Gilbert G. Lenssen • N. Craig Smith Editors

Managing Sustainable Business

An Executive Education Case and Textbook

A book of 32 Texts and Case Studies from across a wide range of business sectors around a managerial framework for Managing Sustainable Business

Developed for and tested in Executive Education Programmes at Leading Business Schools



Contents

	naging Sustainable Business in a Global Contextbert G. Lenssen and Joris-Johann Lenssen	XIII
	roduction, Justification and Outlinebert G. Lenssen	xxxix
Par	rt I Introduction: Risk Management – Managing the Accountabilities of the Firm	
1	The Scenario Approach to Possible Futures for Oil and Natural Gas Jeremy Bentham	5
2	Beyond BP: The Gulf of Mexico Deepwater Horizon Disaster 2010	21
3	Wal-Mart's Sustainable Product Index Robert J. Crawford and N. Craig Smith	35
4	Tetra Pak: Sustainable Initiatives in China Fu Jia, Zhaohui Wu, and Jonathan Gosling	63
5	INEOS ChlorVinyls: A Positive Vision for PVC (A)	83
Par	rt II Introduction: Issues Management – Managing the "Responsibilities" of the Business	
6	Expect the Unexpected: Building Business Value in a Changing World.	107

x Contents

7	Pathways to Corporate Responsibility - Revisited Simon Zadek	133
8	GSK: Profits, Patents and Patients: Access to Medicines N. Craig Smith and Dawn Jarisch	145
9	Revenue Flow and Human Rights: The Paradoxes of Shell in Nigeria	171
10	Ziqitza Health Care Limited: Responding to Corruption Robert J. Crawford and N. Craig Smith	195
Par	t III Introduction: Stakeholder Management – Managing Competitiveness and Trust	
11	How GAP Engaged with Its Stakeholders N. Craig Smith, Sean Ansett, and Lior Erez	213
12	Barrick Gold: A Perfect Storm at Pascua Lama	227
13	Walmart: Love, Earth (A) N. Craig Smith and Robert J. Crawford	243
14	Shell Nigeria: Changing the Community Engagement Model Onajomo Akemu, Alexandra Mes, and Lauren Comiteau	269
15	Economy of Mutuality: Equipping the Executive Mindset for Sustainable Business Kevin T. Jackson	293
Par	t IV Introduction: Strategic Differentiation – Creating Competitive Advantage	
16	Creating Shared Value Michael E. Porter and Mark R. Kramer	323
17	Response to Porter: Responsibility for Realising the Promise of Shared Value	347
18	The Roots of Corporate Sustainability: the Art of Managing Innovation and Relationships by illycaffè	363
19	Microfinance as a Shakespearean Tragedy: The Creation of Shared Value, While Acting Responsibly	395

Contents

20	'Ecomagination' at Work: GE's Sustainability Initiative S. George and S. Regani	417
21	Sustainability as Opportunity: Unilever's Sustainable Living Plan. Joanne Lawrence, Andreas Rasche, and Kevina Kenny	435
Par	t V Introduction: Business Model Innovation and Transformation	
22	Business Model Innovations for Sustainability Lindsay Clinton and Ryan Whisnant	463
23	From Incrementalism to Transformation: Reflections on Corporate Sustainability from the UN Global Compact-Accenture CEO Study	505
24	A Case of Radical Reinvention: Umicore Nigel Roome and Victoria Jadot	519
25	IBM and Sustainability: Creating a Smarter Planet	549
26	Waste Concern: Fixing Market Failures. Joanna Radeke, Johanna Mair, and Christian Seelos	557
27	Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy N. Craig Smith and Erin McCormick	575
Par	t VI Introduction: Managing Change: Developing Dynamic Capabilities and Managerial Talents	
28	Taking the Future Seriously: Preparing for the Global Gigatrends	613
29	Unilever's Super Stretch Goal for 2020	623
30	The Ongoing Dynamics of Integrating Sustainability into Business Practice: The Case of Novo Nordisk A/S Mette Morsing, Dennis Oswald, and Susanne Stormer	637
31	The Changing Role of Business Leaders, and Implications for Talent Management and Executive Education	671