Introduction to Vision 2050

In February 2010, 29 of the world's biggest companies , all members of the **World Business Council for Sustainable Development** (WBCSD) , came together to present a holistic view of what the path to a sustainable world could look like. They realized that business-as-usual cannot get us to sustainability or secure economic prosperity; that can only be achieved only through radical change, starting now.

They understood the need for business leadership as a catalyst for change toward sustainable development and so they created the Vision 2050 report. The report is the product of 18 months of work and it is a call to action from the business world. It presents a vision: "In 2050, around 9 billion people live well and within the limits of the planet" and a pathway broken up into 9 elements: People's Values, Human Development, Economy, Agriculture, Forests, Energy and power, Buildings, Mobility and Materials. Each element consists of two time frames; 'Turbulent Teens' from now until 2020, and 'Transformation Time' 2020-2050. These time frames provides companies with an understanding of the magnitude of the challenge and presents the necessary steps, the '**must haves**', which must be taken in order to attain the vision.

With this great challenge comes great opportunity. Vision 2050 presents business with an opportunity to improve the value that companies produce. **Business opportunities** that could arise from realizing a sustainable future are considerable. They can improve the value they provide to the communities they serve and the environment they depend upon, while maintain and increasing financial value. According to an analysis conducted by PricewaterhouseCoopers the business value could be US $0.5-1.5 trillium per annum by 2020 at constant 2008 prices. Companies who answer the call of this report will not only improve their social and environmental track record they will open themselves up to new markets and lessen their risks (legal and financial).

Vision 2050's aim is to have companies and society acknowledge some tough questions, the main one being "How do we get there?". This guide sets to help society answer that question and challenge companies to rethink their business model, and break the unsustainable model of growth-by-depletion.

People's Values
Human Development
Economy
Agriculture
Forests
Energy and power Buildings
Mobility
**Materials**

The power of a vision

The success of Vision 2050 lies in the collaborative forward looking process it used. It brought people together to build a vision far into the future, backcasting from that vision and to develop a list of actions that need to be taken (the 'must haves') in order to reach that vision. This guide has been designed to help companies to replicate the same process.

As companies develop their own long term vision towards integrating sustainability into their operations and culture, they should first identify what role they can play in Vision 2050 their contribution to a sustainable society and start building the vision from there. This vision will become the company's definition of success.

A vision is a powerful message, a vivid description of how a company envisions itself and its path towards sustainability. The vision will encompass the company's purpose (its reason for existing), its values (what it represents) and its envisioned future (made up of possibly unachievable goals, called stretch goals). The vision can also be the basis for setting strategic goals. It will become the 'North Star', guiding all efforts towards sustainability, helping the company to develop actions to accomplish that vision.

The vision should be informed by the following questions:

- What does our company stands for? What are our core values?
- What do we aspire to?
- Why do we exist or who will miss us if we were gone?
- What can we be the best at in the world?
- What can our contribution to Vision 2050 be?
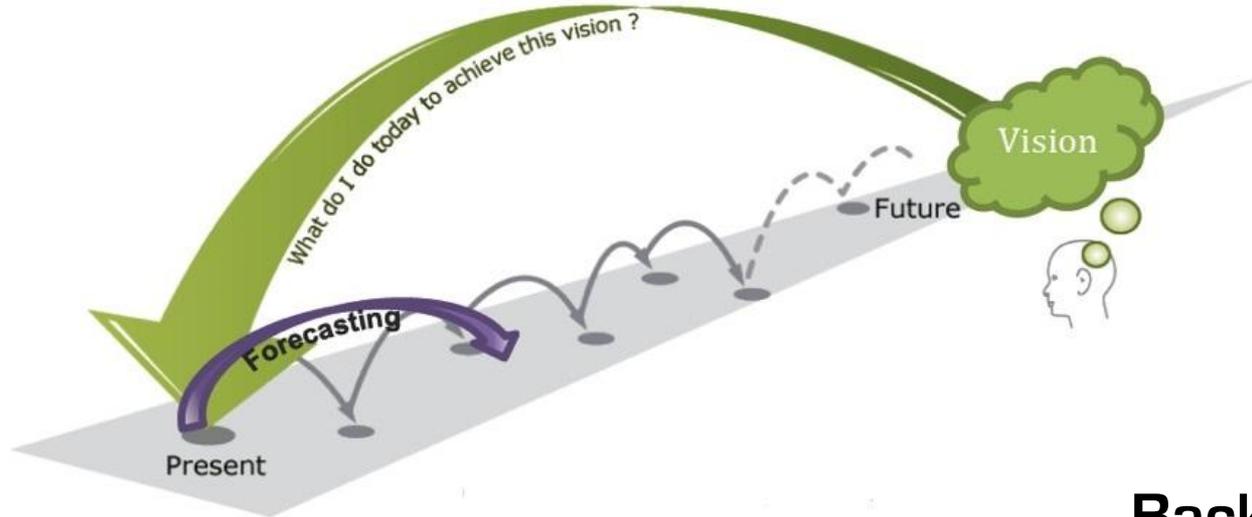
Backcasting

The importance of the vision lays not only in the definition of success but in the fact it is something to backcast from. **Backcasting** is a planning process that can be used by a company seeking to build a future it desires for itself. This process allows a company to plan towards what they **could** look like rather than what it **will** look like if they were to plan based on forecasting.

Moving a company towards sustainability is a challenging task. It requires the true engagement of as many people as possible, who need to be engaged by the vision. Step 3 of this guide expands upon how to engage your workforce and create a vision.

What is the Vision 2050 Implementation Guide (IG)?

While the Vision 2050 report provides a clear goal in the shape of a vivid description of *what* a sustainable world would look and feel like, it does not state a prescriptive plan of *how to get there*. In an effort to ensure that Vision 2050 materializes this guide was created.

The 6-steps of the Vision 2050 Implementation Guide (IG) were designed to include a systems thinking approach to guide companies to build a strategic plan as they walk through the pathway. Using a systems thinking approach allows a company to first see the interconnected parts within their organization. This allows it to then see how their company is interconnected with the greater socio-ecological system and analyze the feedback and behavior of those systems. These ~~seven~~ six steps are part of an iterative approach that will allow the company to learn along the way and continuously improve their strategic plan.

By using all the essential pieces of the report as guiding-lines for decision making, it helps companies to focus on actions and processes that generate benefits without taking the company off track towards sustainability.

Who is the Vision 2050 IG designed for?

The Vision 2050 IG is designed for companies inspired by the Vision 2050 Report and its goals, and who wish to capture the opportunities and the potential it offers.

The IG is for those who see the business case of sustainability; those who grasp it is merely a way of doing well, by doing good.

The IG is mostly designated for companies who see sustainability as a strategic necessity and wish to align their corporate strategies and operations with the spirit of Vision 2050 and

This model can be used by:

o   Companies who have already integrated sustainability into their services and operations, for reflection and assessment.

o   Companies who are just now taking their first steps.

Business case for Sustainability
Please see *The Sustainability Advantage (2002)* and *The Next Sustainability Wave (2005) by* Bob Willard
New Society Publishers, Canada

What does the Vision 2050 IG consist of?

The essential elements of the report; the 9 focus areas (the elements), the 'must-haves' and the measures of success.

Gap analysis – Vision 2050 does a thorough job in encompassing all aspects of society however, there are some gaps, (i.e. toxins and the fishery industry, which if are not addressed can lead to taking actions which might result in a negative impact on society and the environment. The gap analysis guidance in the IG intends to help   Vision 2050 practitioners to always be on track when moving towards the report´s goals, making sure that they are in the right direction to meet the full scope of sustainability

6 steps which provide the guidance to navigate through the organizational change needed to integrate sustainability in to a company's strategy and operations.

A checklist at each step provides a reflection point to confirm the process is being carried out in a strategic manner, taking into account aspects necessary for a systems thinking approach. The checklist reflects the overarching themes of the report:

Systems thinking
To see beyond the company's four walls through the system it is a part of, which it affects and affects it in return

Collaboration
While business has a major role to play in moving Vision 2050 forward it is clear that in order to attain all that *Vision 2050* calls for, companies will need to collaborate with other companies, government and civil society

Learning loops
The guide follows an iterative process. Business finds itself as part of a complex systems, where every action has a reaction. It must be ready to learn from decisions it makes and adapt to the changes around it.

Leadership
Strive to move Vision 2050 forward and achieve goals while building value

Transparency
Transparency will be needed throughout the company's process in order to build relations and trust with both internal and external stakeholders

Engagement
Moving a company towards sustainability is a challenging task, and everybody has a role to play in this process. Therefore the key for its success is to engage as many people as possible and make it a collective effort of every individual in the company. The deeper level of engagement that people have in the process, the more likely it will succeed. When all forces are aiming at the same direction, it is much more plausible the shared purpose will be achieved.

How can the Vision 2050 IG be used?

To assure a successful strategic planning, all companies should include an iterative approach in the process. The system thinking which is integrated in the IG, assures that even companies which their industry might not be fully mentioned in the report, could use it without risking getting off track to sustainability.

The Vision Implementation Guide is meant for any company who wishes to take on the challenge.

	STEP	PURPOSE
0	Decide	Establish commitment within the company's top management and deliver the mandate
1	Prepare	Build a project team to lead the company´s journey towards sustainability. Conduct an initial broad assessment of the intersection between Vision 2050 and your company's strategies.
2	Visioning	Create a shared vision tailored to your company which is aligned with Vision 2050.
3	Explore	Conduct a current reality assessment of the company against the company´s vision to determine the gap. Use this assessment as the creative motor for brainstorming possibilities to bridge the gap.
4	Action Plan	Create of an action plan based on possibilities identified in the explore phase. Run possibilities through prioritization questions to determine which actions to include in your actions plan. For each action define: responsibility; the goal or target to be achieved (i.e. level of reduction of electricity consumption); the deadline for the target to be achieved and a tracking system to measure the evolution and success.
5	Implement &Track	Execute the action plan and to track a company's progress towards its vision and goals.
6	Communication	Create a communicate plan to communicate your progress internally and externally.

0 DECIDE
1 PREPARE
2 VISIONING
3 EXPLORE
4 ACTION PLAN
5 IMPLEMENT & TRACK
6 COMMUNICATION

0: DECIDE

Purpose: Establish commitment within the company's top management and deliver the mandate.

Sustainability is successful when it is integrated throughout all business units of the company and its culture, and that kind of decision can only come from the company's leadership. Ninety-six percent of 1000 CEOs already believe this is essential - it is now time to put it to action. (Accenture: A new era of sustainability 2010).

As stated in the Vision 2050 report "we cannot do it alone", and in the business world, you cannot implement broad change without the support of the company's leadership.

Though the call to take action towards sustainability can come from anyone within the company, it is essential that it will be picked up by the executive committee. These are the people, who have the entire view of the company, and much like the brain in our body, they control everything from operations to investments, and therefore they are the ones who can mandate a decision at this scale.

Purpose: Build a project team and carry out an initial review
Deliverable: Project team to move mandate forward
Timeline: 2-4 weeks

1
PREPARE

Project team

Building a project team to navigate the company´s journey towards sustainability with Vision 2050 goals.

Once the company´s executive committee is onboard, the next step is to put together a project team, these will be the change agents; therefore identifying the right people is a crucial part in ensuring the success. The company leadership should be represented in the project team; the CEO and C-suite officers, the board and the heads of all units and departments. Apart from that it should also include the sustainability department and the Chief Sustainability Officer (CSO).

Moving forward:

The process of finding the **right people** requires attention and
time, and should be done by the executive committee through personal interviews and leadership workshops.
Project team members should be people who are highly familiar
with the company, who are **leaders** in their field, people in the
company who others listen to and most importantly
are passionate about the topic.

Initial review

A review of the intersection between Vision 2050 and the company's mission and strategies.

The Vision 2050 report gives a broad and general picture of the challenge and the opportunities; therefore each company must first determine what Vision 2050 mean for them.
To discover where the company is placed within Vision 2050, the project team performs a broad overview of the opportunities and risks which are presented in the Vision 2050 report, in alignments with company's practices and strategy. The focus should be around identifying which of the 9 elements and the 'must haves' are most relevant to the company. The overview might reveal that the company's field of industry is not clearly specified in the report. In this case the company could become the leader in that sector, by targeting it in the context of the Vision 2050 report; defining its own set of 'must haves' to be achieved by 2020.

Moving forward:

The Vision 2050 Mural is a graphic display of the elements and 'must haves**'** which is a tool that can be used to place the company within Vision 2050**,** http://www.zoom.it/foTF,

The 'must haves' and the measures for success from the Vision 2050 report are useful tools for this step, Examples: hold **sessions** or **workshops** around 'parts' of the Vision 2050 (by elements, decades or 'must haves')to explore what this mean for the company

Create a value map of the company's materials, knowledge and contacts by conducting **an operational analysis.**
This analysis can be used to identify how current aspects of the company's operations and culture intersect with the vision 2050 goals. The analysis can be carried out according to department area, focus area or process and should be done company wide.

THE HOUSE
An example for Operational Analysis

In order to complete an operational analysis the following questions should be asked:
o What do we deliver? What products are we supplying?
o   What services are we supplying?
o   What human needs are we helping to fulfill in society?
o What do we depend upon?
o What raw materials? What energy sources? Infrastructure?
o Cultural rules and norms? And in relations to our workers, what do we depend on?
o What is left? What types of waste and by-products are left?
o What is the organization's planning and decision making framework?

What do we depend on?

What is left?

What do we deliver?
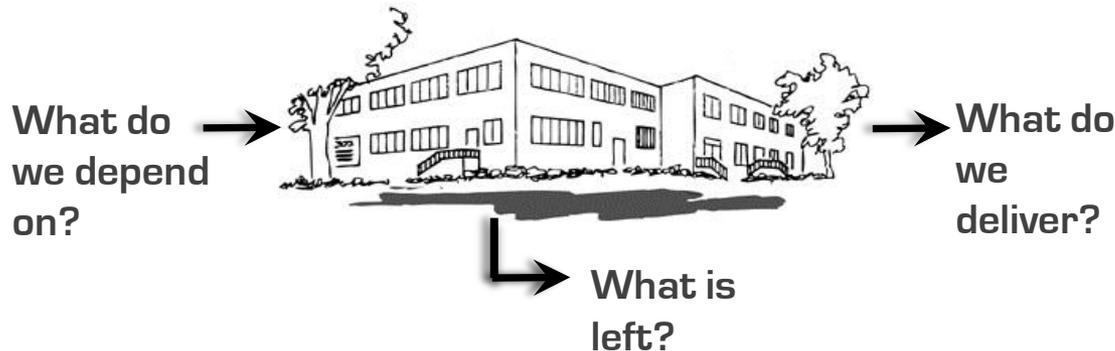
Additional questions

What are the strongest skills represented within the company/team?
Are there any skills gaps?
What is the company/team known for doing well?
Do the current employees/team members have the ability to do the job?
How are skills monitored and assessed?

Adopted from the McKinsey 7s Framework

☑ Checklist

Step 1: Prepare
Systems thinking & Engagement:
Have you ensured that all your business segments have been engaged and are represented in your project team to ensure that decisions made take into account the broader picture?

Purpose: To create a shared vision tailored to the company aligned with Vision 2050
Deliverable: A base for a transition strategy and action plan
Timeline: 2-5 months (in coordination with Step 4)

2
VISIONING

"In 2050, some 9 billion people live
well, and within the limits of the planet"
Vision 2050

The company's own vision should align with the 'tailored' version of Vision 2050 which was created in step 1, those parts which apply most to the company's practices and operations.

A vision is the North Star that the company is moving towards, and it should emerge from the *body* of it – the individuals. Since it is the company's workforce who will execute the strategic plan to get there, they should be engaged by this vision to effectively endeavour towards it. The result of calling people to talk about what matters to them, is a shared vision which is owned by anyone who took part in building it, and it is this sense of ownership which helps in motivating people to work towards it.

Note: If your company already has a vision, this is a good opportunity to review it in the light of Vision 2050; where are they similar? Where are the differences? Where can we move forward? How can we rethink our vision?

Moving forward

Project team to develop a plan for effective engaging processes to collect employee's vision for the company. This process could be done in small, cross sector groups.

The Project team will create the Vision informed by the outcomes of these groups.
Once the Vision is established, it should be shared with the organization to re-affirm people's commitment.

Championing elements could be included in the company's vision. Most relevant 'must haves' can be the stretch goals.
Use process facilitation methodologies to build the shared vision, e.g. World cafe.

Stretch goals – big and ambitious targets, which can be achieved within 20-30 years, challenging enough in order to push the company forward, yet realistic and reachable.

World Café – a methodology which can be used to foster dialogue and surfacing the collective intelligence of small or large groups of diverse people. For more information visit www.theworldcafe.com

Gap analysis

When building your Vision, it is important to keep the *gap analysis* in mind, to make sure you are not falling into non sustainable practices. To do so here are four guiding questions-to use:

Does our vision contribute to the systematic increasing of:
- Concentrations from the earth's crust?
- Concentrations of substances produced by society
- Degradation by physical means?

Does our vision systematically
- Undermine people's capacity to meet their needs

☑ Checklist

Step 2: Visioning

Systems thinking: Has the company analyzed how its Vision will affect the socio-ecological system it depend on?

Engagement: Have you engaged your organization in the creation of the company's vision?

Transparency: What was the process for developing the company's Vision?

Collaboration: Have you identified any stakeholders that might provide value to the company during this process?

Leadership: How does our vision reflect that of Vision 2050's? Will our vision lead to sustainability?

Purpose: The outcome of this step would be a current reality of the company against the company´s Vision. The gap between them becomes the creative motor for coming up with possibilities to bridge over it.
Deliverable: Creative ideas to inform a company's action plan
Timeline: 2-5 months (in coordination with Step 2)

3
EXPLORE

Current reality assessment and brainstorming

Once the Vision is formed and the company developed its definition of success, it's time to ask the question of how to get there. A good way to start could be to address the following inquires:
Referring to our definition of sustainability (our vision) what are the challenges and opportunities we face in getting there?
How can we decrease the gap between the current situation and sustainability?

These are complex questions and therefore they require a strategic approach to answering them. Steps 4 and 5 lay out an approach which will help companies to navigate through this process.

3.1 Current reality assessment

The company now carries out an in depth current reality assessment against its new Vision to identify the 'hot spots' - gaps between the two, which will need to be addressed when creating the strategic plan. Roles and tasks can be determined by the project team but all sectors and departments of the company should be involved. The more sectors and departments that will take part the more accurate and thorough the analysis will be, which will lead to a more feasible and plausible strategic plan.

Moving forward

o   A SWOT analysis of all current trends in the company
o   A PESTLE analysis
o   The house model is a useful tool at this phase as well, especially for service companies.
o   Conduct a SLCA - Sustainable Life Cycle assessment

Appreciative Inquiry is a process for addressing Organizational Change. It is based on the assumption that every organization has something that works well and those strengths should be used to create positive change. This complements the positive thinking that led to the creation of Vision 2050.

An example would be that during the base-line analysis, the places where the current reality of the company aligns with the vision should be identified as points to be conserved and strengthened.

3.2 Brainstorming compelling measures

Once the gaps are identified, it is time to generate ideas to bridge them. The outcome of this phase should be a very long list of all the possibilities for overcoming the gaps on the way for reaching the vision.

Collective intelligence is bigger than the individual intelligence, therefore to generate as many ideas as possible companies should use their richest resource- their social capital. The project team should decide how to facilitate processes which will create a space for creativity and allow a wide range of ideas from people of all levels and sectors. **Brainstorming** is one way to tap into the creativity of involved individuals. This can be done with groups of all sizes, using the following ground rules:

o   All ideas are valuable and welcome.
o   It is ok to have contradicting themes or issues
o   Give concrete examples
o   At this stage Judgment should be suspended

By making this a collective task, it will also secure the success of the implementation of the ideas which will be chosen and later be carried out.

"Much of what we've seen so far suggests that a large group of diverse individuals will come up with better and more robust forecasts and make more intelligent decisions than even the most skilled decision maker"
James Surowiecki

Moving forward

Questions to open a brainstorming session include:
o   Where can we look to nature to innovate products and services?
o   How do we become not only the best IN the world but the best for the world?
o   How can our processes replenish ecological systems?

Methodologies which can be used to lead Brainstorming:
o   Workshops
o   This is the place to take the extra mile, to go beyond the obvious and look for those innovative and feasible opportunities to overcome barriers

Collective mind-maps
Participative and hosting processes
World Café methodology

☑ Checklist

Step 3: Explore

Systems thinking: What are the system boundaries the company has drawn when analyzing its current reality? Do they encompass the entire socio-ecological system?

Engagement: Who has been invited to participate in this process? Are there individuals outside the organization who could provide valued input?

Transparency: How is the process for collecting information required for this step is being communicated to stakeholders?

Purpose: Creating an action plan which will include a time line of prioritized actions.
Deliverable: Strategic plan to move a company towards its vision
Timeline: 1 day – 2-3 months (depending on level of engagement)

4

ACTION PLAN

4.1 Prioritize

After all ideas have been gathered, the company needs to carry out a selection process in which it chooses the best feasible actions which will take it closer to its vision. . Having the final goal in mind helps in keeping a sense of direction of where the company wishes to be and which actions are the best to take it there. By taking the time to carefully go through the ideas, there is a higher chance of allocating resources and investments to the most suited actions.

This can be carried out by the project team in collaboration with other planning teams which are compiled from people who have the relevant skills and knowledge.

"During the first ten years we've been discussing direction. Now is the time to implement that direction Into business and societal mechanisms"
Toshio Arima, Fuji Xerox Co., Ltd.

Prioritization questions:

Each action should be reviews through the lens of the following

Does this action proceed in the right direction with respect to Vision 2050 goals and the company's vision?
Does this action provide a "stepping stone" (flexible platform) for future improvements?
Is this action likely to produce a sufficient return on investment to further catalyze process?

Gap analysis

When building your Vision, it is important to keep the *gap analysis* in mind, to make sure you are not falling into non sustainable practices. To do so here are four guiding questions-to use:

Does our vision contribute to the systematic increasing of:
- Concentrations from the earth's crust?
- Concentrations of substances produced by society
- Degradation by physical means?

Does our vision systematically
- Undermine people's capacity to meet their needs

The three questions and the gap analysis provide the base by which all actions should be reviewed, but any further questions and more company specific are encouraged. In order for an action to be considered strategic its evaluation has to be informed by the company´s own selection criteria, in which many other influencing aspects are taking into account, like for example forthcoming external trends; opportunities and threats (Robèrt et al).

4.2 Action plan

With a list of prioritized actions to help reach the goals, the company is now ready to charting its own action plan of implementation which will take the company closer to the Vision´s 2050 goals
One way of start creating an action plan is by placing the chosen actions on a time line. Here are some questions which can guide this process:
What action items can be tackled in the short term?
Which items require more resources, (time, money and people)?
Which items can be used as stepping stone to larger, longer term actions?
Which action items are items where we can collaborate with others?

A time line is especially useful for finding the actions that can build on one another, and avoiding the 'dead-end' ones. This can help identify whether an action which requires high level of commitment is a good action to pursue and what will it give in return.

All actions that appear in the time-line should:
be sorted into short, medium or long-term periods.
Include the set of skills and resources it requires to be accomplished
Be tasked to a specific individual.
tracking system to measure the evolution and success
the deadline for the target to be achieved

Moving forward

Vision 2050's goals for the turbulent teens for 2020 should be the first targets of the plan.
Start with the "the low hanging fruit": These are actions which require minimum investment and changes, but hold a high potential for a fast and visible return on investment. Once this is achieved it will create a momentum, on which other actions can later ride.
Keep Building on the momentum of first achievement sand actions: Moving a company towards sustainability requires long term thinking and constant attention. Actions should continue to be lined up so that there is always a next step to be implemented.

Keep Building on the momentum of first achievement sand actions: Moving a company towards sustainability requires long term thinking and constant attention. Actions should continue to be lined up so that there is always a next step to be implemented.

☑ Checklist

Step 4: Action plan
Systems thinking: How will the actions we decide to move forward with affect the socio-ecological system?
Engagement: Is the company overlooking someone who should be involved? Will the project team conduct this step of the process in isolation or with a broader group?
Transparency: How is the way decisions are made on which actions to take communicated?
Collaboration: Has the company thought of seeking collaboration with others to accomplish some actions that might otherwise not be feasible for the company to tackle alone but are necessary for achieving Vision 2050?
Leadership: Are the actions the company is taking following the beaten path or creating a new one?

Purpose: To execute the action plan and track the company's progress towards achieving its vision and goals.
Deliverable: Progress monitoring
Timeline: Ongoing

5
IMPLEMENT & TRACK

When theory takes shape

Executing the action plan which has been created. should
be lead and designed by the project team,
working together with individuals from the company,
from different levels, to identify the best entry points
for implementing the prioritized actions..

Important questions to ask to ensure a coordinated effort include:
o   How is the company/team divided?
o   How do the various departments coordinate activities?
o   Is decision making and controlling centralized or decentralized?
o   Given what we're doing, is this as it should be?

Decide slow, implement fast

The previous steps which focus on engaging people and creating
a plan, should be allowed time. Implementation, however,
should be done fast and immediately after the action plan
is approved, because people are already engaged and the
best ideas were already chosen.

Every action item should have targets which should be measured and
followed through the different units and departments, to ensure that
the company is on track for meeting its goals.
These targets and that data should be gathered by the project team
 for evaluation and reporting.

While initiatives come from the bottom-up (due to collective brainstorming), the implementation comes from the top-down by carrying out the **mandate** which was given by the executive committee.

Measure what matters

Identify the important things that should be tracked and can't be presented through targets. For example, aspects like **people´s satisfaction**, **enthusiasm or engagement**. Holding random conversations with the heads of departments and employees or other stakeholders is a way to measure things that numbers do not.

Moving forward

Questions to ask to ensure this is being done effectively:
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?
- The planning team has to figure out the entire scope of what needs to be tracked, and what would be the way to do it.

Integrating new technology could be very useful ,(i.e. energy efficient programs), that can be adjusted to existing or new processes .

Run corporate sustainability training and education programs.

Adopt an existing monitoring program, like GRI or UN global compact.

Implementation will look different in each company, but the common thread is to **build capacity**, to ensure that the process will continue to flow, even when the project team reduces their involvement.

This can be done by:
- Giving employees the ability to sharpen existing skills or gain new
- Delegating responsibilities and tasks to specific individuals , and empowering people
- Adjusting existing processes and introducing new ones

5

IMPLEMENT & TRACK

☑ Checklist

Step 5: Implement & Track

Learning loops: How is the company preparing to cope with new information that arises from tracking?

Transparency: What system is the company using to track its progress and how will it communicate it?

Purpose: To create a communications plan
Deliverable: Communication plan
Timeline: Internal (ongoing, once Step 4 is complete)
External (ongoing, once Step 5 is complete)

6

COMMUNICATION

Transparency is an inseparable part of the implementation process

This can be achieved through communication, both internally among the employees and to external stakeholders and the general public. This could be designed by the project team but the actual spreading of the word, should involve individuals from different sectors in the company.

Communicating the plans and progress of integrating sustainable development strengthen the sense of responsibility to deliver, which can help in keeping on track with trying to achieve the goals. Sharing the progress also creates a sense of certainty in the process, which can encourage moving further and faster.

Moving forward

The company's accomplishments should be posted on the company's website and other websites, like the WBCSD website.
All the stakeholders and shareholders should be informed, to seek their approval and support in the company's commitment to move towards sustainability.
The decision to integrate sustainable development approach should be communicated and advocated in the business community, professional partnerships and networks.
The general public could be informed through different media streams.
A sustainability blog or a newsletter can be created to keep posting and reporting the process and the accomplishments.

☑ Checklist

Step 5: Implement & Track

Engagement: How is the company engaging key stakeholders to ensure maximum value for its efforts to integrate sustainability into its strategy and operations?

Transparency: Is the company communicating the results of its tracking in a consistent manner?

Leadership: How can the company promotes its move towards sustainability in order to inspire other companies to do the same?

Conclusion

As Vision 2050 has shown us sustainability should be understood and spelt out as something positive, beneficial and enjoyable. Right now it is our best and only option. It is time to starting thinking about the solutions and benefits that will come with sustainability and that will energize entire organizations on the path towards sustainability.

It is the aim of this Implementation Guide that companies find the opportunities that await them should they choose to integrate sustainability into their strategy and operations and to develop a strategy on how to ensure that happens. It alls starts with building a shared vision, a shared definition of success for a sustainable business within a sustainable socio-ecological system. By providing a "simple, yet not simpler" implementation guide that brings a positive tone, we are attempting to avoid Vision 2050 becoming a "theory on the shelf".

Vision 2050 provides companies with a pathway away from the perfect storm they are facing. Companies with a strategic plan which integrates the goals of Vision 2050 into their own, created as a result of this Implementation Guide, will be better prepared for the challenges ahead and better able to seize the opportunities – to do less with more, to create value, to prosper and to advance the human condition.

The path to Vision 2050 starts here with this road map.

It can be done.

"There is no business on a dead planet"

David Brower