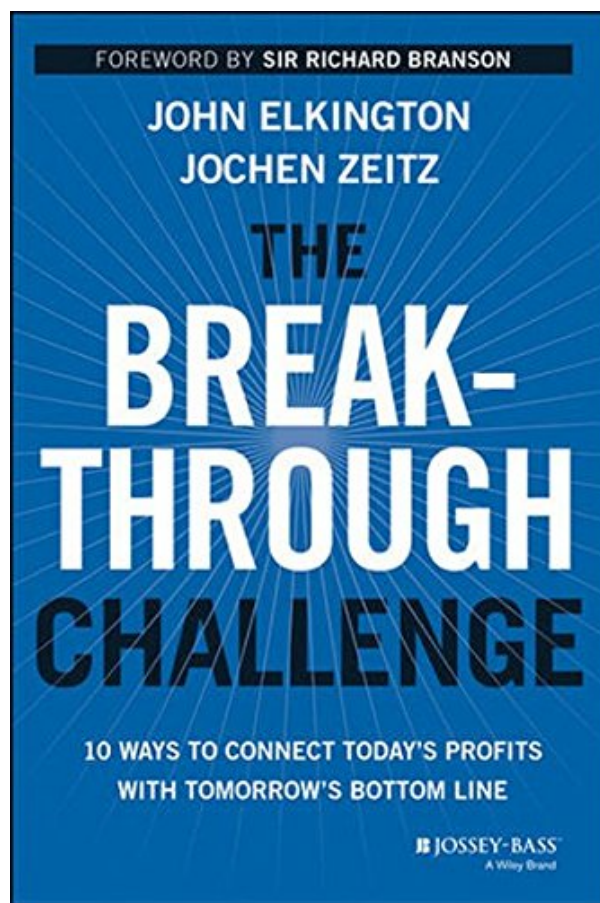


**THE BREAKTHROUGH CHALLENGE: 10  
WAYS TO CONNECT TODAY'S PROFITS  
WITH TOMORROW'S BOTTOM LINE BY  
JOHN ELKINGTON, JOCHEN ZEITZ**



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FOREWORD BY SIR RICHARD BRANSON

JOHN ELKINGTON  
JOCHEN ZEITZ

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##### A Tectonic Shift

By tom abeles

In 1987 Elkington coined the term, the triple bottom line, socially responsible, environmentally sustaining and financially sound. The idea summed up what many individuals and organizations were advocating to bring about a just and sustainable life on the planet. While many took up various aspects, such as green technologies and sustainable agriculture, there was a sense that unless the corporate world could embrace these within their operation, large-scale transformations would be difficult. In part, this is what has driven the corporate social responsibility movement, CSR where pressure was exerted via selective and screened investments in publically held companies. The primary barrier was the ability to assign a value for these externalities in a way that business could ascertain that adhering to the larger ideals made financial sense.

Three decades later the triple bottom line has been transformed into the 3P's, profits, planet and people. Many who were brought up during the 70' and 80's entered the corporate world at the "A" level or own/control the direction of corporations that operate on a global scale and have the assets to explore and promote how to apply these ideas within the for-profit sector.

The results of careful assessment of those externalities, the 3P's, shows how adoption fits within the conventional operational parameters. A team of those pioneering companies and associated organizations, called the B-Group, and their efforts form the core ideas outlined in "The Breakthrough Challenge".

The subtitle of this volume reads "10 ways to connect today's profits with tomorrow's bottom line". It indicates that the authors believe that they now have a critical mass and access to the credibility of major corporations to finally shift the focus from short-term returns to long-term visions of sustainable futures. The authors believe that the corporate world now sees this approach as crucial to their survival and that of the planet caught in an evolving anthropocene.

While the B-Group is international, Tata Industries and Unilever are members, for example, and while they represent the ability to command a high level of capital, both financial and “social”, the international nature of the global economy presents a major obstacle. Part of this resides in what the authors define as the “C-level” of management. These are individuals such as CFO’s, who must be able to validate the return to the corporations and shareholders.

The other thorn, particularly at the global level, is the ghost in the 3P’s, government rules and regulations, particularly tax laws and rules for governance of publicly traded companies, both of which, currently, mitigate against the idea of slow, long-term growth and returns. Changes in both of these run counter to current thinking for the investment communities that seek maximum, and, increasingly shorter-term returns.

Elkington and Zeit take on these issues by carefully, and with repetition, walking around their bottom line, examining each of the major elements that need to be addressed, their “10 ways”. Many who are part of the B-team have been able to take their companies private or have sufficient control to be able to carry out change within their business or to support the research and development to effect a transition and to commit to changing the larger issues of government regulations and public sentiments. Each of the 10 ways constitutes a brief chapter in this volume.

The key, which the volume touches on like wary dog approaching a snake is the shift that society needs to make from the current infatuation with short term gains in the financial markets to smaller, cumulative long term returns of investments. The B-group and associates have stated that following a 3P path makes sense, but unlike Hume’s book, Force of Nature, which shows how Wal-Mart was able to improve its bottom line by energy and product management (the Planet “P”) “Breakthrough” only alludes to the fact that the B-Group members and others have successfully adopted a full 3P program.

As mentioned above, the elephant in the room is the financial markets that are built on showing short-term gains as exemplified by computer trading, nightly market reports and similar measures. Breakthrough suggests that there will be need for the various regulatory agencies to redefine tax laws and similar legislation that will favor long-term gains. And the corporations, whose stocks are publicly traded will have to be able to convince the stock holders and financial markets that long term, 3P, integration provides a net return while convincing the near term financial industry that they need to realign their portfolios. The ramifications have yet to be fully articulated.

While these corporate adopters have the advantage of control of their enterprises where the pressures to shift their financial strategies are tempered, one has to wonder whether the “breakthrough” puts the 3P movement at the top of a Gartner defined hype cycle. While the enthusiasm and momentum is palpable in the book, and while these corporate players have the financial and political muscle to bring the idea forward, many of the individuals and organizations, that several decades ago were pushing for this idea, may need to come to grips with the fact that the shift from short term investment portfolios to a more sustainable, long-term, financial approach can not happen without there being fiscal consequences to individuals and an entire financial industry being supported by the current marketplace.

“Breakthrough” represents the possible. The devil is in the details which are the missing examples.

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