
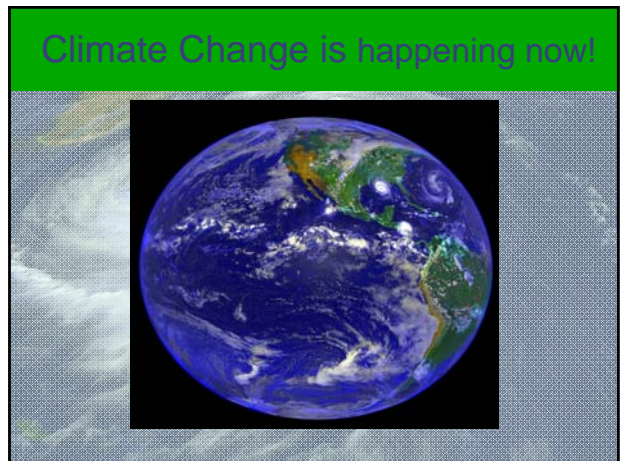
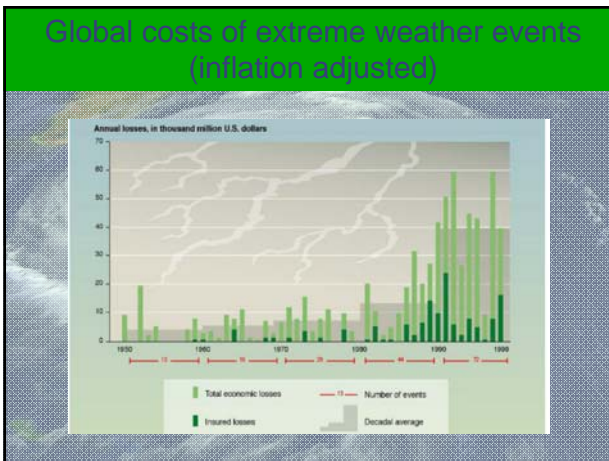
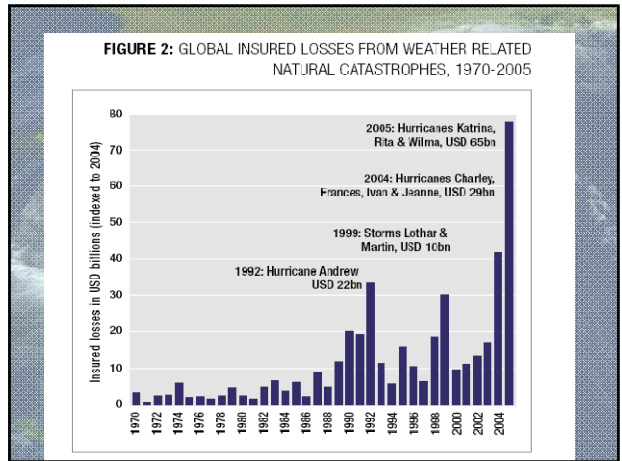
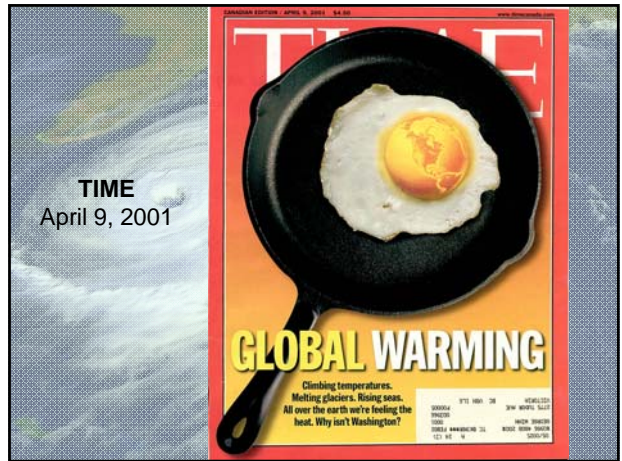


Strategy and Corporate Sustainability

Dr Andrew Griffiths
Business School
University of Queensland

Organizational Change for Corporate Sustainability



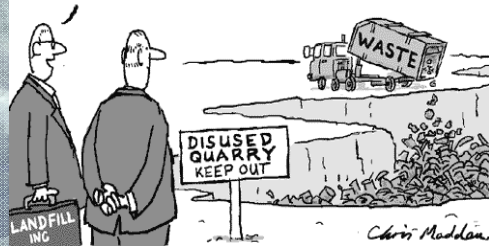
The Dilemma and the Challenge

- The Dilemma: we cannot continue to conduct business as usual
- The Challenge: to harness power of innovation and value to create sustainable organisations and societies

WHAT IS CORPORATE SUSTAINABILITY?

Giving back?

The original inhabitants of this land had a saying - 'Every time you take something from the Earth, you must give something back.'



Effective use of resources?



WHAT IS SUSTAINABILITY?

Sustainability results from activities which:

- extend the productive life of organisations and maintain corporate performance
- enhance the planet's ability to maintain and renew the viability of the biosphere and protect all living species
- enhance society's ability to maintain itself and to solve its major problems
- maintain a decent level of welfare for present and future generations of humanity

Sustainable organisations engage in activities that contribute in these four ways.

Why Corporate Sustainability?

Corporations have been part of the problem

They must become part of the solution

Otherwise do they have the right to exist?

The Phase Model



Sustainability Matrix

		Ecological sustainability phases					
		1	2	3	4	5	6
Human sustainability phases	1						
	2		Unsustainable			Ecological Concerned	
	3						
	4						
	5		Human Concerned			Sustainable Corporation	
	6						


"We forgot to listen"



Ecological Sustainability Phases

		Ecological Sustainability Phases					
		1	2	3	4	5	6
Human Sustainability Phases	1			The 'old' Monsanto Company			
	2		●				
	3						
	4			Actual Approach		Rep Strategic Mismatch	
	5					●	
	6						The 'new' Monsanto Company Desired Goal

The Business Case for Sustainability



Efficiency – reducing costs by:

- systemic analysis and redesign of the supply chain
- materials substitution
- energy savings
- recycling
- increasing service intensity
- etc.

Why traditional eco-efficiencies are not enough!

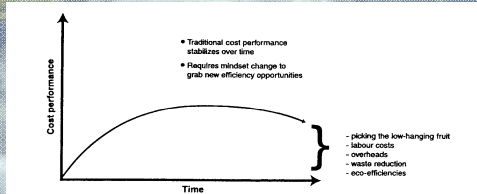


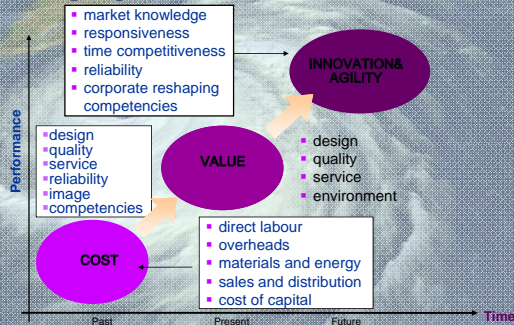
Figure 5.1. Traditional cost efficiencies

The Business Case for Sustainability

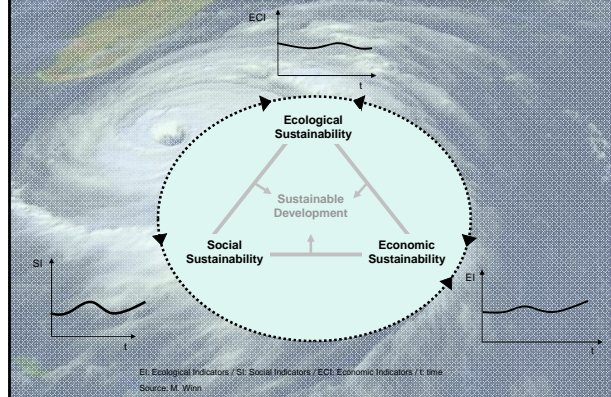


Strategic Proactivity –
 making sustainability central to business strategy, particularly to product redesign and to business concept redefinition

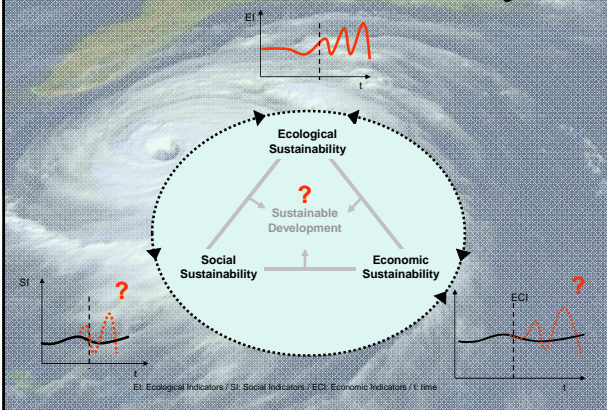
Beyond Cost Efficiencies - the Changing Nature of Performance



Triple-Bottom Line Approach



Massive Discontinuities in One System



Opportunity



