



**The International Climate Change
Partnership Case: An Industry Association
Faces the Climate Change Issue
(ABSTRACT)**

For more than a decade, WRI's Sustainable Enterprise Program (SEP) has harnessed the power of business to create profitable solutions to environment and development challenges. BELL, a project of SEP, is focused on working with managers and academics to make companies more competitive by approaching social and environmental challenges as unmet market needs that provide business growth opportunities through entrepreneurship, innovation, and organizational change.

Permission to reprint this case is available at the BELL case store. Additional information on the Case Series, BELL, and WRI is available at: www.BELLinnovation.org.

“The ozone treaty is widely cited as the most successful example of international environmental cooperation to date and the best model for progress on such issues as climate change. Some argue, though that ozone was an easy issue—that strong scientific evidence, the lack of coherent industry opposition, and the availability of alternatives meant that CFCs would have been eliminated with or without effective international institutions.”¹

In January 1996, Kevin Fay, director of the International Climate Change Partnership (ICCP), was reassessing the options facing the industry association he led. His immediate task was to formulate a response to a major scientific report recently released by the respected United Nation's Intergovernmental Panel on Climate Change (IPCC, which confirmed that emissions of greenhouse gases were warming the earth (see exhibit 1 for a timeline of key events). The media were giving increasing coverage to the issue. The *New York Times* had just reported that 1995 was the warmest year on record,² and *Newsweek* ran a cover story that blamed global warming for the blizzard that shut down much of the east coast of the United States in January 1996.³ In the next few months, Kevin would also need to reexamine his association's strategy for participating in the international negotiations on a treaty to limit emissions of greenhouse gases.