

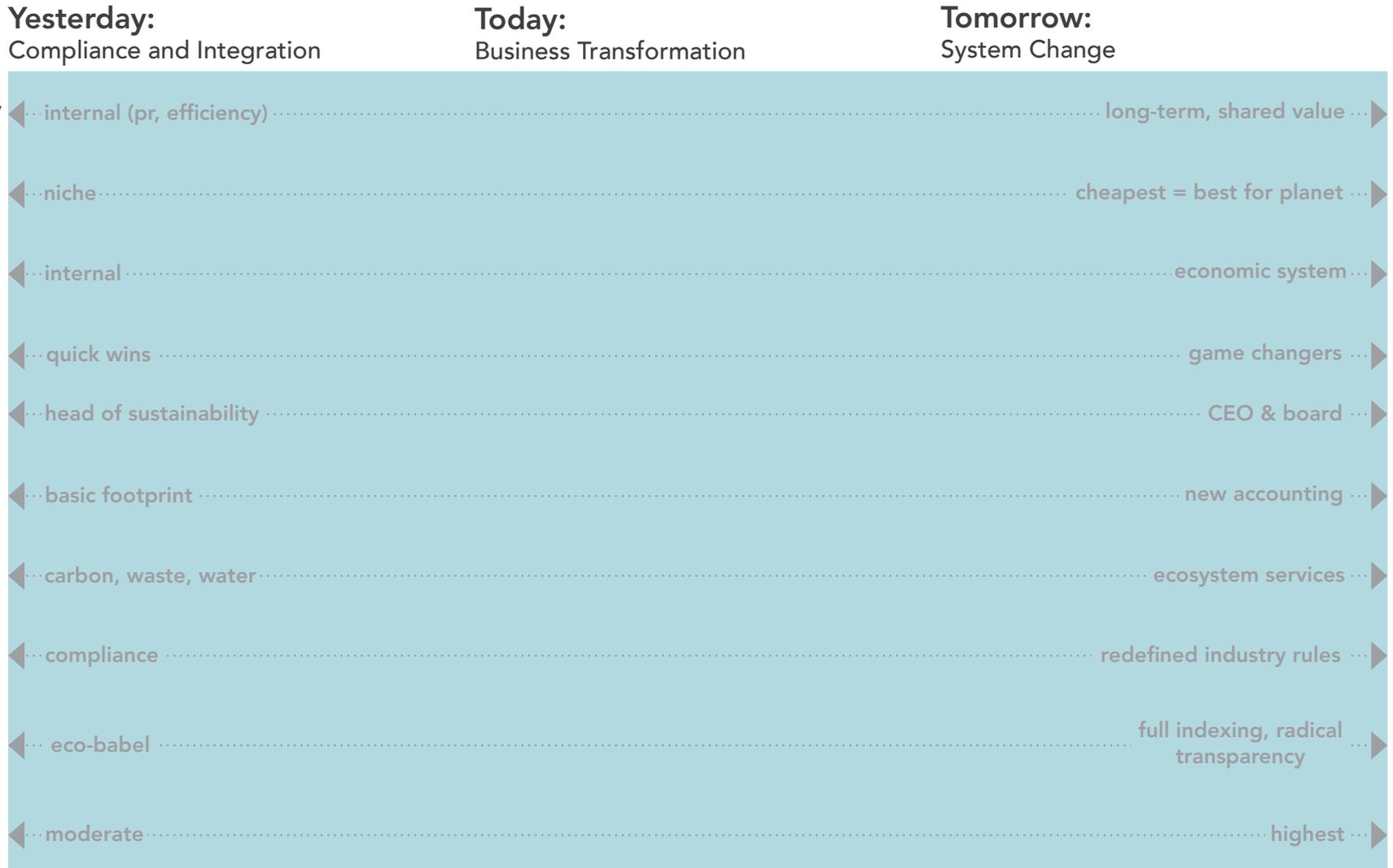
	Yesterday: Compliance and Integration	Today: Business Transformation	Tomorrow: System Change
Company Philosophy	"Sustainability is primarily an internal benefit but with tangible PR value"	"Sustainability is key to competitive advantage and innovation"	"Companies have fiduciary responsibility to drive long-term benefit to shareholders and stakeholders"
Product Perspective	"Green products are a small and growing niche"	"Mainstream products have gone green"	"Products with the best environmental and social footprint are also the least expensive"
Scope	Internal, within 4 walls	External, including supply chains & external help (NGOs, academics, government)	Economic system, including competitors (pre-competitive)
Strategy focused on:	Quick wins	Innovation	Game changers
...and led by:	Head of sustainability	Senior executive in the business	CEO and Board of Directors
Metrics	Basic footprint	LCA based	All impacts, using a new "accounting system"
Impacts measured	Carbon, maybe water/waste	All impacts, often spanning lifecycle	Full ecosystem impacts (including externalities)
Regulation	Compliance	Voluntary corporate actions	Redefined industry rules
Consumer facing	Tower of eco-babel, no transparency	Select sustainability ratings, some transparency	Product-level sustainability index for nearly all products, full transparency
Business Value	Moderate value	High value	Highest value

At Blu Skye we provide the insight to focus on what matters. We bring the skills of a blue chip consultancy, the responsiveness of a boutique and the confidence of a trusted advisor. Our expertise spans more than a decade's experience working with some of the world's leading companies. For more information contact us at: info@bluskye.com.



Where is YOUR Organization on this Journey?

Place your organization along the spectrum for each row based on your current status in each area. Take a look at where your points cluster and then read the Next Steps at the bottom of the corresponding column. For more insight into how you stack up and where to focus for greater business value from sustainability, contact Blu Skye at info@bluskye.com.



Next Steps:

Broaden your focus. It's time to expand how your organization thinks about sustainability. If you've been exclusively focused on efforts inside your four walls, it's time to start thinking about engaging your supply chain. If you've restricted your focus to carbon and maybe water or waste, it is time to think about looking at a more complete set of impacts, ideally understanding them across the life cycle. If you've prioritized quick payback projects, it is time to start exploring initiatives with great potential for true innovation, even if the payback period is a little longer.

Change the rules. You are already getting a lot of business value out of your sustainability strategy, but you can go even further. Look for ways that the innovation projects you have identified, possibly in collaboration with your suppliers, can become game changers. Engage your competitors in changing the rules of your industry to allow for competition on the right things. Better understand your externalities and explore ways to begin to internalize them in your industry. Get the CEO deeply involved.

Continue to lead the way. And bring others with you. If you are already solidly in this column, you are a true sustainability pioneer. But your work isn't done yet. Affecting systems change is necessarily a group effort, so your next step is to figure out how to engage your entire system in working toward the sustainable economy.