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billion-dollar business proposition . . .  
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success, examining the six key factors  
green giant companies share that  
have directly contributed to their  
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Packed with eye-opening research, exclusive interviews, and enlightening examples from Chipotle, Toyota, Unilever, Tesla, General Electric, and more, Green Giants serves as a blueprint for sustainable success that anyone can follow. ...more.

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Green Giants examines nine companies that are merging social responsibility with wild profitability - and reveals the six factors responsible for their success, including: iconoclastic leadership fueled by deep conviction and a rebellious streak; disruptive innovation that uses sustainability to spur the development of radically better products and services; and a higher purpose that ignites the company - when the mission leads, profits follow.

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Turn Sustainability Into Billion-Dollar Businesses began with the author's discovery in 2013 that sales at the sustainable, socially responsible burrito chain Chipotle had outpaced those of strip-mall stalwart Burger King. Chipotle's revenues in 2014 were \$4.11 billion. That's billion with a B.

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In *Green Giants: How Smart Companies Turn Sustainability into Billion-Dollar Businesses* (AMACOM; August 19, 2015; \$27.95 Hardcover), E. Freya Williams investigates what has enabled some of today's most profitable companies—the "Green Giants" of business—to succeed where so many others have failed at converting sustainability into billion dollar revenue streams. She captures the significance of this inflection point in business history to distil the blueprint for these behemoths' success ...

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Green Giants examines nine companies--including Chipotle, Toyota, Unilever, Tesla, General Electric, and more--who have established the blueprint for sustainable success that anyone can follow.

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Green Giants examines nine companies--including Chipotle, Toyota, Unilever, Tesla, General Electric, and more--who have established the blueprint for sustainable success that anyone can follow.

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In this excerpt, adapted from her new book, *Green Giants: How Smart Companies Turn Sustainability into Billion-Dollar Businesses*, E. Freya Williams looks at nine companies whose standalones...

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Packed with eye-opening research, exclusive interviews, and enlightening examples from Chipotle, Toyota,



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Unilever, Tesla, General Electric, and more, Green Giants serves as a blueprint for sustainable success that anyone can follow.

You don't have to choose between acting sustainably and profiting wildly! Learn the secrets of these companies who have shattered that myth.

What do Brazil's top beauty brand, America's second-fastest-growing restaurant chain, and the world's third bestselling car have in common--besides achieving enormous success with revenue in the tens of billions? They are doing it all while holding to their convictions of implementing sustainable principles that help consumers live better lives.

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But they aren't the only ones. Green Giants examines nine companies--including Chipotle, Toyota, Unilever, Tesla, General Electric, and more--who have established the blueprint for sustainable success that anyone can follow. Author Freya Williams, an early pioneer of the modern sustainable business movement, discovered six factors responsible for the overwhelming success of these nine socially responsible companies:

- The Iconoclastic Leader
- Disruptive Innovation
- A Higher Purpose
- Built In, Not Bolted On
- Mainstream Appeal
- A New Behavioral Contract

Packed with eye-opening research, exclusive interviews, and enlightening examples, Green Giants serves as your blueprint for merging wild profitability with social

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## Turn Sustainability Into Billion Dollar Businesses

This book examines nine companies that are merging social responsibility with wild profitability - and reveals the six factors responsible for their success, including: iconoclastic leadership fueled by deep conviction and a rebellious streak; disruptive innovation that uses sustainability to spur the development of radically better products and services; a higher purpose that ignites the company - when the mission leads, profits follow. This new breed of billion-dollar businesses proves it's possible to achieve enormous success while implementing sustainable principles that help consumers live better lives. Packed with eye-opening research, exclusive interviews, and enlightening examples from Chipotle, Toyota,

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Billion-Dollar Businesses

Unilever, Tesla, General Electric, and more, this book serves as a blueprint for sustainable success that anyone can follow. --

For too long, marketers of sustainable goods and services have targeted "deep green" consumers to promote their products – and they have little to show for their efforts. In this innovative book, Jacquelyn Ottman shows how the green market has moved beyond such niche marketing, and how marketers will find greater success promoting the inherent superior value of their offerings. Greener products are now available within every industry and are a part of our everyday lives. But they didn't get to be so ubiquitous just because they are better for the planet. Whether they were promoted as such or not, sales of green products

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have grown so fast because of the added value they provide: health, superior performance, good taste, cost-effectiveness, or simply convenience.

This central emphasis on primary benefits – the new rules – is critical to winning over the mainstream consumer and to driving overall organizational growth. The New Rules of Green Marketing helps readers understand why value-based sustainability marketing has become a critical organizational capacity, and how readers can adopt this approach in their own organizations. Illustrated by examples from both international mainstream and the more niche "deep green" leaders who are showing everyone else the way, the book provides practical strategies, tools and inspiration for building every aspect of a credible value-based green

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marketing strategy, including:  
How to use a proactive approach to sustainability to spur innovation  
How to frame environment-related benefits with relevance to mainstream brands  
How to communicate with credibility and impact – and avoid "greenwashing"  
How to team up with stakeholders to maximize outreach to consumers  
How to use a life cycle orientation to ensure the integrity of one's offerings  
How to best take advantage of recent technological advances in social media  
Drawing on the latest data from leading researchers and reflecting on learnings from Ottman's corporate clients and other pioneers including GE, Nike, HSBC, Method, Starbucks, Timberland, HP, NatureWorks, Philips, Procter & Gamble, Stonyfield Farm and Wal-Mart, this book shows how

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market leaders are edging out the competition using effective value-first marketing strategies. This book captures the best of the author's previous groundbreaking books on green marketing and takes the content into the 21st century. Whereas earlier works focused on readers who were less familiar with green initiatives, this work squarely focuses on a new generation of marketers who likely themselves grew up with an appreciation of sustainability and who want and need to know how to connect effectively with mainstream consumers.

During the last 150 years, we have stressed the oceans, warmed the planet and overextended almost every natural resource. To create real change will require a generation of

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Leaders and businesses that think and act differently. "Sustainability Is the New Advantage" identifies the skill sets, best practices, and new ideas needed to teach a new generation to start, grow, and manage sustainable organizations.

A compelling profile of an emerging Chinese competitor Chinese firms are reinventing their business models, their corporate cultures, and themselves, becoming global competitors who increasingly offer knowledge rather than cheap labour in their quest to join the ranks of the "world's best" companies. This book offers a compelling profile of the most ambitious of these emerging Chinese competitors, the Haier Corporation (the world's largest manufacturer of home appliances), and shares insights



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on how one organization has repeatedly reinvented its business model and corporate culture in an effort to sustain its success.

Reinventing Giants provides an exclusive look within the Haier Corporation and shows how managerial accountability and responsibility have been repositioned at every level of the organization, with the core value of market-centricity, while aligning strategy on each level of management. It includes actual work reports that show this process in detail from the ground up. The authors emphasize how a belief in the liberation of employee talent has consistently been the driving force underlying Haier's success. Includes the remarkable story of Haier's turnaround and how these lessons can be applied to other organizations

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Contains information for any company grappling with competition in the global marketplace Shows how to liberate employees' talent to drive business success

Written by Bill Fischer, Professor of Innovation Management at IMD in Switzerland, Umberto Lago, Professor of Management at Bologna University, Italy, and Fang Liu, Research Associate of IMD

Reinventing Giants helps global managers rethink their own business models and accompanying corporate cultures in order to be able to apply Haier's lessons directly to their own organizations.

Increasingly, business leaders are tasked with developing new products, services, and business models that minimize environmental impact while driving economic growth. It's a tall

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order—and a call that is only getting louder. In *Can Business Save the Earth?*, Michael Lenox and Aaron Chatterji explain just how the private sector can help. Many believe that markets will inevitably demand sustainable practices and force them to emerge. But Lenox and Chatterji see it differently. Based on more than a decade of research and work with companies, they argue that a bright green future is only possible with dramatic innovation across multiple sectors at the same time. To achieve this, a broader ecosystem of players—including inventors, executives, customers, investors, activists, and governments—all must play a role. The book outlines how and the extent to which each group can serve as a driver of green growth. Then, Lenox and Chatterji identify

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where economic incentives currently exist, or could exist with institutional change, and ultimately address the larger question of how far well-coordinated efforts can take us in addressing the current environmental crisis.

Tackles resource scarcity and sustainability and describes how everyday objects from chairs to cars and factories are being redesigned to sustain and promote life.

From the Publishers Weekly review:  
"Two experts from Yale tackle the business wake-up-call du jour—environmental responsibility—from every angle in this thorough, earnest guidebook: pragmatically, passionately, financially and historically. Though "no company the

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authors know of is on a truly long-term sustainable course," Esty and Winston label the forward-thinking, green-friendly (or at least green-acquainted) companies WaveMakers and set out to assess honestly their path toward environmental responsibility, and its impact on a company's bottom line, customers, suppliers and reputation. Following the evolution of business attitudes toward environmental concerns, Esty and Winston offer a series of fascinating plays by corporations such as Wal-Mart, GE and Chiquita (Banana), the bad guys who made good, and the good guys-watchdogs and industry associations, mostly-working behind the scenes. A vast number of topics huddle beneath the umbrella of threats to the earth, and many get a thorough analysis here: from global warming to electronic

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waste "take-back" legislation to subsidizing sustainable seafood. For the responsible business leader, this volume provides plenty of (organic) food for thought. "

Renew and Sustain is an innovative, profitable, socially and environmental conscious approach towards a sustainable future. The book discusses this method, what sustainability is and why it makes sense to implement these solutions. This is accomplished via dialog with specific case studies about sustainability and the value of being more sustainable.

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