



CORPORATE
ECOFORUM 2008



RHETORIC V. REALITY:
EXECUTION OF ECO-STRATEGIES IN THE GLOBAL 500

Outline of Preliminary Findings from 25
Confidential Interviews with Business Leaders

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EXECUTIVE SUMMARY

The Corporate Eco Forum conducted confidential phone interviews on the importance of eco-issues with 25 VP and C-level executives from international corporations with at least \$15 billion in annual revenues - part of a group of companies often referred to as the Global 500. The objective of the study was to describe their experiences in executing eco-related strategy and initiatives. Here are some of the key findings:

- While attention to eco-issues has grown exponentially among the Global 500 (G500), there is a **major gap between interest and execution**.
- G500 executives recognize that eco-awareness should be part of the corporate DNA, but they are **facing major challenges** in doing so.
- The G500 have started to **experiment with a variety of incentives** in response to key business drivers of their eco-agendas, including ways to incentivize and reward the right eco-behavior.
- Getting **top management's sustained attention** remains a major concern.
- Aside from a few enterprises that show exceptional eco-leadership, environmental executives do not have as much **internal influence** as their C-level peers.
- **ROI continues to be the driver** for justifying eco-initiatives, but G500 enterprises lack tools to prioritize between projects and identify benefits beyond immediate, "low-hanging fruit".
- Most enterprises **do not have metrics** to analyze the potential risk of inaction— to brand identity, operational ability, resource access, and so on.
- Assessing impacts and opportunities and identifying responsibilities **across the value chain** for taking eco-action is a major concern.
- There is a **strong need for more data** about what other G500 enterprises are doing, along with a push toward consistent industry standards.

THE BOTTOM LINE

Most Global 500 corporations are now aware that adopting environmentally-friendly strategies can make good business sense. Eco-strategy success stories are becoming more common as external constituents push for environmental accountability and internal champions gain respect. But the execution remains a challenge as eco-executives struggle to identify best practices and measure the performance of eco-initiatives.

BACKGROUND

Could adopting corporate eco-strategies make good business sense? Until recently, this was a new thought for many business leaders who had been schooled in classical economic theory, which did not explicitly consider the environment in the costs of doing business. As a result, environmental degradation was not a cost for corporations to bear but a “hidden” cost to society, since environmental impacts were so hard to quantify.

But clearly, times are changing. Even the largest corporations are trying to seize the new environment-related business opportunities in a rapidly shifting global marketplace, one in which consumers are increasingly sophisticated about environmental issues and demanding more environmentally-friendly products, processes, and services.

“...it’s becoming increasingly clear that protecting the environment makes good business sense.”

The business community, in just a few short years, has begun to seriously respond to environmental challenges, and is doing so without much government intervention or coercion. This is because protecting the environment increasingly makes good business sense. This change in approach represents a paradigm shift in business, which if successfully executed, will have far-reaching impacts on the environment as well as the way business is done globally. For such a shift to be successful, the Global 500 will have to lead the way. Importantly, this shift can be accelerated by sharing best practices and other experiences in formulating and executing eco-strategies among the Global 500.

The Corporate Eco Forum is a group of innovative Global 500 executives who are leading the execution of eco-strategies worldwide. This unique forum is designed to produce actionable insights based on real-world successes and challenges in eco-strategy and execution among the world’s leading business enterprises.

It is with this purpose that we present our report, **RHETORIC V. REALITY: Execution of Eco-Strategies in the Global 500**. While we recognize that corporations have a long way to go, we also recognize that key strides have been made in the last few years. This initial report is the first in a series of reports that will result from a major research project that the Corporate Eco Forum is undertaking. Our goal is to track and report on the eco-approaches being used today and in the future by Global 500 corporations, share experiences of success and failure, and accelerate the shift toward an eco-friendly way of operating that also makes compelling business sense for corporate leaders around the world.

FINDINGS

1. IT'S A GOOD TIME TO BE GREEN: Environmental issues are commanding increasing notice on corporate agendas due to heightened awareness of associated risks and opportunities.

Most executives interviewed confirmed that “green” has become a significantly bigger priority for them over the past two years. “This is about making money. Period,” said one company executive. Another said, “There is a mind shift taking place in the investor community that this is no longer about being ‘responsible’ or ‘corporate philanthropy’. This is about meeting the market need, which is more and more pushing on these issues.”

Furthermore, companies widely recognized as eco-leaders tend to view green as a strategic issue, citing the importance of both carrot and stick drivers. With rising customer and consumer demand for eco-products, services, and corporate eco-leadership, these companies are seizing ROI opportunities today and trying to innovate to build competitive advantage for tomorrow. “We’re not comatose. We look around us. It was clear many years ago people were talking about a triple bottom line. Environment today is a business issue. Our clients no longer consider these as annoying little issues but as a centerplate of strategic issues.”

However, among the other companies interviewed, those that were newer to eco-issues still tend to view the environment through the lens of “corporate social responsibility” and “risk mitigation.” Their focus is predominantly on business opportunities from energy and materials efficiency.

Top-cited “carrots” driving eco-action include: cutting costs, especially through trimming low-hanging fruit in energy efficiency and waste reduction; enhancing brand equity and reputation; attracting and retaining a smart, happy, and efficient workforce; and facilitating licenses to operate internationally. “You can see where the world is going to end up on these issues. You can go there and benefit from it and avoid a lot of the chaos that will ensue. We prefer to be on the winning side,” said one survey participant. Lastly, gaining a competitive edge from rising consumer demand for eco-friendly goods and services was not to be discounted. “The issues are near the top as we think about future growth opportunities. We’ve really gone beyond focus on compliance and footprint reduction to focus on what we bring to market,” said another.

“Environment today is a business issue. Our clients no longer consider these as annoying little issues but as a centerplate of strategic issues.”

Top-cited “sticks” driving eco-action include: possible damage to brand and reputation by not going green, especially in a more transparent environment with raised expectations from watchdog groups; costs of compliance; loss of long-term competitive edge; reduced access to critical natural resources; and the volatility of energy costs, as well as rising costs of other critical inputs. “China and India will put huge demand on resources we take for granted. If you’re in a business that uses energy and materials and you’re not factoring that in.... Well, that’s just dumb,” one respondent noted. The threat of increasing governmental regulation was also cited as a key driver.

“We see the writing on the wall with tighter regulations. California is a harbinger of what’s to come. We’re getting well positioned for that eventuality.”

Other top drivers cited: the “Wal-Mart Factor” (i.e. customer demand on suppliers); employee interest and pressure; and the probability of increased environmental regulation from a new White House administration in 2009. As for the latter sentiment, an executive told us, “We see the writing on the wall with tighter regulations. California is a harbinger of what’s to come. We’re getting well positioned for that eventuality.”

2. THE ENVIRONMENT IS EVERYONE’S JOB: Senior executives that traditionally have not focused on the environment—CIOs, CMOs, CFOs, logistics and supply chain VPs—are under increasing pressure to get involved.

“For so long I felt like I was the lone voice, the rebel. Not anymore. Pressure to change is coming from so many places within and outside the company,”

Environmental issues, once almost exclusively the domain of Environmental Health and Safety (EH&S) executives, now involve an increasing variety of players across business functions. “For so long I felt like I was the lone voice, the rebel. Not anymore. Pressure to change is coming from so many places within and outside the company,” said one participant. Another told us, “These issues all have more subtext or ripples than most others.... They are some of the most incredibly complex issues companies face. We need everyone involved.” Yet a third said, “We get it. Our CMO gets it. And our CFO has already seen the ROI.”

Key company executives from many different functional areas are expected to be involved, in some of the following ways.

- **Supply chain and procurement executives**, who are especially interested in efficiencies that can drive value throughout the chain. “The past was about our legal folks working to keep us out of trouble and public affairs guys telling cute

stories. Now we see sustainability as connected to our core business. The issues are of intense interest not just to public affairs folks but also to senior supply chain executives.”

- **IT executives**, whose decisions can dramatically shape their company’s energy budgets and whose expertise is being tapped for sustainability innovations.
- **Customer account teams and client relations executives**, who must meet rising customer demand for eco-friendly products and services to stay competitive. “I made eight sales calls last week and every single account asked, ‘What are you doing on sustainability?’ There’s just a tidal wave coming in on these issues and we have to be able to answer the questions and be able to outrun the other guy.”
- **Innovation and R&D teams**, whose focus has evolved from avoiding environmental damage to product innovations around sustainable design principles.
- **Marketing and communications executives**, whose focus is on how environmental issues connect to corporate reputation and drive effectiveness of brand marketing.
- **Government, regulatory, and public affairs executives**, who must track an increasingly complex regulatory landscape, evaluate proposed rules, and call out important eco-related issues to leadership.
- **Legal executives**, who once almost exclusively saw environment as a compliance issue and now focus on a broader range of concerns, including legal issues associated with green claims.
- **Strategy executives**, who are looking for eco-related opportunities for today and tomorrow. “We’re trying to get everyone to make conservation and efficiency second nature to bottom-line thinking. We want the next great idea not just coming out of the R&D group, but out of a frontline manager.”

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“We want the next great idea not just coming out of the R&D group, but out of a frontline manager.”

3. PROGRESS, BUT NOT ENOUGH OF IT: A few companies have incorporated environmental considerations or a green outlook into their corporate DNA. Most companies need to go further before they can really be considered to be effective in eco-strategy and execution.

Most executives at companies recognized as eco-leaders report that environment is a “top 5” or at least a “top 10” priority issue. Executives in charge of environmental or sustainability initiatives at these companies wield significant influence internally. They work within a corporate culture in which the environmental mission is owned by all employees at the operational level and responsibilities are decentralized. This is a phenomenon that is new but growing in frequency. “It took a while to get past internal opposition and only recently became a developed concept,” noted one research participant.

“The smart companies will look at these issues using a holistic, sophisticated set of processes.”

“The smart companies will look at these issues using a holistic, sophisticated set of processes. These are some of the most incredibly complex issues companies face. We’re very early in that process,” said another. And most every executive thinks that his or her company can do even better; still, environmental improvements are increasing in depth and scope: “We’re still catching up. We recently launched a major footprint analysis to help develop a strategy and action plan.”

However, several executives we contacted at companies that are not known for environmental leadership had virtually no knowledge of what their companies were doing regarding the environment, or even who was in charge of environmental initiatives.

Outside the eco-leader sphere, moreover, senior environmental executives do not wield as much internal influence as their senior C-level peers. “We’re trying to institutionalize such that sustainability drives strategy—but we’re not there yet. To date it’s been primarily my shop. Others need to own this too,” said another executive.

“There’s so much on everyone’s plate, it’s still a challenge to get bandwidth of senior leadership on these issues,”

The position of senior environmental executives on company organizational charts varies widely: In the companies surveyed, only two senior sustainability officers report directly to the CEO; others report to VPs for public affairs, facilities operations, consumer products, supply chain, government affairs, corporate communications, or to other senior executives. Very few control significant budgets. Unfortunately, and with notable exceptions, most companies’ eco-initiatives are ad hoc and not strategically integrated with the enterprise’s other

efforts. “There’s so much on everyone’s plate, it’s still a challenge to get bandwidth of senior leadership on these issues,” said one company leader. Another bluntly noted, “Until recently, our eco-activities were a mile wide and an inch deep.”

4. RETURN ON INVESTMENT IS THE PREDOMINANT YARDSTICK:

Most executives are focused on ROI for evaluating eco-opportunities. Many are seeking better methods to evaluate bottom-line benefits and risks of eco-action.

Most executives face deep pressure to sharpen their business case in order to justify existing or expanded green initiatives. “I’m not going to ask the company just to do something for the environment. If there’s a business angle, we’ll continue. Everything on sustainability has to be equal and on par with everyone else in the company,” said one executive. “We won’t get into new product development without showing ROI. The business case has to be there. For me it’s not so much a question of will the returns be sufficient—it’s in what time frame,” said another.

Only a few executives surveyed do not have to worry about ROI justification of eco-related spending and actions: “We don’t use numbers to justify action. This is largely an ethical imperative for us. It also just makes sense: We have faith that our actions will lead to greater efficiencies and save us money.” Leaders in these companies do not face much internal pressure to validate sustainability activities. Reasons cited include: (1) a committed CEO who sees long-term benefits that may not be easily quantified and (2) the amount of budgetary outlays or other investments required for green initiatives are relatively small.

Still, these executives know that one day soon they will have to worry about ROI. “We’ve relied largely on nonfinancial measures, reputation measures, in fairly vague terms. They won’t be sufficient going forward. We need to be better on dollars-and-cents justification,” an interviewee noted.

Sophisticated internal evaluation systems exist for areas that are relatively easy to measure such as energy use, emissions, toxics, and materials consumption. As such, executives find it relatively straightforward to make the business case for “no-brainer” energy and materials efficiency initiatives. These efforts can pay for themselves quickly and save significant dollars over time.

“We’ve relied largely on nonfinancial measures, reputation measures, in fairly vague terms. They won’t be sufficient going forward. We need to be better on dollars-and-cents justification...”

However, companies lack sophisticated tools to prioritize and justify actions to seize eco-opportunities beyond low-hanging fruit, i.e., to justify product redesign, identify potential benefits to brand, to invest in renewable energy or in protecting a critical ecosystem, or to launch a new line of business. “To date, we haven’t had a strong business case internally: no ROI, ROE [return on equity], ROIC [return on invested capital]. But to be honest, investments to date haven’t been so large as to really force a hard look at the numbers. We’ve done some good work, but we haven’t yet bitten the bullet by changing out a whole segment of our business to be greener,” said one company leader. “When you work in a large, publicly owned company, you constantly have to balance long-term sustainability factors and short-term financial pressures. I wish I knew more about how others were cracking that nut,” said another leader. Yet another observed, “We need to sharpen our metrics skills—we’ve been weak in that area. We would like to have better accounting systems to crunch scenarios, not just in terms of dollars but also in net environmental benefits.”

Cost-benefit analyses in these areas may require nontraditional thinking and modeling techniques. And some companies are doing it, in spite of the challenges. One executive said, “Everyone’s grappling with how to invest and build a business that will thrive in a carbon-constrained world. We’ve used a shadow price for carbon for quantitative analyses. But we also create educational sessions for senior execs that draw on scenarios, rich narratives, and storytelling.” Another said, “We looked ahead and asked: ‘What’s the cost of not taking action on water issues?’”

“The business case around environment reminds me of the evolution of a business case around diversity.”

Most companies have limited ability to analyze the potential risks of inaction—to brand or reputation, operational licenses, access to resources, or other factors. “The business case around environment reminds me of the evolution of a business case around diversity,” noted one longtime leader. “Fifteen years ago, business people justified action based on a moral imperative, without any business analysis. Then came a business case with quantitative analyses around recruitment and more. Now leading business managers at all levels see diversity as part of the DNA—in recruiting, product and service development, and building customer base.”

5. LEARN FROM YOUR FRIENDS, AND FROM YOUR COMPETITORS:

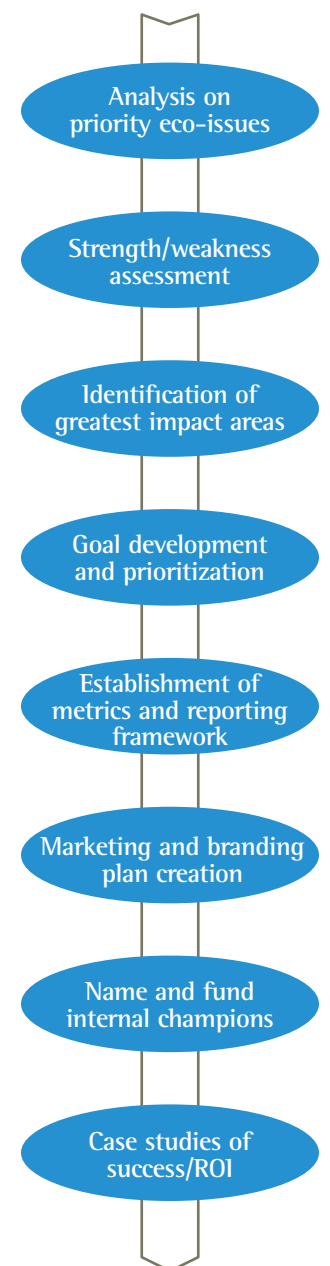
To date, strategies have been highly variable in form and effectiveness, thereby offering rich opportunities for peer-to-peer learning.

Most executives interviewed consider their companies' circumstances and culture to be unique. They are interested in learning about what works with other companies' sustainability efforts, but they also believe they must invent a lot for themselves and learn by doing within their own context.

Only a small minority of interviewees could cite any external environment-related tools, readings, or Web sites that should be "required reading" for senior executives. "You could spend 20 hours a day reading on this stuff. I want to know the one to three sources I should go to every day. Even leading consultants can't tell me. Let's figure it out. What are the five to ten books we should know by heart? And how do we get ongoing updates from the right sources without getting overwhelmed?" said one interviewee.

Those who are succeeding on environmental initiatives point to several important phases:

- A **thorough analysis** to reveal which environmental issues most touch the business and how
- A **frank assessment of the company's existing strengths and weaknesses** and identification of areas in which the company could potentially excel at doing more. Some cited the importance of inviting the opinion of external stakeholders—including customers, NGO leaders, and government officials.
- A focus on areas where the company could make the **greatest impact** or solve a significant problem and get a ROI
- Prioritization and development of **specific goals and a timeframe** (Some companies use "stretch goals" but leaders warn against overpromising, given the serious downside of failure to deliver).
- Development of a **legitimate marketing and branding plan** associated with the activities
- Identification of **hard metrics** and a reporting framework that accounts for complexity
- Identification of **champions within the company** and leveraging their resources with ample time and adequate funding
- Development of **internal case studies** that show ROI or other successes and underscore the business case for environmental action



TYPICAL PATH TO
CORPORATE ECO ACTION

The most successful executives leading sustainability efforts seem to combine savvy business skills and strong organizational knowledge with subject matter expertise, political skills, and creative thinking and problem solving talents. They have credibility with their companies and are known as hardheaded, practical, and bottom-line-focused individuals. “When I asked my CEO, Why me? He said, I need someone who is one part salesman, one part marketer, one part engineer.

ELEMENTS OF ECO-STRATEGY SUCCESS

- CEO commitment
- Regular progress reports
- Company-wide dedication
- Appropriate eco-”Marcom”
- Creative approaches

“Most organizations think sustainability is accomplished by edict, when in fact it starts from daily blocking and tackling from building products in the field. Yes, you need high-level support, but you also critically need the [other].”

I know what it’s like to make financials.... I’ve been through the battles,” noted one. Another said, “Unless you personally have experienced the near-death experience, you don’t learn. Not many people look across the hall and say, ‘I’m going to learn from what he went through.’ More commonly we think, ‘I’m smarter than to make that mistake.’ It’s an unusual and smart leader who really internalizes lessons from others.”

Some company leaders give clear directives and targets to their employees regarding eco initiatives. “Sometimes people forget the power of saying, ‘We expect you to do this,’” noted one. Others involve multiple units in the planning and design phase so that employees in these units feel ownership over the goals as they are set. Still others build eco-incentives into performance evaluations and compensation packages. “Ownership has been key to success. Sustainability goals didn’t catch on until we put

responsibility in procurement and matched it with evaluation and performance metrics. Just plant the seeds and watch them grow,” said an interviewee. Some leaders, however, warn that done improperly these eco-initiatives can inadvertently cause disincentives that stifle innovation.

Overall, executives point to several powerful ingredients for success, including:

- **CEO commitment** to environmental issues as a core pursuit. “Every division has its own culture. Sometimes there’s zero buy-in. On green buildings, I faced resistance and had to go over some heads to make it happen to prove we could get a ROI. Fortunately it worked, and now they get it,” one interviewee told us.
- **Regular reports** on performance against goals, preferably to top executives
- **Commitment to meeting environmental goals throughout the company.** “Most organizations think sustainability is accomplished by edict, when in fact

it starts from daily blocking and tackling from building products in the field. Yes, you need high-level support, but you also critically need the [other],” said one executive.

- Prioritization of efforts to create a **culture shift**, so that eco-considerations become second nature to everyone throughout the company
- **Continual improvement of the business case**, even when hard metrics are not available
- A commitment that **marketing and communications efforts** do not overstate successes
- **Transparency in reporting** to external stakeholders, with third-party evaluation if necessary
- A flair for **creativity and imagination**, as solutions and actions might not be obvious and must make sense within one’s own context

6. NOT ENOUGH METRICS: Measuring progress against other companies is a major challenge, due to a lack of metrics for evaluating green initiatives.

The term “sustainability” has too many definitions to be of much practical value. Companies must sort through a maze of competing standards and claims to make decisions, often facing complex tradeoffs. Said one executive: “Many companies, like us, have minimal impact on climate change relative to other sectors. But this is an area where we all face huge pressure to do something. The downside is that sometimes we must make tradeoffs and do less than we should in areas where our impacts are greater.”

Very few senior executives are interested in theoretical discussions about what sustainability is. Everyone understands that the reality is messy. What executives want most is more data about what others are doing and movement toward consistent industry standards, including the most important metrics by industry, geography, and market. The lack of consistent metrics makes it difficult to measure an individual company’s performance relative to its peers or to its industry. “We all need to be asking, ‘What are really the most important metrics and for whom? Who should be judged on what?’” said one company leader. Another said, “One thing I struggle with is the absence of universally agreed-upon metrics for measuring our scope of

“One thing I struggle with is the absence of universally agreed-upon metrics for measuring our scope of responsibility versus the next player in the chain. Who has first-, second-, and third-tier responsibility?”

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Some companies have developed highly sophisticated proprietary means to evaluate the environment-related pros and cons of their own products or activities. “We did life cycle analysis and realized most of our impacts were because of what the consumer does with our product,” noted one executive. One company will only claim a product to be environmentally friendly if it demonstrates that it can make a significant improvement in eleven eco-areas and carries no negative harm in others. Another company includes fourteen eco-attributes in one product evaluation tool that span the entire life cycle of a product. “We want to be doing something that’s meaningful and actionable, not driven by what the media is focusing on,” said another executive. “But we need better information and data to understand and prove where our obligations and opportunities lie.”

A few executives particularly stressed the need to address the lack of standards on water issues. Some companies have found external stakeholder groups and NGOs to be helpful in conducting benchmarking. CERES was most frequently cited as being highly constructive and pragmatic. Others mentioned included Conservation International’s Center for Environmental Leadership in Business, the Rainforest Alliance, and the Forest Stewardship Council.

7. THERE’S AN INTEREST IN KNOWLEDGE EXCHANGE: Most senior executives would be interested in peer-to-peer sharing if it were focused on practical outcomes.

“I’m not interested in elegant fingerpainting of what the future holds.... I want to know what’s working and get a ROI now.”

Most senior execs want more opportunities for frank dialogue with their business peers about what’s working. “I want to know how you incentivize and drive the right behavior. I’m not convinced baking in incentives or penalties into job performance gets us where we want to go,” one participant said. At

the same time, most do not see a need for more opportunities to meet with NGO officials and stakeholders, citing many effective processes that already exist. “I’m not interested in elegant fingerpainting of what the future holds.... I want to know what’s working and get a ROI now,” another said. And still another executive said, “I saw one experience where they kept bringing the same eggheads together and the process went nowhere. Finally they added bankers and farmers and others.... It finally took off because we started talking across function.”

Crossfunctional participation is often lacking. “I have a hard time getting attention of senior leadership. Wish I knew how others were best making the case,” said one interviewee. While most “chief sustainability officers” (or similar titles) interviewed are eager for quality dialogue with counterparts, some of the most seasoned CSOs said they are mainly interested in conversations outside the CSO group. One said, “We have a lot of enviro-to-enviro conversations. It’s time to get the economists, planning guys, communications department, government affairs department, CEO’s office, and others seriously involved. But it’s a challenge to bring them together.”

Many interviewees expressed strong interest in being able to meet and talk about impacts and opportunities across the value chain, given a recurring comment that “there is only so much any one company can do.” One leader summarized the challenge this way: “The real big wins are those things that cross the entire industry. The problem is that no one person or entity owns them. We’ve got to find a way to come together and make it work for everyone.”

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THE ROAD AHEAD

Upton Sinclair once said, “It is difficult to get a man to understand something when his salary depends upon his not understanding it.”

Just as Sinclair’s book, *The Jungle*, was at the forefront of public demands for improved working conditions, the Global 500 have the opportunity to lead the way for business practices that are eco-friendly as well as profitable. More and more, it seems now that Sinclair’s statement is being turned on its head: *We are learning how to produce clean energy and greener products because our salaries depend on it.*

LEARN MORE

The Corporate Eco Forum Research Series aims to advance eco-thought leadership and strategy execution in the world’s largest and most influential companies. “Rhetoric v. Reality: Execution of Eco-Strategies in the Global 500” is the first installment in what will be a series of research studies on topics of critical interest to sustainability executives. The findings of the next research study will be highlighted at the Corporate Eco Forum Annual Meeting on Sept. 8-9, 2008 in San Francisco, Calif. Find out more at www.corporateecoforum.com or in the EcoInnovator Blog at www.corporateecoforum.com/ecoinnovator.

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M.R. Rangaswami is embarking on a new journey with the establishment of the Corporate Eco Forum. His objective is to be a catalyst for Global 500 corporate executives to aggressively challenge and advocate eco strategies. M.R. intends to bring the same energy and enthusiasm in this emerging space as he has in his career as a 25-year veteran of the software and technology industry and co-founder of the Sand Hill Group. M.R. has been an active participant in the meteoric growth and success of the enterprise software business, including executive positions with Oracle and Baan. As host of the largest and most prestigious software executive conferences, M.R. tackled the industry's pressing issues and helped further the industry's vision. As publisher of the prestigious SandHill.com website, M.R. has brought a unique perspective to the trade media and established a reputation as both a critic and enthusiast. Contact M.R. at mr@sandhill.com.

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ABOUT THE CORPORATE ECO FORUM

The Corporate Eco Forum (CEF) aims to synthesize pragmatic, best-practice insights on eco-strategy execution and ROI for senior executives from Global 500 corporations. An initiative of the Sand Hill Group, the CEF is highlighted by an invitation-only annual meeting for industry leaders. Through the cross-industry and cross-functional annual meeting, research program, industry reports, and ongoing networking activities, CEF helps operationalize strategies, stimulate innovation, and promote collective understanding of eco-approaches that increase business success. Find out more at www.corporateecoforum.com

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