

Contents

Preface to the Paperback Edition, xi

Preface, xix

Acknowledgments, xxiii

Introduction: The Environmental Lens, 1

Part One Preparing for a New World

1 Eco-Advantage, 7

Issues and opportunities for business in an environmentally sensitive world

2 Natural Drivers of the Green Wave, 31

Environmental problems and how they shape markets

3 Who's Behind the Green Wave?, 65

Stakeholders and the power they wield

x Contents

Part Two Strategies for Building Eco-Advantage

4 Managing the Downside, 105
Green-to-Gold Plays to reduce cost and risk

5 Building the Upside, 122
Green-to-Gold Plays to drive revenues and create intangible value

Part Three What WaveRiders Do

6 The Eco-Advantage Mindset, 145
Looking through an environmental lens

7 Eco-Tracking, 166
Understanding your company's environmental "footprint"

8 Redesigning Your World, 195
Designing for the environment and "greening" the supply chain

9 Inspiring an Eco-Advantage Culture, 206
Creating an organizational focus on environmental stewardship

Part Four Putting It All Together

10 Why Environmental Initiatives Fail, 235
Pitfalls to avoid on the way to Eco-Advantage

11 Taking Action, 260
Execution for sustained competitive advantage

12 Eco-Advantage Strategy, 281
Key Eco-Advantage plays, tools, and plans

Appendix I: Additional Resources, 305

Appendix II: Methodological Overview, 311

Appendix III: Frequently Asked Questions, 317

Notes,* 323

Index, 353

** References are not noted in the text but are shown by page number and key words beginning after the Appendixes.*