



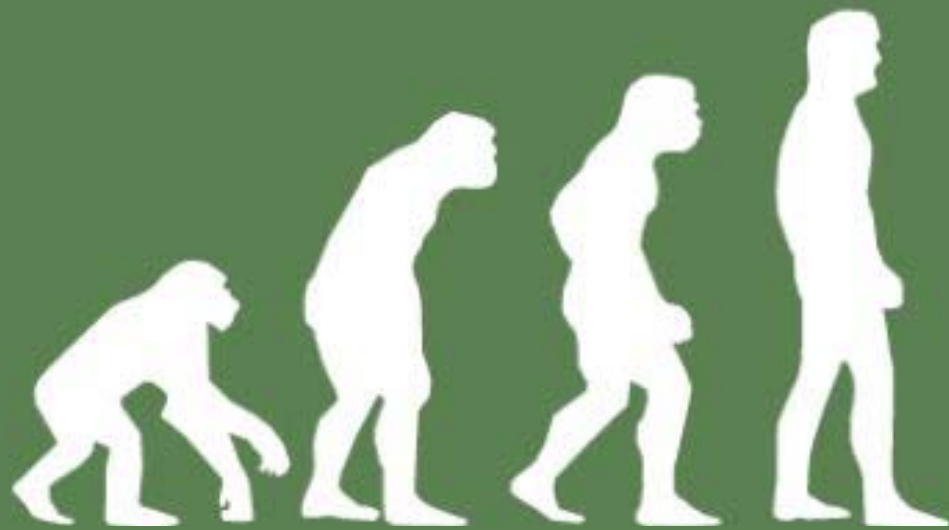
# **Evolve, Sustainably**

*Presented to Tourism Toronto*

*September 25, 2008*







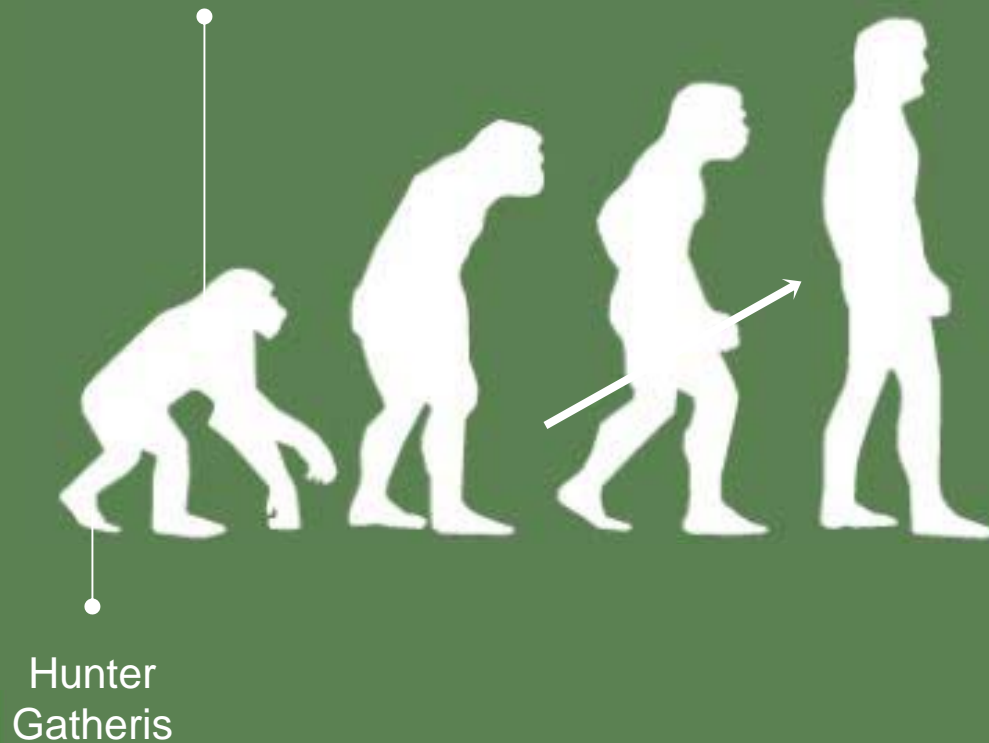




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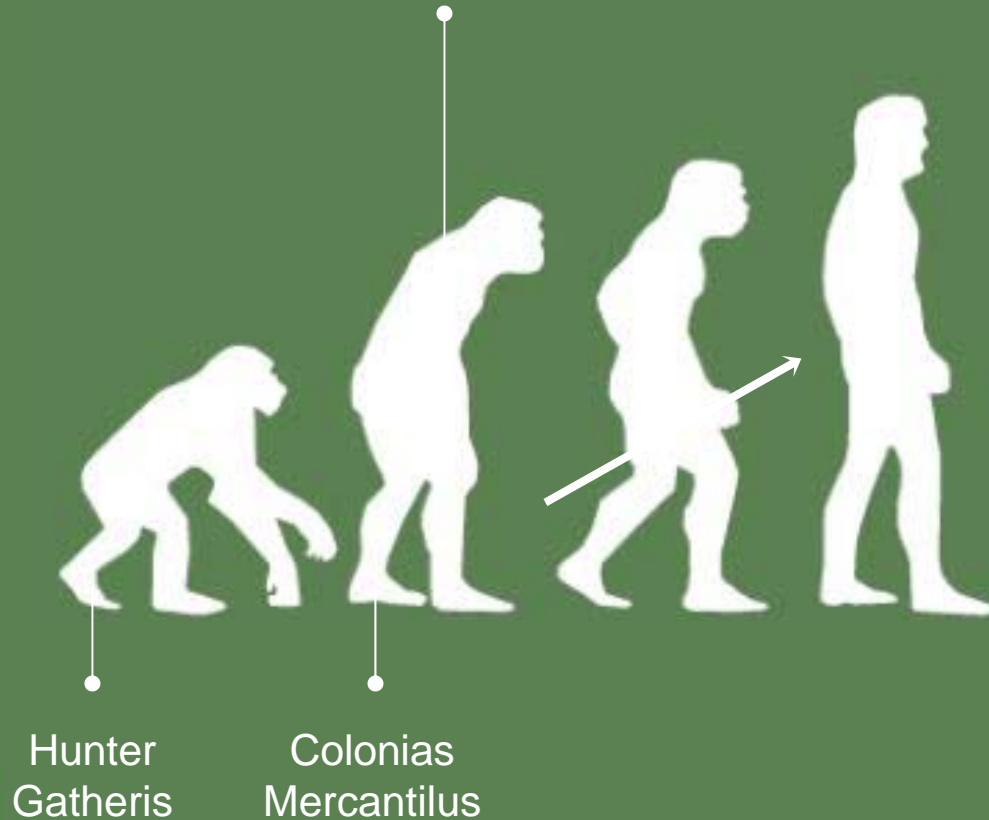


- Primary focus on subsistence agriculture
- Local impacts
- No understanding of 'systems'



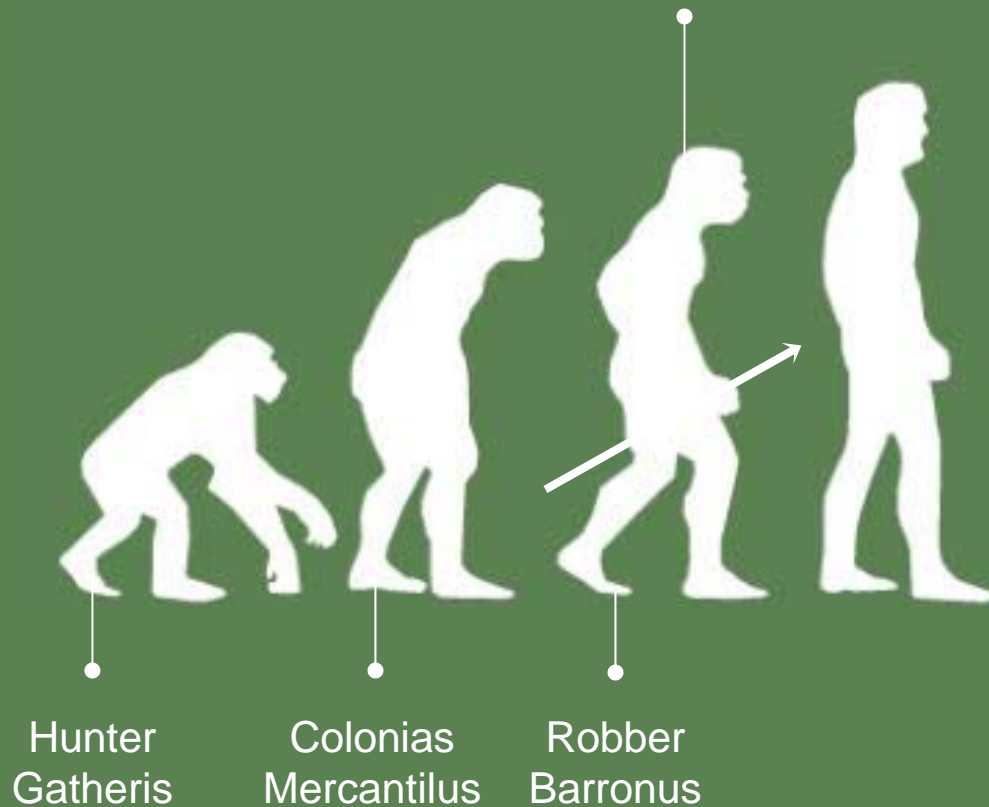
# evolution of sustainable business

- Look beyond local borders for access to resources
- Learn to organize, specialize and trade
- Tendency to overwhelm habitats



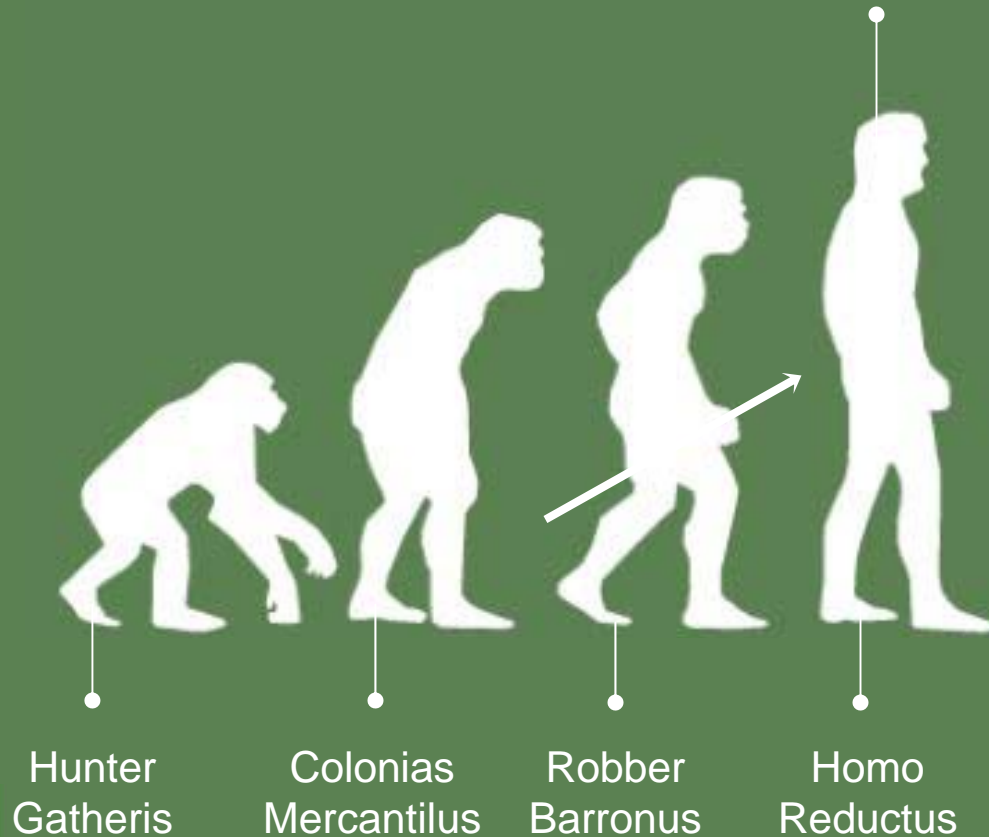
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- Large-scale industrialization
- Heavy resource consumer
- Overwhelms social/eco-systems
- Singular focus on self interest
- Obsessed with rapid growth, even if at the expense of long-term sustainability



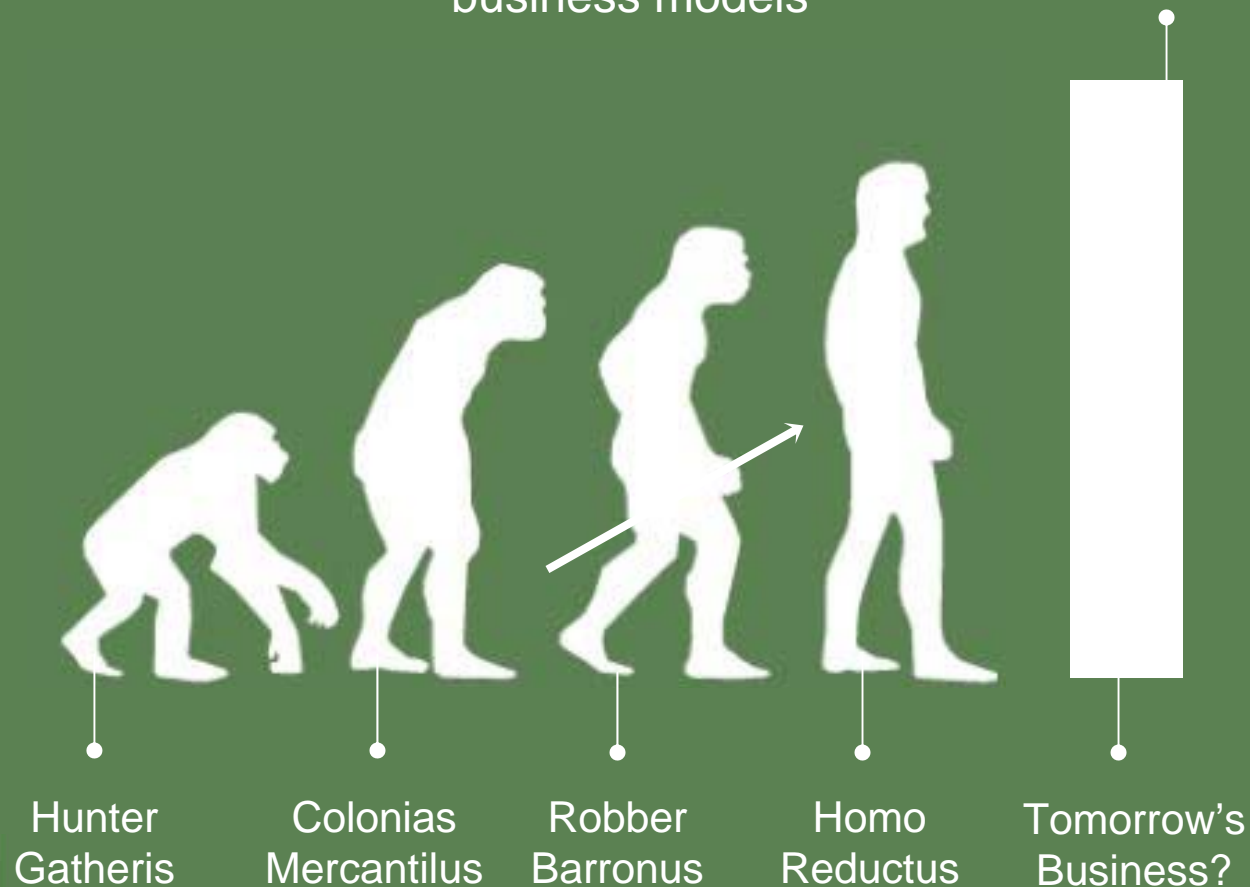
# evolution of sustainable business

- Good governance, accountability to shareholders
- Focus on improving efficiency, minimizing waste
- Actively engages external stakeholders
- Experimenting with sustainable product/service innovation

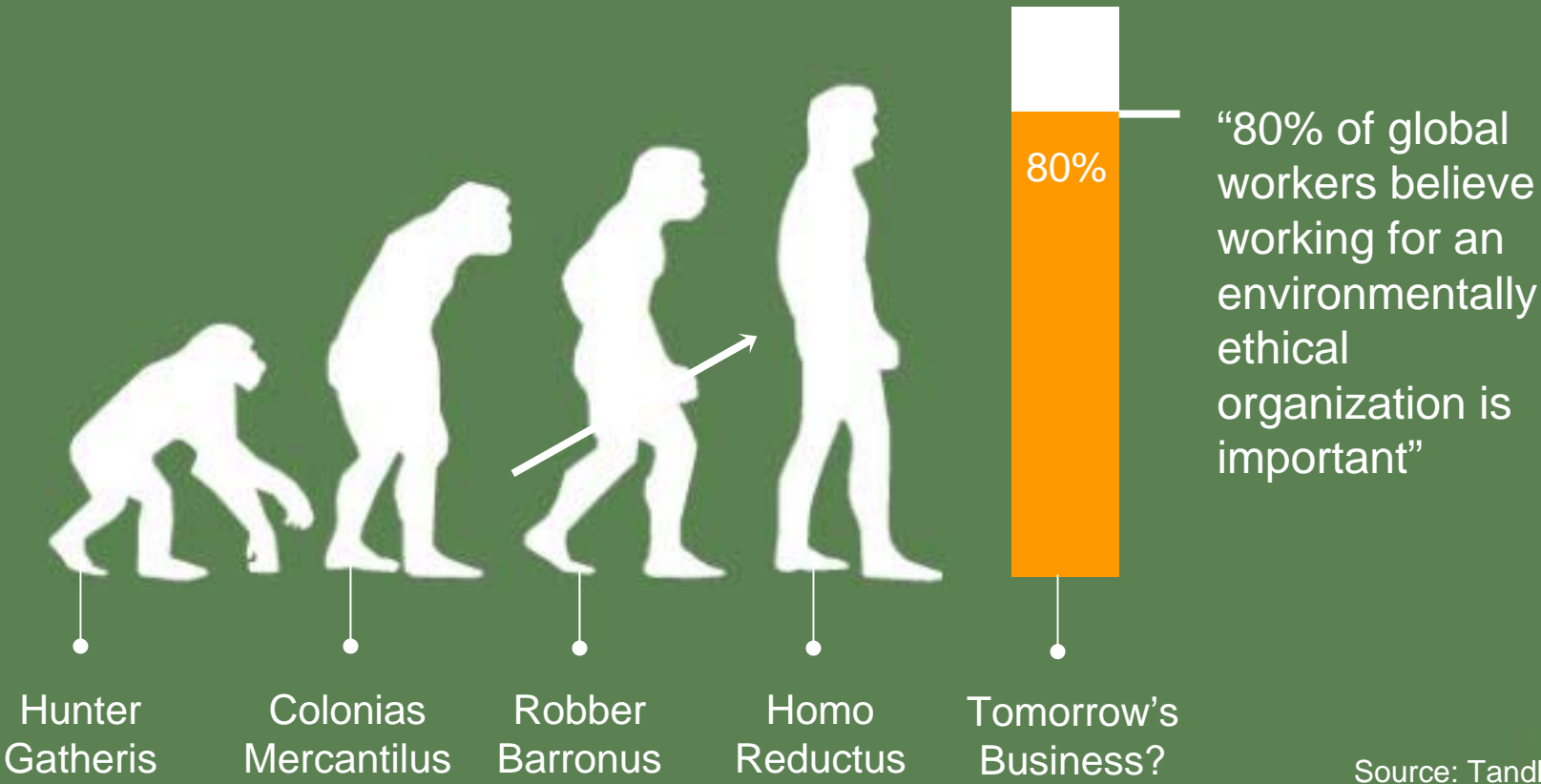


# evolution of sustainable business

- Accountability to more diverse stakeholders
- Strategy & targets driven by holistic sustainability lens
- Skilled at managing complexity and uncovering opportunities for shared value creation
- Constant innovation, 'leap-frog' technologies & business models

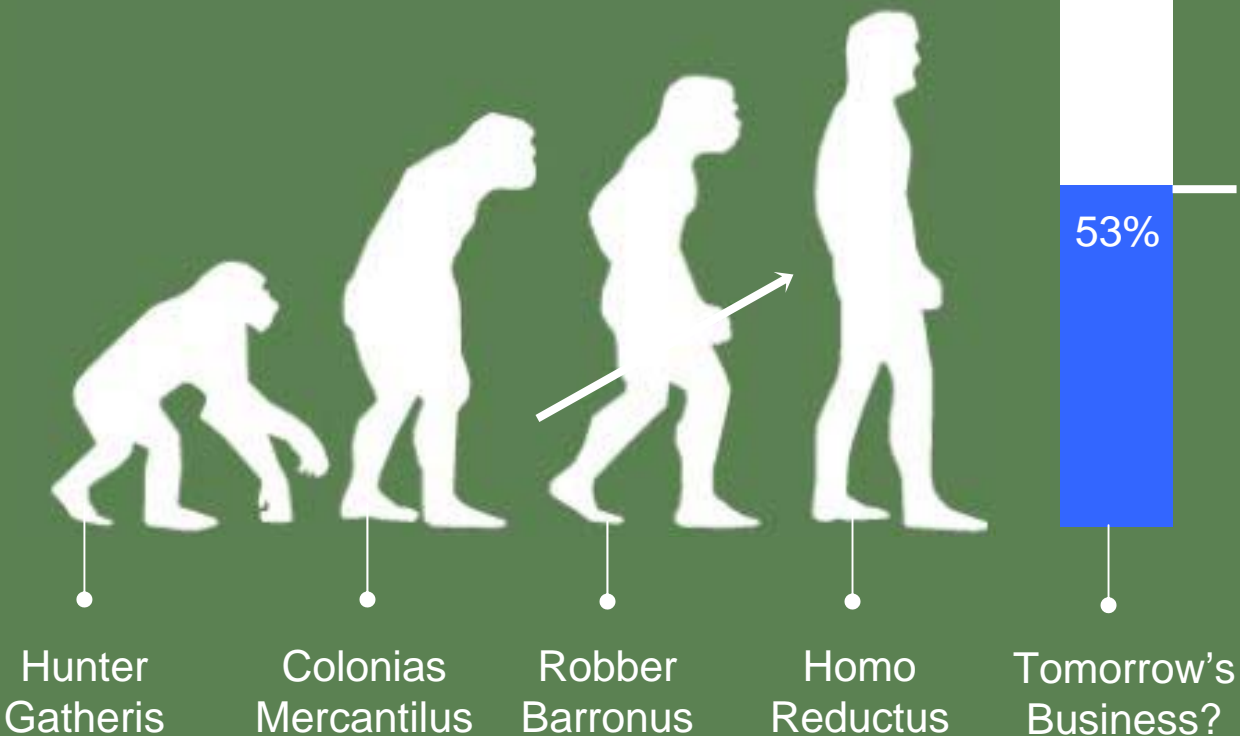


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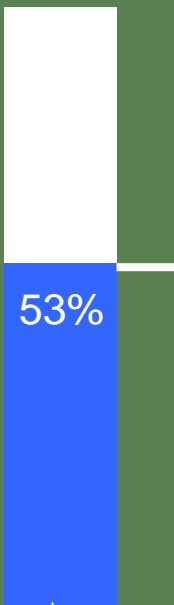


Source: Tandberg / Ipsos MORI, 2007

# evolution of sustainable business

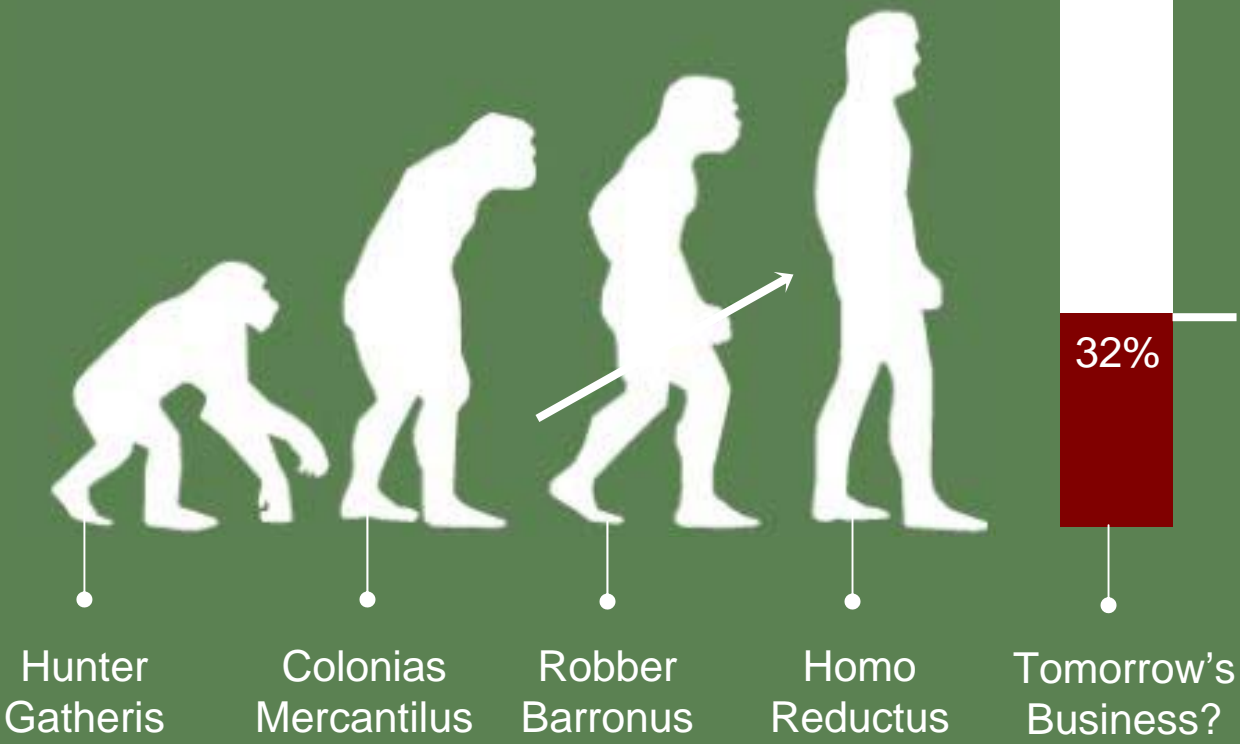


“53% of global consumers said they would prefer to purchase products & services from a company with a good environmental reputation”



Source: Tandberg / Ipsos MORI, 2007

# evolution of sustainable business



“...but 32% of respondents admitted they have not yet taken personal action to reduce climate change”

Source: Tandberg / Ipsos MORI, 2007



## what will tomorrow bring?

- Global issues like resource scarcity, social inequality and climate change are not going away
- Mainstream awareness of these issues is on the rise  
- collective action in response, still to be determined
- A new “species” of business is already evolving

Will natural selection be your  
friend or foe?



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