

Emerging Challenges & Opportunities



The Changing Landscape of Liability
A Director's Guide to Trends in
Corporate Environmental, Social
and Economic Liability



skoll

FOUNDATION

Uncommon Heroes. Common Good.





- **New playing fields**
- **New players**
- **New risks and opportunities**
- **New referees and rules**
- **New games**

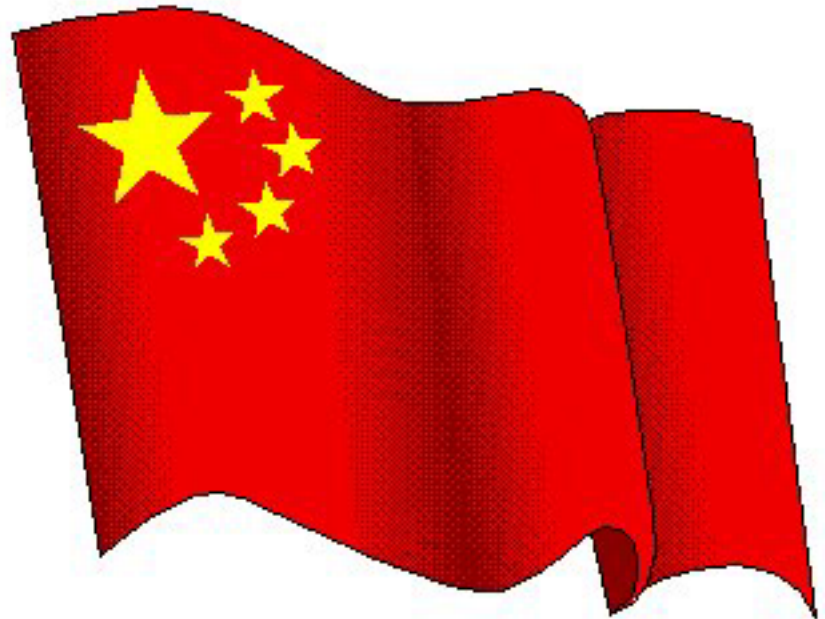


1. Capital revolutionaries
2. Maquila planet
3. Growing divides
4. Multiculturalism's discontent
5. Climate insecurity
6. Governance vacuums
7. Blessed unrest

Demographic
Wealth
Gender
Nutritional
Environment and resources
Health
Educational
Digital and information
Security
Governance



100 years of momentum
inertia of \$40 trillion
economy.'



Imagine a world

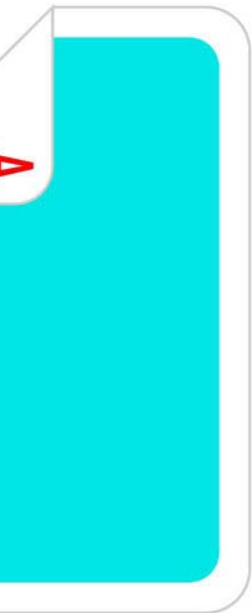
in which socially responsible and eco-friendly practices actually boost a company's bottom line. It's closer than you think. **BY PETE ENGARDIO (P.50)**



PLUS

Chrysler:
Dr. Z gets
a checkup

Think around corners.



nd true South.

Old

- Use northern NGOs to access southern
- Rich-world markets

New

- Engage/help build southern NGOs
- Base-of-the-pyramid markets



citizenship isn't strategy

Old

- CSR 'is good business'
- Gazprom, China in Africa

New

- End of CSR's 'Golden Age'
- Danone + Grameen



in forces.



Old

- Talk, talk
- Defensive alliances, federations

New

- Market disruption
- Marine Stewardship Council + WM



apfrog.



Old

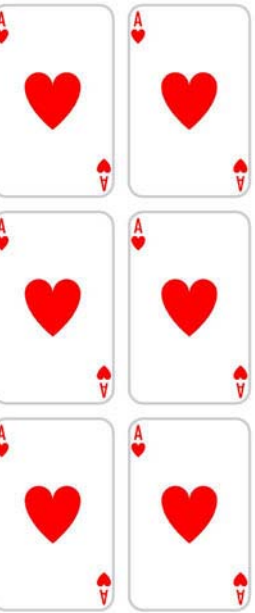
- NGOs as jokers in pack, 'wild cards'
- Transparency's 'Dance of Seven Veils'

New

- World of 7-10bn wildly different
- Leverage: 9/11 (less than cost of tar)



scale solutions.



Old

- Pilot projects, ‘concept’ cars
- Premium ‘green’ options

New

- Incubation, replication, scaling
- 90% cost-cutting
- Who’s next ... Exxon?



to the politics.

AINABILITY
AINABILITY
AINABILITY
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AINABILITY
AINABILITY
AINABILITY

Old

- Lobbying—to stall or slow new rule

New

- Lobbying—for sustainability



Thank you.

's Get Our Act Together!

pick a (TBL) growth opportunity

adapt existing business—or create a new one?

customer?

for-profit, not-for-profit or hybrid model?

what partnerships needed?

barriers to success? Political strategy?

pitch to us

