



WORLD RESOURCES INSTITUTE

Sustainable Enterprise Program

A program of the World Resources Institute

Green Island Cement (Holdings) Ltd.
(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.

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ISO 14001: Concrete benefits?
Green Island Cement faces hard choices

"We really must do it. Everybody is. This ISO 14000 thing is here to stay, and we simply must get the 14001 certification." Emma Wong sounded totally convinced, announcing her views generally to everyone in the Green Island Cement staff lounge, but particularly to Connie Chiu. Everybody else continued their own conversations, but Connie picked up topic and quickly responded. Connie and Emma were good friends, but often saw things from differing perspectives, as the conversation made obvious.

Connie made her views clear: "Emma, these days you are sounding more and more like a wild environmentalist! Maybe adding environmental responsibilities to your job as public affairs director has turned you a bit too green for the real business world! Have you any idea of the costs involved? I mean not just the costs of 'doing good' which we already do here, but the costs of getting certified???"

"Stated like a typical cost accountant. Your profession teaches you to look at the cost of everything but not the value of anything. We really have no choice. This ISO 14000 process may cost us in the short run, but it is simply a cost of doing business in the 21st century. We simply must go for 14001 certification."

This case was prepared by John F. Hulpke, Hong Kong University of Science & Technology; Margaret A. Fidow, City University of Hong Kong; Thomas J. Dean, University of Colorado at Boulder, as the basis for class discussion, rather than to illustrate effective or ineffective handling of administrative situations. Copyright © 2001 Centre for Environmental Management Education and Development of The Hong Kong Polytechnic University.

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