Pathways
A Fieldbook for the Next Bottom Line
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 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.
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
Performance is Not Enough
Significant Advantage
Risk

Environmental Challenge / Opportunity Matrix

After Tax Margin (% (est.)

Significant Advantage

New Initiatives

Product A

Product B

Product C

Product D

Strategic Intent
More Value, Less Material

\[ \frac{\text{Knowledge Intensity}}{\text{SVA}} = \frac{\text{SVA}}{\text{Volume}} \]
The Next Bottom Line

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<thead>
<tr>
<th>More with Less</th>
<th>Franchise</th>
<th>Cost</th>
<th>Customer</th>
<th>Markets</th>
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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

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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