

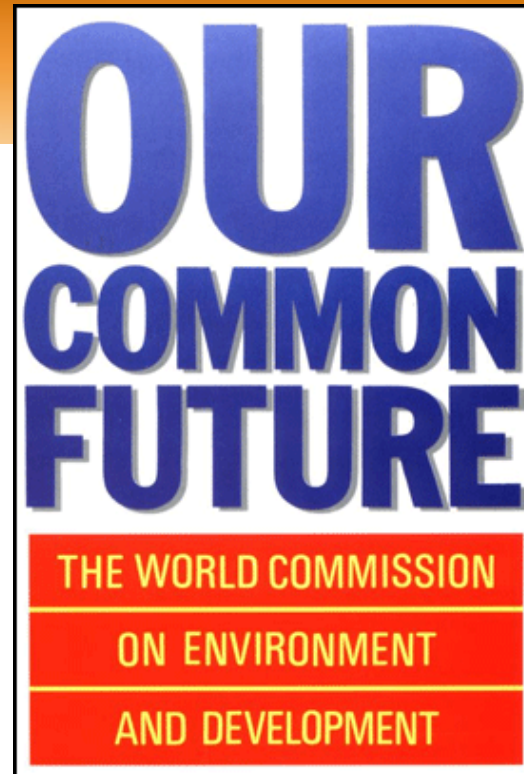
# Raising Our Game Can We Sustain Globalization?

Ethos Int'l Conference  
São Paulo, June 2007





# 20 years back—and forward



Introduction

The Report

New Rules



# 2 The Report





Uncommon Heroes. Common Good.



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# What's new?



- New **playing fields**
- New **players**
- New **risks and opportunities**
- New **rules**
- New **games**

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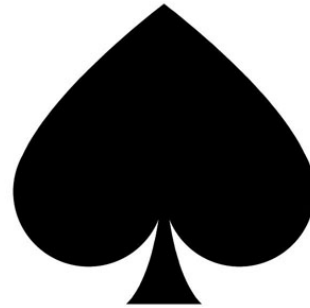
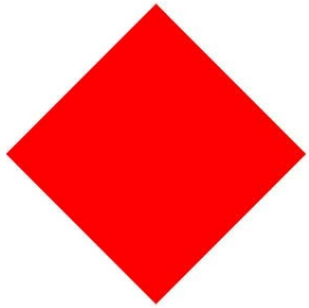
New Rules

# New playing fields



1. Interconnected global financial markets
2. Unprecedented urbanization
3. Growing divides
4. Threats to diversity
5. Climate and environmental insecurity
6. Governance vacuums
7. “Blessed unrest”





- **Diamonds:** Lose-Lose world
- **Clubs and Spades:** Trade-offs (society versus environment)
- **Hearts:** Win-Win world, eventually ...

# 3 New rules

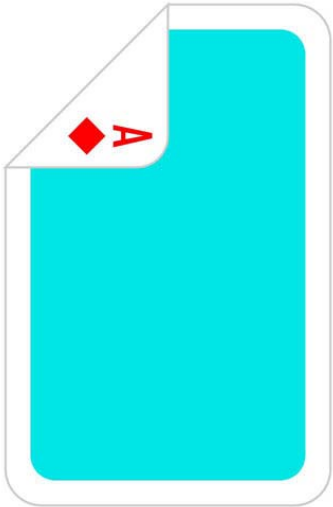
# Think around corners.

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# 1: Think around corners



## Old

- Globalization runs on rails
- Sustainability = occasional engagement with NGOs

## New

- Market intelligence, new ventures
- Working with entrepreneurs

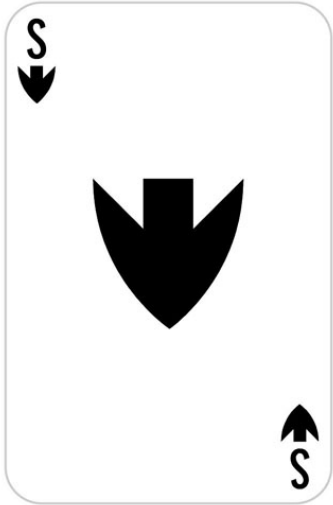
## Find true South.

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## 2: Find true South



### Old

- Northern companies as axis of world trade
- ‘Top of pyramid’ markets

### New

- Rise of ‘New Global Challengers’
- Base-of-the-pyramid markets

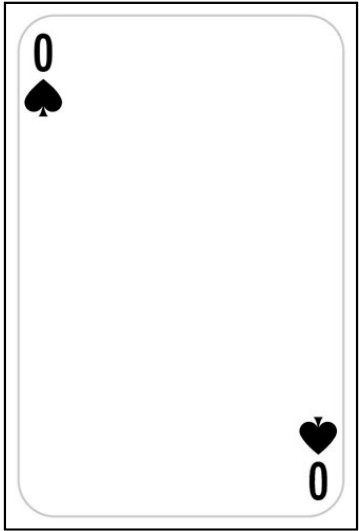
# Citizenship isn't strategy.

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### 3: No guarantees for 'nice' companies



#### Old

- Sustainability 'is good business'

#### New

- Porter & Kramer
- Shared value
- Global scrutiny (for some)



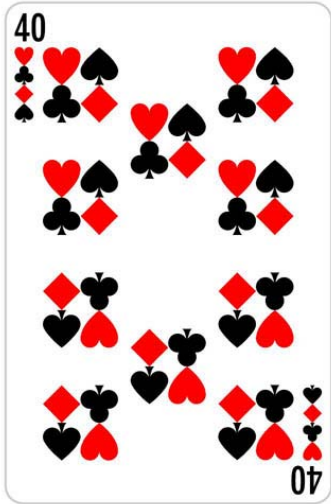
Join forces. Lobby – for  
sustainability.

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# 4&5: Join forces. Lobbying – for sustainability. SustainAbility



## Old

- We can succeed largely on our own
- Voluntary actions
- Defensive alliances, federations

## New

- Market disruption
- GE & Wal-Mart
- USCAP

# Leapfrog. Scale solutions.

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# 6&7: Leapfrog and Scale



## Old

- NGOs as wild cards in pack
- Sustainability is risk management and PR

## New

- World of 7-10bn wildly different
- Energy security, megacities, abrupt climate change, poverty
- Leverage: Grameen, cleantech



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# In Conclusion

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Report: [www.sustainability.com/raising-our-game](http://www.sustainability.com/raising-our-game)

