



Pathways

A Fieldbook for
the Next Bottom Line



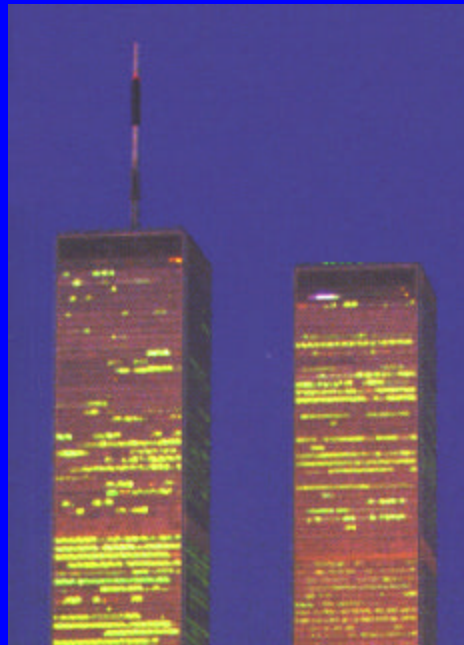
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The “Next Bottom Line”

*“Build not just for today, but for tomorrow as well.”
- 1930 mural in Gloucester, MA city hall*



Social



Economic



Environmental



PATHWAYS



Pathways is an early toolkit for managers who wish to effectively promote “**sustainable development**” within their companies, to create competitive advantage.

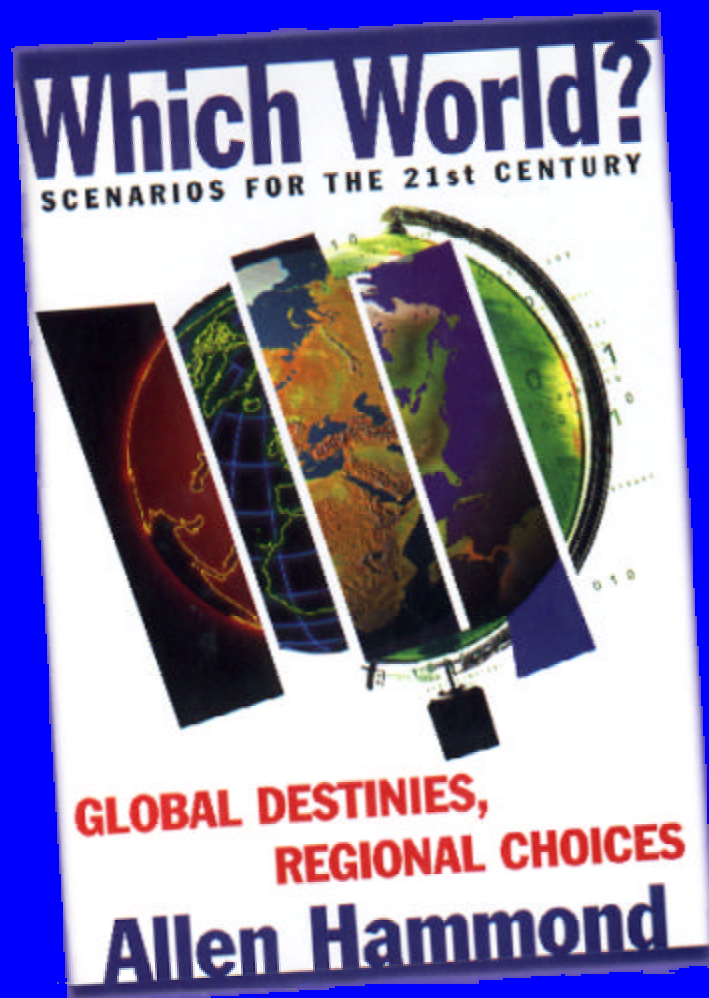
The tools included represent the work thus far of WRI’s **SPLASH** business engagement team.



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WHICH WORLD?

Scenarios for the 21st Century



-
- *Global Destinies,*
 - *Regional Choices*





Thriving After the Meteor

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Meteoric Change

- Demographic - Megacities
- Economic Growth and Inequity
- The Internet as Accelerator
- Rising Expectations
- Materials
- Energy
- Food
- Fiber



New Competencies

- Reputation building
 - performance + communication + luck
- Developing higher meaning
 - SVA + jobs + social purpose
- From press release to conversation to transparency
- Doing business with the poor

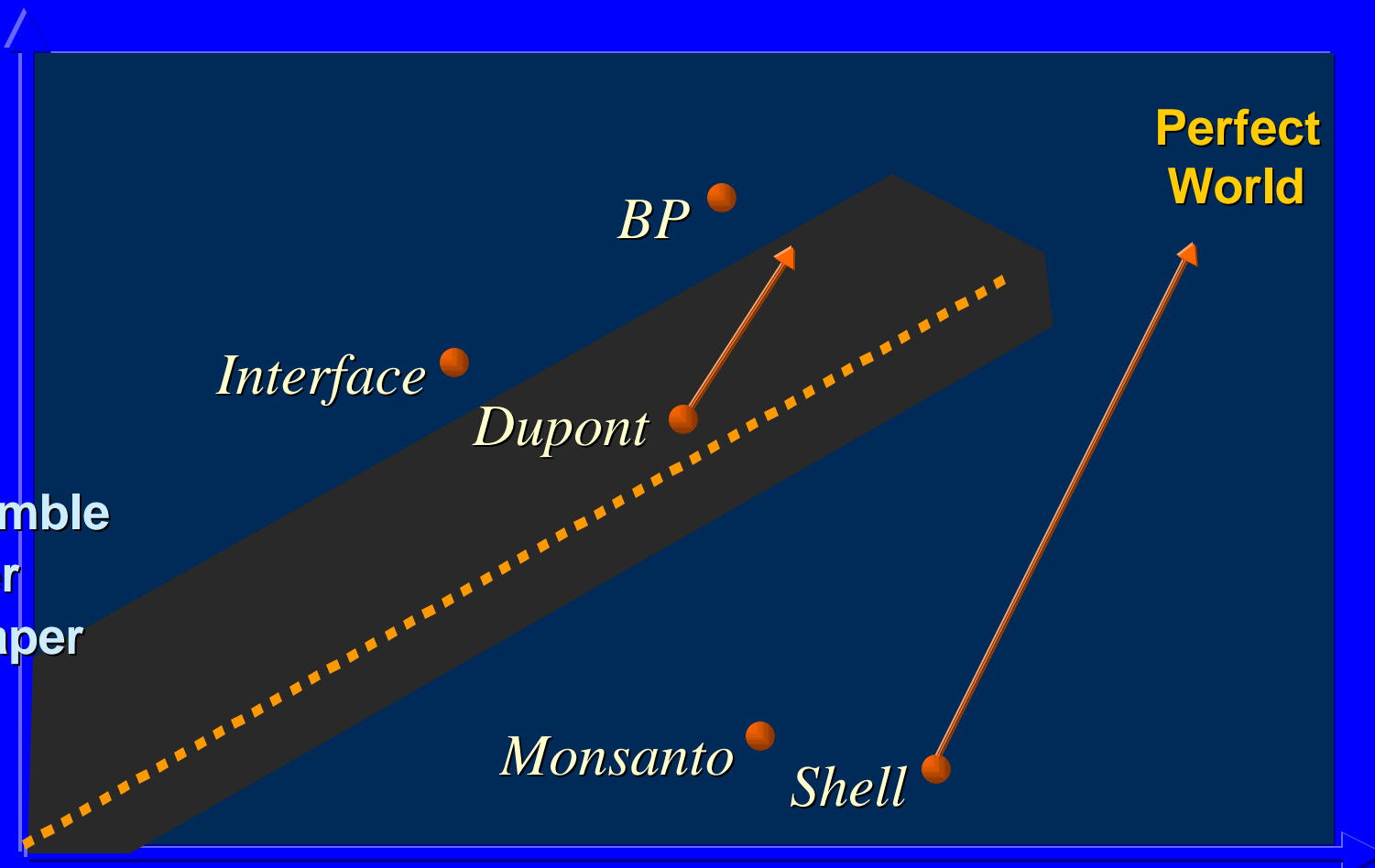


Placer Dome
Weyerhaeuser
Ford
GM

Performance is Not Enough

Toyota
Ikea
Home Depot
Rio Tinto
Exxon
Honda
McDonald's
SC Johnson
Proctor and Gamble
DaimlerChrysler
International Paper
ICI
Unilever
AES
Anglian Water
EDF

REPUTATION

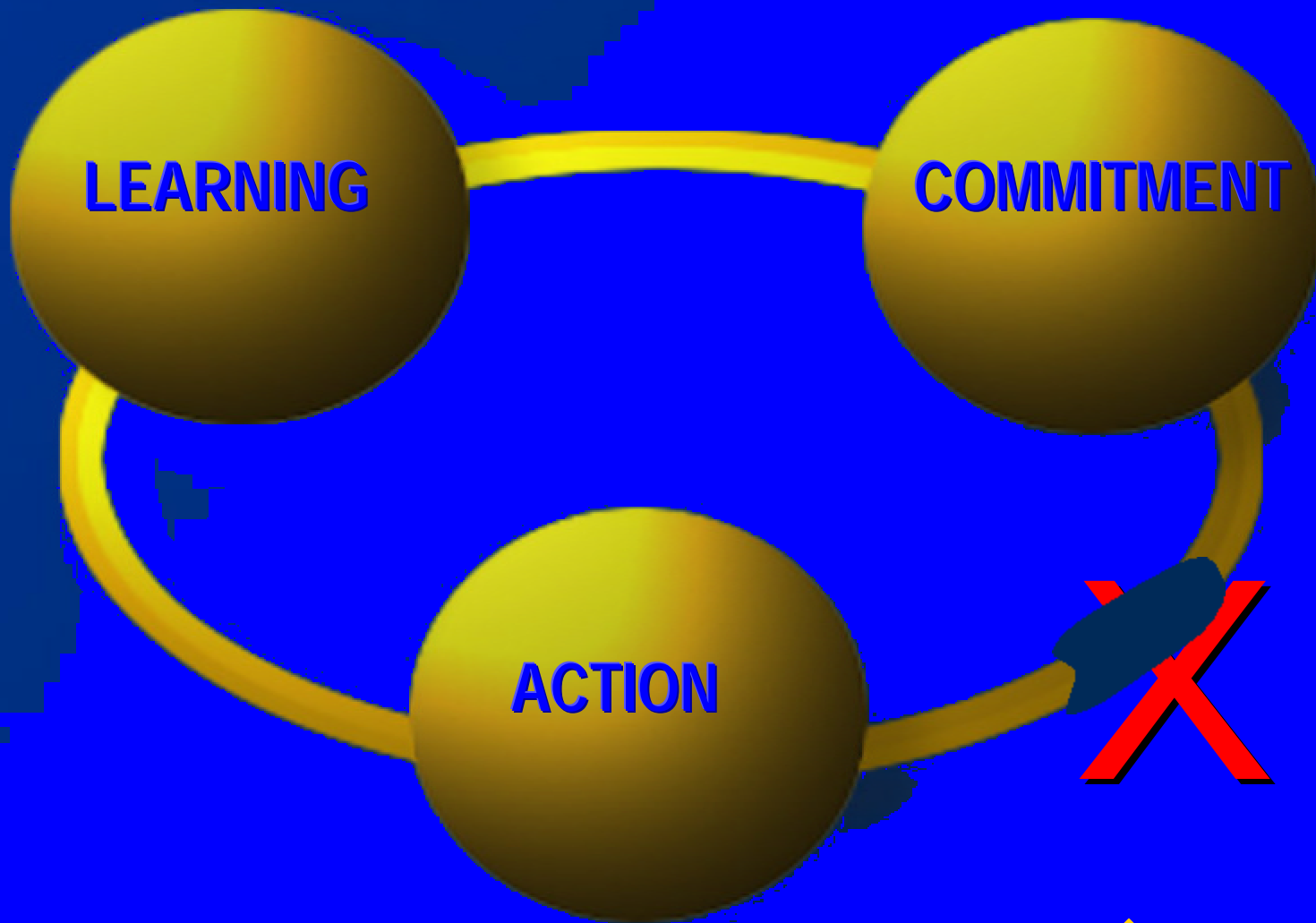


Perfect World

PERFORMANCE

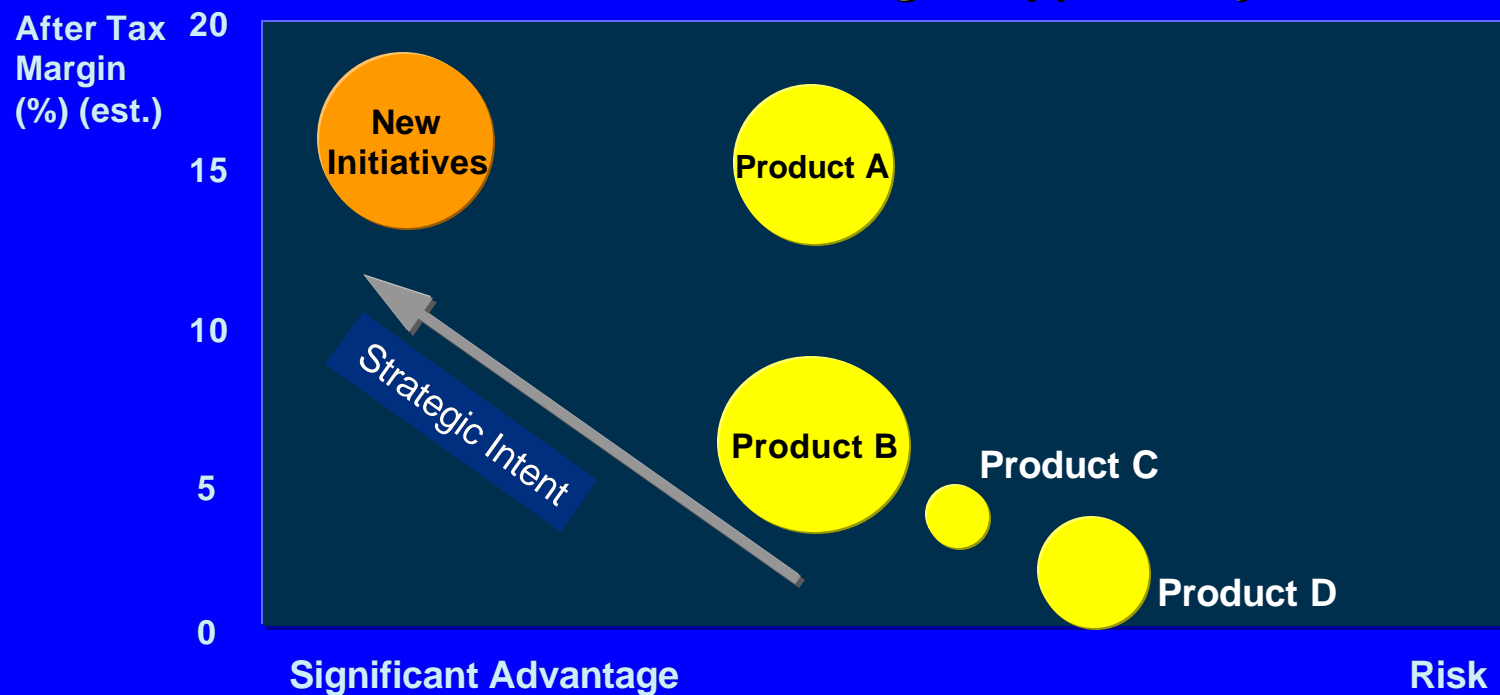


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Mapping a Portfolio

Environmental Challenge / Opportunity Matrix



More Value, Less Material

$$\text{KNOWLEDGE INTENSITY} = \frac{\text{SVA}}{\text{VOLUME}}$$



The Next Bottom Line

	Franchise	Cost	Customer	Markets
More with Less				
Value from Nature				
Connecting				



Barriers to Change

- Making it urgent
- Who should lead?
- Engineers and politicians - the Myers Briggs problem
- Managing slow and fast



Barriers to Change

- Top-line business case is weak
- Systemic barriers
 - public policy
 - financial markets
 - customers



PATHWAYS



- Modular format
- Derived from collaboration with companies
- Designed to be useful for any company
- Starting points only
- Not a full toolkit... but a good beginning



Benefits to Companies

- Engage business leaders with sustainable development as a business proposition
- Help more people to develop sustainable development strategies
- Accelerate adaptation and business success in a rapidly changing world



WRI Corporate Associates

- On-site *Pathways* workshops
- Annual Sustainable Enterprise Summit
- WRI Speakers
- Recruiting Assistance for internship or permanent positions
- Access to WRI staff for questions & advice
- Free copies of all WRI publications
- Recognition on WRI's website and in materials

