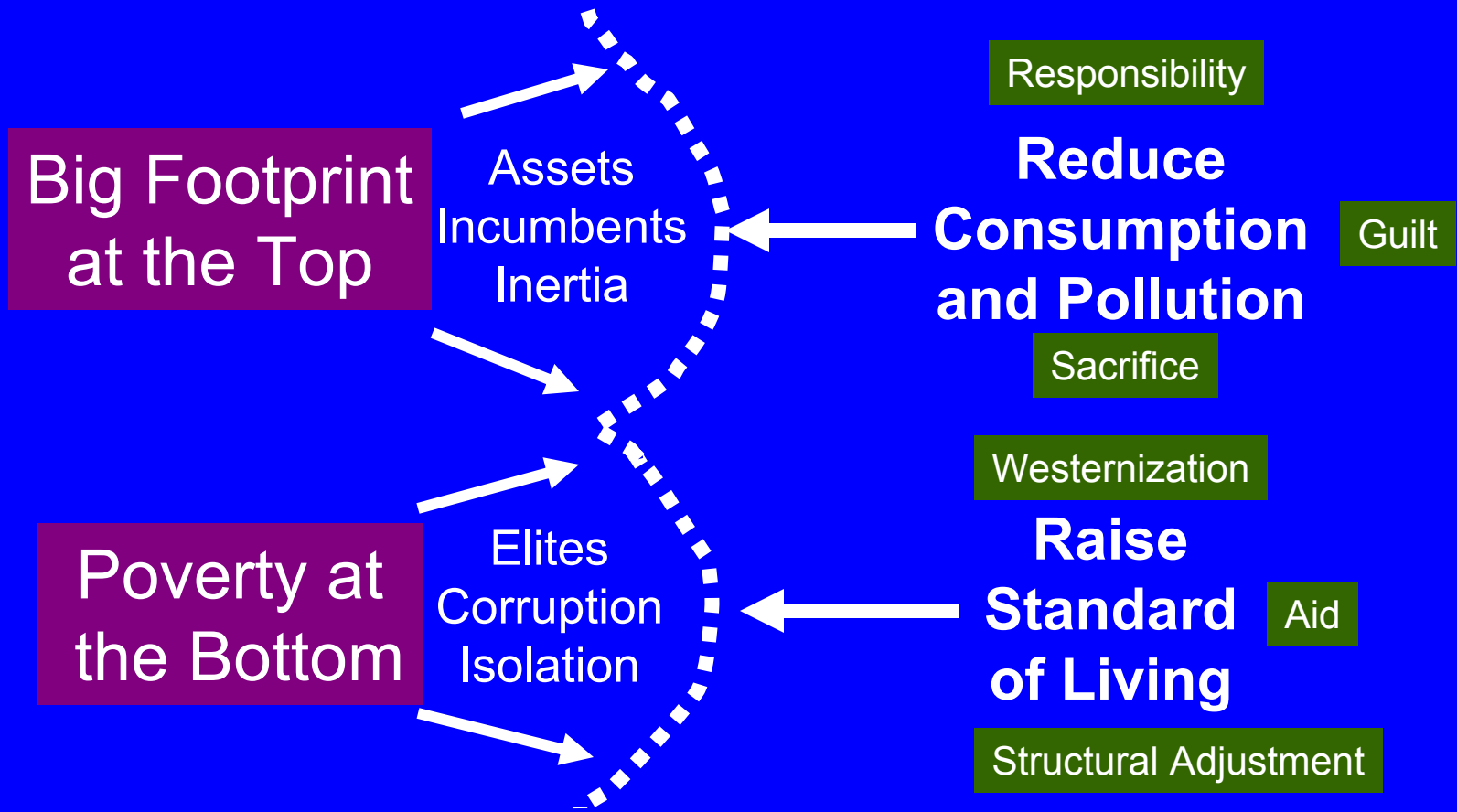
“You can’t do business with the poor”

“It doesn’t pay to be green”

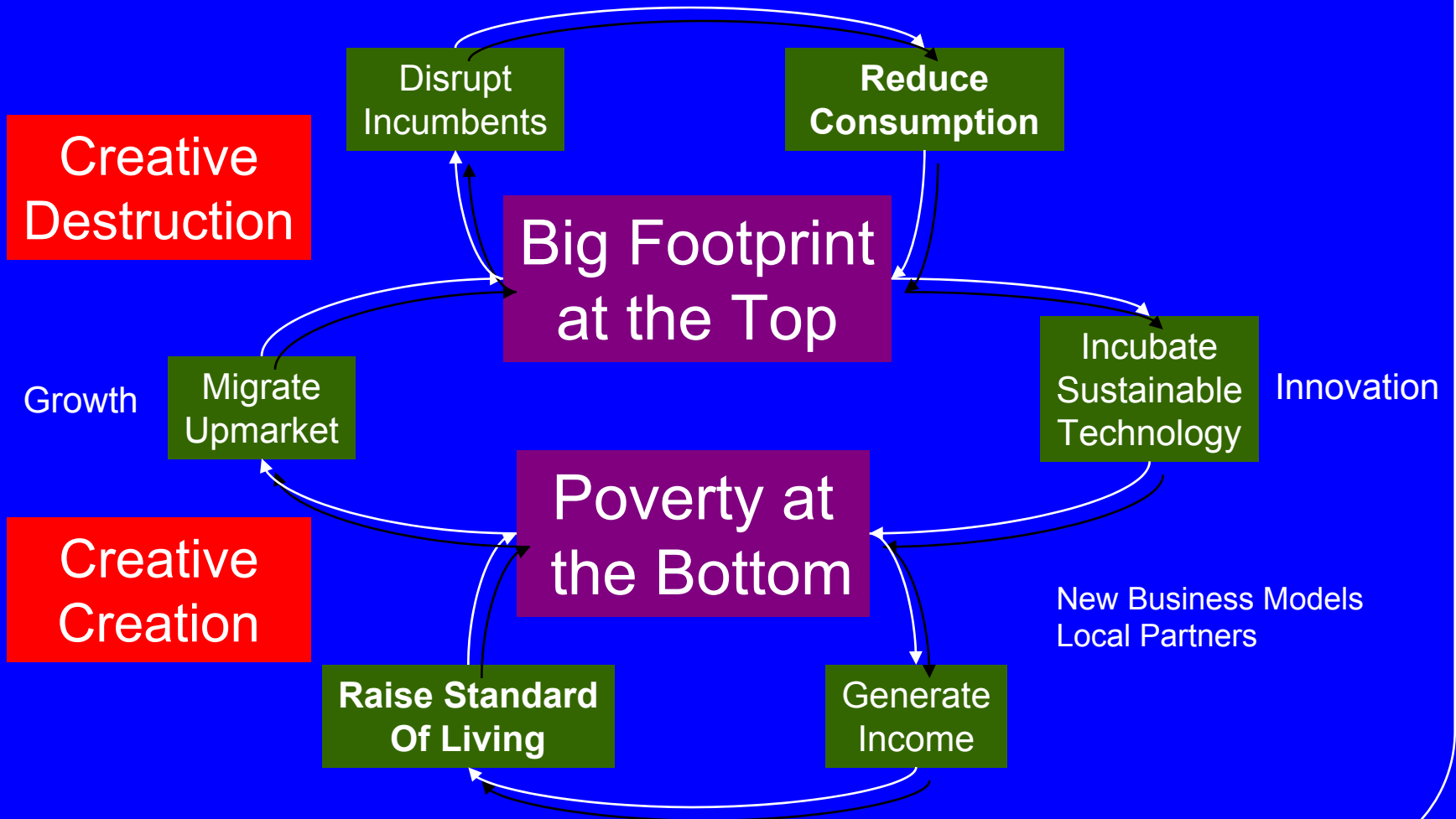
“Clean technology is not
yet economically viable”

- **Revel in contradiction**
 - **Defy convention**
 - **Turn upside-down**
 - **Embrace paradox**
- **Reconcile opposites**
 - **Shatter trade-offs**

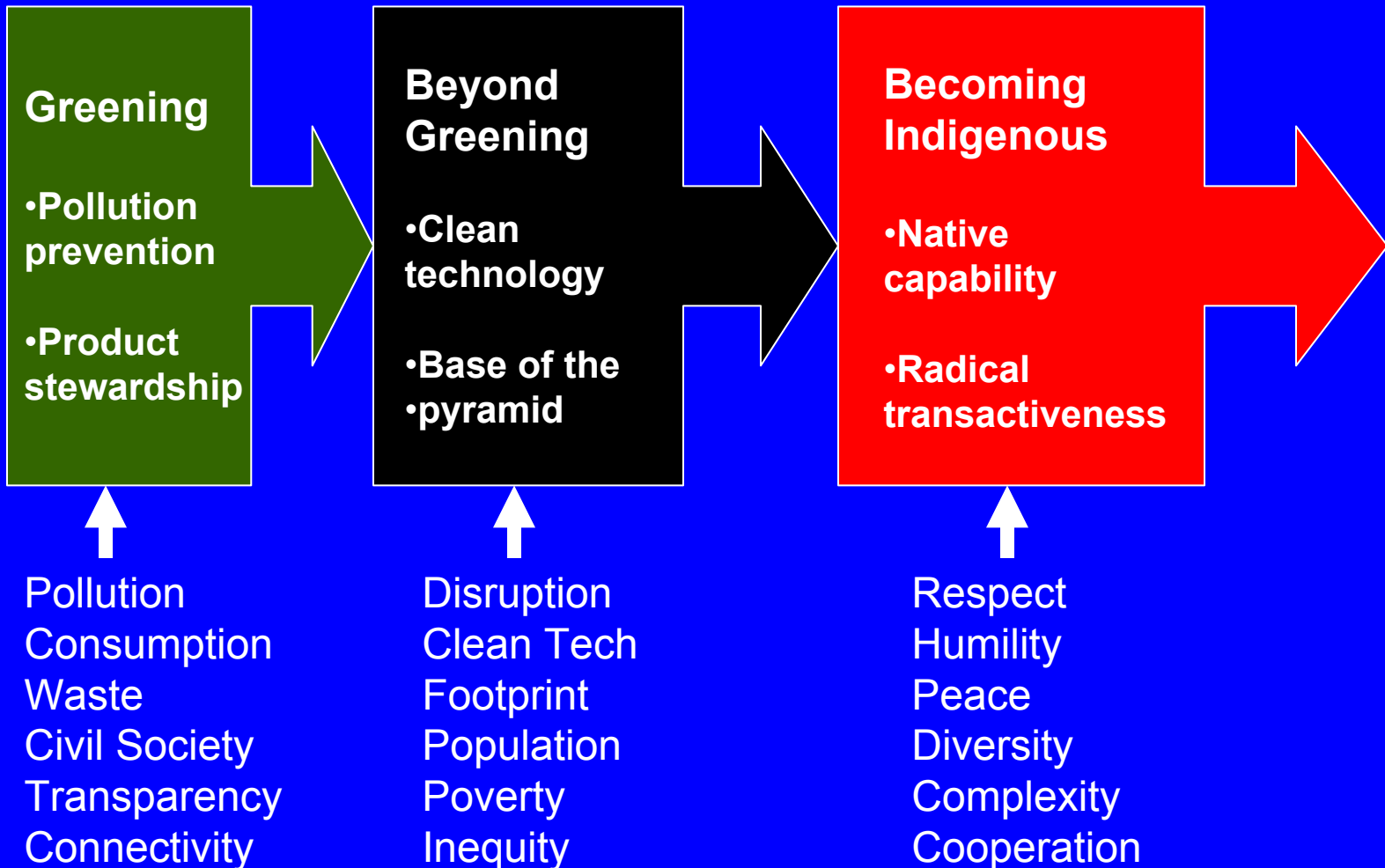
The Battle for Sustainable Development: Old Model



Sustainable Development as Entrepreneurial Judo: New Model



Toward a Sustainable Global Enterprise



What Cathedral Will You Build?

“Three people were at work on a construction site. All were doing the same job, but when each was asked what his job was, the answers varied. “Breaking rocks,” replied the first. “Earning a living,” answered the second. “Helping build a cathedral,” said the third.”