

Contents

Acknowledgments — V

About the BCG Henderson Institute — VII

David Young and Martin Reeves

Introduction — 1

Part 1: Why Business Needs Sustainable Business Model Innovation

David Young, Wendy Woods, and Martin Reeves

1 Optimize for Both Social and Business Value — 5

David Young and Wendy Woods

2 Innovation is the Only Way to Win the Sustainable Development Goal (SDG) Race — 19

Martin Reeves, Julia Dhar, David Young, and Annelies O'Dea

3 Will Net-Zero Get Us to Net-Zero Emissions? — 27

Katherine Brown, Maha Eltobgy, Douglas Beal, Veronica Chau, Robert Eccles, Vinay Shandal, Leonore Tauber, Wendy Woods, and David Young

4 Embracing the New Age of Materiality: Harnessing the Pace of Change in ESG — 41

Part 2: What is Sustainable Business Model Innovation?

David Young and Martin Reeves

5 The Quest for Sustainable Business Model Innovation — 59

David Young, Martin Reeves, and Marine Gerard

6 The Secrets of Sustainability Front Runners — 63

David Young and Marine Gerard

7 How to Tell if Your Business Model is Truly Sustainable — 73

David Young and Marine Gerard

8 How to Tell if Your Business Model is Creating Environmental and Societal Benefits — 79

Part 3: How to Apply Sustainable Business Model Innovation

David Young and Marine Gerard

9 Four Steps to Sustainable Business Model Innovation — 87

Part 3.1: Expand the Business Canvas

David Young

10 An Applied Example of Expanding the Business Canvas in Plastics — 103

David Young, Rich Hutchinson, and Martin Reeves

11 The Green Economy Has a Resource-Scarcity Problem — 125

David Young and Simon Beck

12 Identifying Resource Scarcities in the Race to Sustainability — 131

David Young and Simon Beck

13 Solving the Puzzle of Sustainable Resource Scarcity — 139

Part 3.2: Apply Modular Transformations

Bryann DaSilva, Julia Dhar, Sana Rafiq, and David Young

14 Nudging Consumers Toward Sustainability — 147

Massimo Russo, David Young, Tian Feng, and Marine Gerard

15 Sharing Data to Address Our Biggest Societal Challenges — 153

Martin Reeves, Jack Fuller, and Gerardo Gutiérrez-López

16 The Playful Corporation — 161

Part 3.3: Link to Value Drivers of the Business

Rich Hutchinson, Vinay Shandal, Judith Wallenstein, Mark Wiseman, David Young, and Kilian Berz

17 Six Steps to Sustainability Transformation — 171

David Young and Simon Beck

18 The Strategic Race to Sustainability — 177

Ron Soonieus, David Young, Wendy Woods, and Sonia Tatar

19 Directors Can Up Their Game on Environmental, Social, and Governance Issues — 193

Veronica Chau, Vinay Shandal, Douglas Beal, Maria Leonore Tauber, Wendy Woods, and David Young

20 Unlocking Tomorrow's ESG Opportunities — 197

Robert G. Eccles, Vinay Shandal, David Young, and Benedicte Montgomery

21 Private Equity Should Take the Lead in Sustainability — 203

Part 3.4: Enable Systems Level Strategy

David Young and Simon Beck

22 How Companies Shape Ecosystems to Achieve Sustainability and Advantage — 215

David Young, Ulrich Pidun, Balázs Zoletnik, and Simon Beck

23 When a Business Ecosystem is the Answer to Sustainability Challenges — 221

David Young, Simon Beck, and Konrad von Szczepanski

24 How to Build a High-Impact Sustainability Alliance — 229

Part 4: Conclusion

Martin Reeves and David Young

25 Winning Through the Great Climate Upheaval — 241

Martin Reeves, Madeleine Michael, and David Young

26 New Abundance: Resource Constraints as Strategic Opportunities — 247

List of Figures — 255

Index — 257