

sustainabilitynext

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What can India teach the world

Adam Werbach, Global CEO of Saatchi & Saatchi S, and the author of *Strategy for Sustainability* landed in India last year to teach at Indian universities and train future consultants on sustainability. Just like the hippies who used to come to India in the 60s and 70s to get Nirvana, Adam was completely transformed.

“By the end of the trip, I felt like I had brought a glass of water as a gift to the ocean,” he wrote in the introduction to the report ‘The Elephant in the Room – Lessons for Corporate Sustainability from India’ June 2012, produced

by Saatchi & Saatchi S, the sustainability practice wing of the famous advertising agency Saatchi & Saatchi.

“I became convinced that emerging Indian businesses may hold the key for global businesses to deal with diminishing resources, changing demographics and societal unrest.... Outside of India few people point to the Indian business sector for guidance on sustainable business strategy. But it’s time for that to change. Indian businesses have much to teach the world.”

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Clearly, India may have to look within, not to the West, for solutions to its sustainability issues. It has already done with its own unique management philosophies and practices. This was demonstrated by four Wharton professors in their book 'The India Way' two years ago. The book (Harvard Business Press) was about how India's top business leaders are revolutionizing management. The Saatchi & Saatchi S report shares the five key sustainability practices that Indian businesses are implementing to build rapidly growing sustainable enterprises. They are:

Hire people, not machines

The equation has shifted. In a low-employment world it's increasingly rational to hire people to do tasks that machines can do. India's experience can teach the world.



Adam Werbach

Global CEO, Saatchi & Saatchi S
he is also the chief sustainability officer for global advertising agency Saatchi & Saatchi

Cultivate self-reliance

Companies who wait for government regulation could be waiting forever. Self-reliance is the new road to sustainability.

Think in whole-systems

If self-reliance is the atomic unit of action on sustainability, then whole-systems thinking is the glue that holds the pieces of Indian businesses together.

Align with natural forces

Don't destroy a perfectly functional system. Build on it.

Plan first, then jugaad

Build to a great plan and then add the Indian ability to improvise.

Key observations in the report

- The ebb and flow of India's billion plus people is a pattern of creative entropy and integration, powered by entrepreneurialism, economic necessity, spirituality, and healthy doses of chai, chaat, paan, and a sea of other delicacies.
- Infrastructure is lacking everywhere, but a China-style build-up would have devastating ecological consequences. There is definitely work to be done.
- India's innate entrepreneurialism is being unleashed and money is flowing into places it never has. There are literally trillions of dollars of new capital undulating through the vast labyrinths of the nation's commercial markets.
- This is an ocean of unmet

If self-reliance is the atomic unit of action on sustainability, then whole-systems thinking is the glue that holds the pieces of Indian businesses together

economic needs, backed by new capital. Welcome to one of history's most monumental economic opportunities, but also one of the world's greatest environmental and socio-cultural challenges.

And here's the most important part for India's sustainability leadership. Indians care about sustainability. The original tree huggers were Indians. In the 1970s, a popular environmental action called the Chipko movement was successful in affecting a total ban on logging in the Himalayan forests of Uttar Pradesh. Today the country has some 68,000 youth eco-clubs and environmental education is compulsory at all levels of schooling.

Indian youth have some of the highest pro-environmental attitudes in the world. Civic organizations like the 127-year-old Bombay Natural Historical Society, the Assam Science Society, or the popular People's Science Movement keep this tradition alive. There are over 3 million non-governmental organizations in India.

ONE COMPANY. ONE MISSION. ONE AWARD THAT SUMS IT ALL UP!



Mr. Sushil Mantri receives the award on January 14th, 2013 at New Delhi from the Honourable President of India - Mr. Pranab Mukherjee.

MANTRI DEVELOPERS has been bestowed upon with the prestigious CII Sustainability Award for “STRONG COMMITMENT TO EXCEL” on the journey towards Sustainable Development.

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Editor'sNote

Benedict Paramanand
benedict@sustainabilitynext.in



Why an e-magazine on Sustainability

'Sustainability' is more than an idea today and is definitely much more than simply caring for planet Earth. It goes beyond being the guiding principle for all businesses big and small. In fact, all business outcomes will be determined by it and no one can escape it. Some Indian business leaders today understand this and a few like ITC, Wipro, Infosys, Hindustan Lever and the Tatas are already leading the transformation. Yet the gap between knowing, understanding, being alarmed and taking bold action is still huge and needs bridging at the earliest.

India needs a massive movement to get the buy-in from all stakeholders – businesses, customers, government and the civil society – so that it charts an aggressive course which is kind on the eco-system and yet does not hurt the aspirations of those who are trying to enjoy the basic necessities of life. Sustainable products and services for the masses could well be a big business opportunity waiting to be tapped.

The good news for India is sustainability product design and manufacturing could offer a big opportunity both in the domestic and global market. It could be bigger than IT outsourcing if the industry is supported well by sharp vision and attractive policies. ITC Chairman Y.C. Deveshwar has suggested a framework to include offering fiscal and financial support along with instituting a rating system for products that adhere to standards. There are certain incentives for choosing energy efficient products already. But a much larger and long-term thinking and strategy is needed to excite the nation.

It's interesting that it took an outsider Adam Werbach, Global CEO Saatchi & Saatchi S, and author of Strategy for Sustainability, to tell India what we can teach the world on sustainability. What this means is that sustainability is in the genes of Indians. We just need to make it matter on the big stage.

This e-magazine aspires to excite executives, students and policy makers to the immense opportunity ahead with fresh insights, actionable tools, case studies and thought leader interviews. It is published by the publishers of ManagementNext (www.managementnext.com).

Ideas, technologies, domain expertise and intellectual capital are currently randomly spread all over India. The e-magazine could be a platform to bring the Indian sustainability community together to unleash tremendous value for all stakeholders. Join the journey!

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Editor & Publisher
Benedict Paramanand

Letters and Article Submission
benedict@sustainabilitynext.in

Advertising
advertise@sustainabilitynext.in
+91 80 4171 4161

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Strong market drivers, ratings can bring about paradigm change

Y.C. Deveshwar,
ITC Chairman

Business and industry can indeed make an invaluable contribution beyond profit to serve the people and the planet. Yet, these exemplars are few and far between. As things stand today, it is an unassailable fact that markets seldom reward corporate virtue. This ambivalent market response does not necessarily ignite creativity and innovation in corporate action to accelerate social benefit.

However, a paradigm change can take place if strong market drivers emerge to support corporates that innovate to deliver larger sustainable and inclusive value. For example, if differentiated and preferential fiscal or financial incentives were to flow to companies with sustainable business practices, a company's commitment to societal value creation would also be rewarded with a financial dimension.

This in turn will spur a massive movement in corporate innovation to integrate business goals with the building of societal capital. Companies will vie to make Sustainability a competitive value proposition. In addition, civil society, by exercising their power of consumer franchise in favor of such responsible enterprises, can also unleash significant market forces to reward these corporate champions.

A new system of rating will have to be developed to guide enlightened consumers. Therefore, new institutions will be required to evaluate and award such ratings. As you may recall, I had devoted an entire speech at the AGM last year on the theme: "Making Markets work for Green GDP and Sustainable Livelihoods" which lays down an extensive institutional framework to enable such a paradigm change.

Excerpts from the Chairman's Address at 101st AGM of ITC, July 2012. Under Y C Deveshwar's leadership, ITC became the first Indian company to publish its Sustainability Report in 2004 and develop unique business models around sustainability.



Opportunity to export sustainability products huge

Kris Gopalakrishnan,
Co-Chairman, Infosys Ltd

Clearly we need a new model of development. If we develop the way the current developed markets have grown we will be faced with a huge environmental disaster. We have to look for alternate energy vehicles. We need them today before we have any more cars. We need to look at higher efficiency homes, we need to look at drinking water, so all of these things we need at affordable costs. That's the biggest challenge for India. Price points have to be affordable to 80-90 percent of the population. One of the best stories about our telecom is that it's the lowest cost and highest in terms of innovation.

If you are able to do it at lower costs the rest of the world could also benefit and we create an industry that can export. I see this as a huge opportunity for India and it cuts across all aspects of our life – How we live, consume resources, how we conduct our business, the supply chain associated with it, cuts across consumer products, every aspect of manufacturing, transportation network, and logistics. Every one of them will have to look at sustainability and it's a large business and there is a domestic requirement as well as an export one.

(Quote from ManagementNext August 2012)

*The superior man understands what is right;
the inferior man understands what will sell*

Confucius

Waste is a tax on the whole people

Albert W. Atwood



*Four billion people want to be part of
the global marketplace - this will have a
profound impact on sustainability*

C.K. Prahalad

*Premium will increasingly be defined in
terms of sustainability and environmental
compatibility*

Dr. Norbert Reithofer, Chairman, BMW board,
announcing that BMW would pull out of Formula 1 (July 2009)

*If sustainability is going to take hold in the
corporate sector in a big way - and we need
it to - it will be when it produces big profits
and faster growth. It won't happen because
of an optional executive commitment to an
abstract concept. It will happen because
sustainability is a great business strategy.
And it is.*

Paul Gilding, founding partner of Ecos Corporation

*Sustainability is about profit...it is the
opportunity of the century*

Ben Clarke, Kraft Foods

Do less, with less

Viridian design manifesto

*Business is the force
of change. Business
is essential to
solving the climate
crisis, because this
is what business is
best at: innovating,
changing,
addressing risks,
searching for
opportunities.
There is no more
vital task*

Richard Branson,
Chairman, Virgin Group



*The word 'professional' doesn't hold any
magic or mystique. The people who really
change the world are usually amateurs*

Dave Hampton, Carbon Coach

*One of the risks if you have people with
sustainability job titles is that everybody
else just defers - it's a huge mistake. Where
sustainability works best is where an
organisation's leadership gets it and wants
it to happen and enables it to happen - so
everyone from the person who sweeps the
floor to the finance director feels part of that
conversation*

Will Day, Chairman, Sustainable Development Commission (2010)

Stuart Hart's Roadmap for India

Some critics in India are dismissive of the BOP (Bottom of the Pyramid) strategy that you propounded along with Prof. C K Prahalad, since they think it's about 'selling to the poor'. But your BOP ideology is anchored on the idea of co-creating value 'with' the base of the pyramid with 'humility'. Do you feel misinterpreted?

Fortune at the Bottom of the pyramid, I think, was an unfortunate title, and you may find it interesting to know that it was not our original title. The original one was 'Raising the Bottom of the Pyramid'. It was the editor who came up with the title with the word 'Fortune' in order to get people's attention. While I had my misgivings about the change in the title, it did get attention, though: those who actually read our article, came to know it didn't mean what they thought the title said, and those who didn't read the article, made imputations and interpretations on the basis of the title alone.

While there are businesses which rip off the poor, that's not what the BOP business is all about. BOP is all about constructing strategies that create mutual value; it is about businesses that actually generate livelihoods, help people in communities by having them participate in businesses that bring better products, services, functionality, efficiency in time, better health and wellbeing; it's about better life conditions, better capability, better

prospects; it is essentially about 'raising' the bottom of the pyramid.

BOP is one of the four strategies that your theory of Sustainable Value talks about, the other three being Eco-efficiency, Clean -technology and Product Stewardship. How do you map India on this grid of four quadrants?

Most of them in India now are focused on eco-efficiency, with more room to run still. In Europe and Japan, and now in the US too, the focus increasingly is on product stewardship (on embedding sustainability in products and services): a horizontal stretch on the grid has happened. In these countries, they are becoming much more sophisticated around product stewardship as an important vehicle for competitive strategy for the future, incorporating life-cycle thinking into products.

These are strategies that allow large global companies to maintain a hold on the current industry structure and a leadership position in it. If you look at India, there aren't too many Indian corporates that are leaders in their industries, although there are some exceptions emerging now. So, from an India point of view, Indian corporates would want to focus on eco- efficiency first. But if they're going to try to use that as a basis for expanding to the US, Western Europe



India can leapfrog into sustainable value creation through clean technologies and building disruptive business models around it, says **Prof. Stuart Hart**, a leading authority on Sustainable Value and Bottom of the Pyramid strategy, in conversation with **Sangeeta Mansur**, at the newly launched Indian Institute for Sustainable Enterprise, Bangalore, of which he is the founding director

and Japan, then it's doubtful you will be able to pull that off without product stewardship.

Indian businesses need to adopt clean-tech quickly, build businesses around it, and innovate in the BOP space.

A vertical stretch into clean-technology brings in its own challenges in terms of high cost of technology transfer or huge R&D investments, and that's a barrier to leapfrogging from eco-efficiency, isn't that so?

Not necessarily. Cost is more of a perceived barrier than a real one. We'll come to that in a bit. Few points before that: only some of the clean-tech is about R&D. And, in cases where we've already got the technology, it's about using imagination in commercialization. For example, in SELCO, they tell me, this clean-tech game is only 25 percent technology, the rest 75 percent is about the socio-human business model.

And, not in all cases leapfrogging has to be about technology either: companies like the Tatas have a number of sustainability initiatives in the base of the pyramid space, in an order and magnitude much larger than any US or European organizations I can think of – initiatives that have come out of a certain value system and heritage. This way, Indian companies can be early movers in defining and developing tomorrow's industries.

Coming to the question of clean technology itself, let me say, there's an ocean of technology available, accessible and affordable too. It's no longer a barrier. This institute is working

Hart Sutra

- BOP is all about constructing strategies that create mutual value
- Cost of clean technology is more of a perceived barrier than a real one
- Use imagination when it comes to commercialization
- There are tons of technologies on the shelf in universities waiting to be used

towards accessing and leveraging these technologies, build sustainable business models around them and launch them.

How exactly does the Indian Institute for Sustainable Enterprise plan to achieve this end?

The mission of the institute is to accelerate the rate of entrepreneurial venturing into sustainable businesses. The institute offers an educational as well as a capability building platform, the flagship of which is the certificate program that we've launched. Under this program, people who want to launch sustainable ventures start with an intensive two week period, go out in the field for three and a half months- doing embedding and co-creation work in the communities, come back for a check-in, updates and progress report, building their business case further. Then they are out in the field again for another seven months or so. In a formal relationship of one year, periodic support is given at every stage by the institute to launch the business- either as an internal corporate venture or as an external entrepreneurial venture.

- *Bottom-of-the Pyramid strategy is about creating mutual value*
- *This is the biggest business opportunity of the history of capitalism*
- *Indian businesses need to adopt green-tech quickly, build businesses around it, and innovate in the BOP space*
- *Eco-efficiency is a starting point; Product stewardship is an important vehicle for competitive strategy for the future*



We are also going to build an executive education program – the first one will be in December, and we are also going to develop a much bigger portfolio of executive short courses.

In addition to these, there is a new fund that has been created which is called Papillion which will focus on the green leap space, which will not be a captive fund but a quasi autonomous one associated with the institute.

We would also be building a green leap technology bank. We need to keep pushing the envelope with exponential technologies in energy, in nanotech etc.; but you don't have to do all the R&D yourselves like the MIT because there is a ton of stuff out there in the form of shelf technology at universities and corporations.

Not just outside but in India as well: in Indian universities and corporations. Then there is also native technology, sources like the National Innovation Foundation for instance. Thousands of technologies have emerged from villagers themselves and most of these technologies are sitting idle. We are drowning in technology, and we don't know how to make best use of it.

Would the cost of clean technology from external sources be affordable by India?

Cost would be zero! We're talking about technologies which are sitting and doing nothing at places like Cornell, for instance. Technologies which are not licensed, not commercialized, often

small-scale, not fitting into the up-market business models of those countries. These are disruptive technologies that the corporates there don't come looking for, and this is exactly what we're interested in.

The same thing is true even in corporations like GE, where technologies are sitting on the shelf because they don't take their up-market model. Our plan is to become a green leap technology bank, get those technologies here, to India, allow entrepreneurs to build business models with them creatively and disruptively.

We plan to build an ecosystem for them to thrive in – with financing vehicles, incubators and cluster networks. The effort is to put together this innovation ecosystem to drive next generation sustainability.

What would you say is the most compelling driver for Indian businesses to shift gears to a sustainable business?

The environmental and the social risks on one hand and the opportunities on the other. The significant impact of business on the underlying natural systems – climate, forests, soil, water etc. brings in the environmental risks. What's happening with the monsoon in India, what's happening in the Himalayan glaciers should make the case obvious.

And the second is more of a social driver: yes, large segments of populations have risen out of desperate poverty, but the truth is, there are still more poor people in India today than ever before. With the growing gap between those at the top and those at the base of the pyramid, you have a potentially dangerous situation here, which is bound to be fuelled by internet connectivity and social media.

There's a big opportunity, on the other side. I'd say this is the biggest business opportunity of the history of capitalism. In India we're talking about 600-700 million people, who have been poorly served or under served, exploited or ignored. From an entrepreneurial point of view, if you can figure out a way to go after that base to solve all those problems, it is the biggest business opportunity!



Confederation of Indian Industry



9th Green Cementech 2013

9 & 10 May, 2013 Hyderabad

The 330-million-tonne industry grew 6.4 percent in the financial year 2012. According to the latest report from the working group on the industry for the 12th five-year Plan (2012-17), India would require overall cement capacity of around 480 million tonnes. This would mean the industry will have to add another 150 million tonnes of capacity during the period.

CII-Sohrabji Godrej Green Business Centre (CII-Godrej GBC) is playing a proactive role in promoting the latest technology & energy efficiency in the Indian Cement Industry.

CII-Godrej GBC partnering with Cement Manufacturer's Association (CMA) is organising 9th edition of Green Cementech on 9 & 10 May 2013 at Hyderabad.

Highlights of Green Cementech 2012

- More than 350 participants, comprising of various stakeholders of the Indian cement sector
- 25 companies displayed their latest and emerging technology & service offering on energy efficiency, sustainability & environment
- Release of Manual on Thermal Energy Efficiency in Cement Industry

Glimpses of Green Cementech 2012



**Join us
on
9 & 10 May 2013**

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For More details
Mithun G
mithun.g@cii.in
+91 40 4418 5172

FAQs on Sustainability

P.S. Narayan, Vice President and Head of Sustainability at Wipro Ltd., answers questions that are usually asked by the uninitiated and also those who seek clarity on fundamental concepts

What is 'Sustainability' according to you?

There really cannot be one definition of sustainability, as it has multiple social, ecological, economic and cultural dimensions to it. Depending on the differing contexts of geography, geopolitics and socio-economic domain, the emphasis and pitch of sustainability can vary. With that caveat, let me attempt what it could mean for the business sector – in simple terms, sustainability for a business entity would mean minimizing its negative impacts and maximizing its positive impacts ecologically, socially and economically. While that sounds simple enough, it becomes tricky when attempting to do these together. For example, maximizing positive outcomes economically very often also increases negative impacts socially or ecologically or both. Trying to resolve this conundrum is what constitutes the primary challenge for the business sector today.

How is it different from 're-engineering' – a popular topic ten years ago.

There is really no direct connect between the two. While re-engineering is all about rendering business processes much more efficient by minimizing wasteful procedures and work steps, sustainability is about doing all the right things for all the stakeholders of business – in other words, doing the right things for the society and the planet. Re-engineering was primarily a business centric approach that focused on cost savings and therefore, eventually, better returns to shareholders. Sustainability cannot be confined within the boundaries of the organization and must go beyond the shareholder. The only possible commonality is that when seen in a



P.S. Narayan is instrumental in the creation of Wipro's sustainability initiative and has stewarded it since its inception in early 2008. Under his stewardship, Wipro has been a three-time member of the Dow Jones Sustainability Index, a member of the CDP Global 500 Carbon Disclosure Leadership Index and ranked No: 2 in Newsweek's global green rankings for 2012, Wipro has been widely considered a sustainability leader under his stewardship.

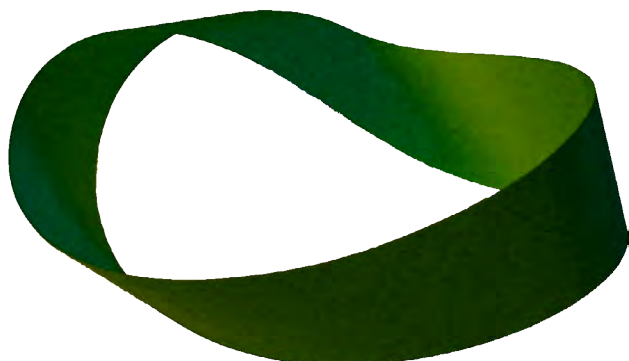
A graduate in Electrical Engineering with a post-graduation in Management, Narayan has nearly twenty years of cross-disciplinary experience in consulting, business development, design and implementation of Enterprise IT systems and most recently, in Corporate Sustainability. In addition, Narayan is a guest faculty at the Azim Premji University where he teaches 'Ecology and Development' as part of the Masters in Development course. Narayan has a deep interest in sustainable development, driven by the belief that the purpose of business must resonate and align with larger social and ecological goals.

narrow sense, one of the objectives of sustainability is centered around resource efficiency. But the methods of increasing and maximizing resource efficiency are quite different from that of re-engineering.

Most people relate Sustainability to energy saving such as green building, smart building etc. How is it beyond that?

In the business context, the understanding of sustainability is broadly equated with the triple bottom line or the triple P – People, Planet, and Profits. When one examines a sustainability framework like the GRI (Global Reporting Initiative), one realizes the vast ground that sustainability covers. The GRI framework includes more than 100 parameters of which energy efficiency is only one. Some of the more common dimensions of sustainability – apart from Energy – are Water efficiency, Waste Management, Biodiversity, Product Stewardship, Supplier Responsibility, Labor Rights, Human Rights, Diversity, Health & Safety, Public Policy etc.

At Wipro, we think of sustainability in terms of the metaphor of the **Mobius Strip** – a geometrical shape that can be described as a twisted ring. We use this metaphor because sustainability issues are similarly intertwined i.e. ecological issues are also social issues



and invariably have associated economic outcomes.

Why is it imperative for companies now to adopt Sustainability as a strategy?

There are at least three good reasons for companies to adopt sustainability. First – resource efficiency improvements can have a solid and tangible impact on the bottom line, something which is easy for business to understand. Second – the principle of stakeholder stewardship leads the company to do a lot more in areas which important but under-invested in e.g. employee health and safety or engaging with one's proximate communities. These slowly but surely leads to happier stakeholders and therefore strengthen the company's societal license to operate. Third – today, sustainability is increasingly being viewed as a proxy for a company's sound governance systems and long term stability. There is thus an increasingly strong brand and reputation salience that a company can hope to reap from sustainability. Finally, what must be understood is that a company that doesn't tread the sustainability path is setting itself up to face serious challenges to its very business continuity or survival in the long term.

How relevant is it for SMEs? Does it involve a lot of investment initially making it difficult for them to adopt?

SMEs must adopt sustainability for the same reasons that big companies are doing so – to reap cost and profitability benefits from resource efficiency, productivity

What SMEs must do therefore is to start with a small set of carefully identified initiatives where the returns are almost guaranteed and which can be crucial differentiators for the company. This can then be expanded step by step to larger sustainability initiatives.

gains from a healthier and accident free workplace and increasingly, the need to fulfill their customer's requirements of them to act sustainably and responsibly. Not all sustainability initiatives require big investments and some of them that may require so have proven payoffs e.g. investments in more energy efficient equipment. What SMEs must do therefore is to start with a small set of carefully identified initiatives where the returns are almost guaranteed and which can be crucial differentiators for the company. This can then be expanded step by step to larger sustainability initiatives.

What is Sustainability Reporting? What are its benefits?

Just as the financial report is an articulation of a company's financial health at a given point of time as well as its strategy, management practices and future plans, a sustainability report is a reflection of a company's vision, goals and progress on sustainability. Sustainability reporting is also known as the triple bottom line reporting as it requires companies to disclose on the economic, social and ecological dimensions. First articulated by John Elkington, there are different frameworks today that can be used by companies for sustainability reporting, of which the GRI (Global Reporting Initiative) is the most common one, being used by nearly 400 of the Fortune 500 companies.

Sustainability reporting is different from financial reporting in some key ways – one, it is addressed at multiple stakeholders and not just the investor and second, a good report is expected to present

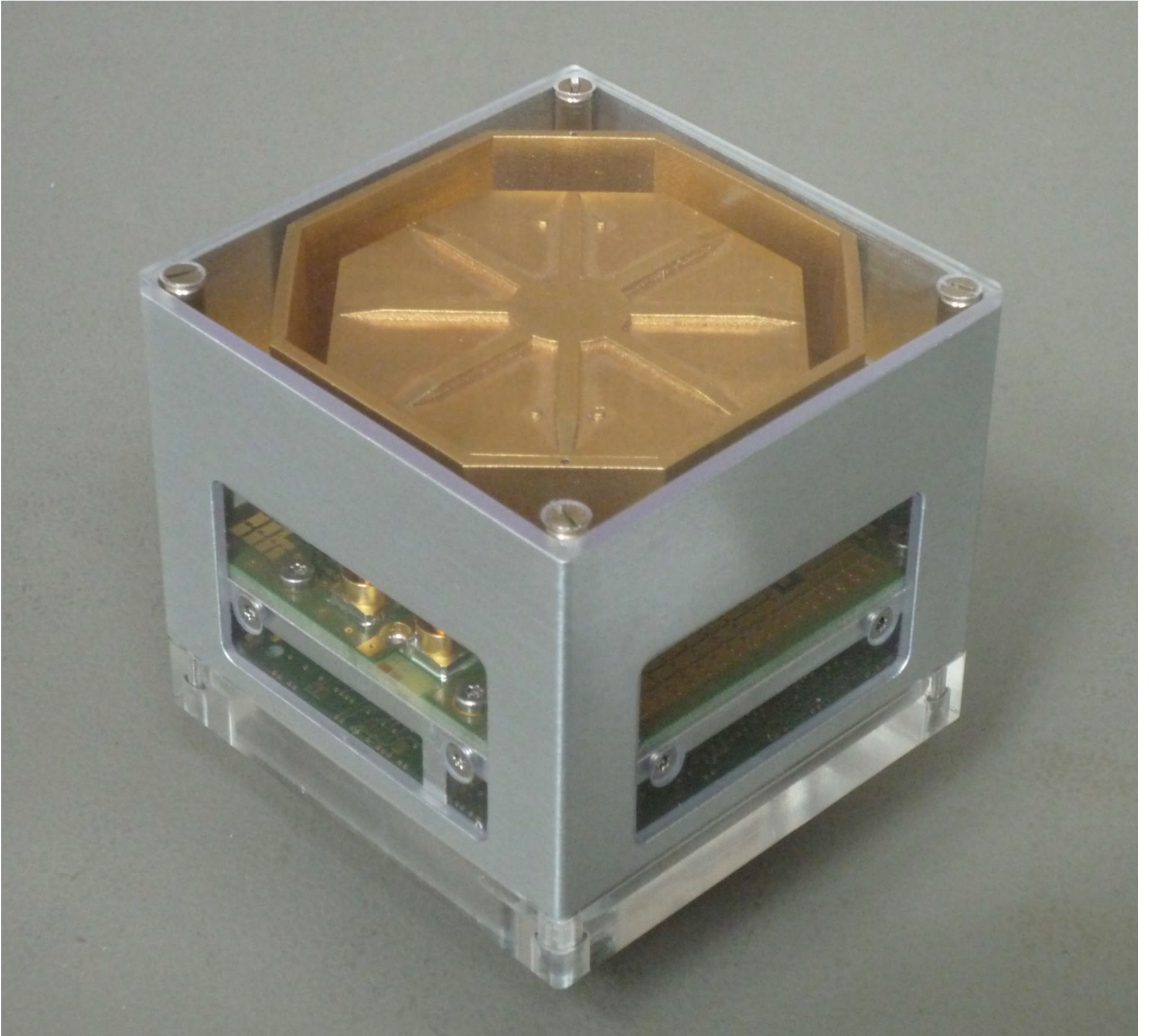
a balanced picture of what the company is doing i.e. the positives, the negatives and what the company is not doing.

The benefits of sustainability reporting are: (i) Disclosures act as catalysts for continuous improvement within the organization by bringing in rigor and transparency in the way critical issues are measured and reported (ii) Public disclosures help one benchmark, compare and set high standards for oneself (iii) A good sustainability report can help enhance the company's brand equity with all stakeholders and society at large by showing it up to be a company that has the long term vision and perspective to be able to think, act, measure and then write about all these critical issues.

Can Sustainability become a career option for students?

Since sustainability covers vast terrain, it is possible for students to pick areas relevant to their interests and strengths. For example, the more technically-minded can choose careers in energy engineering, clean energy technologies etc while those with a strong social conscience can choose to work in CSR or specific sectors like education. Sustainability calls for integrative thinking as it spans multiple disciplines across natural sciences, social sciences and their applications. Those who are comfortable with ambiguity and who like life-long learning that involves constantly revising one's understanding will enjoy sustainability careers.

Those who are comfortable with ambiguity and who like life-long learning that involves constantly revising one's understanding will enjoy sustainability careers.



Light Radio to replace mobile towers

Mobile towers have spoilt the skylines of several cities and people thought it was a necessary evil. Now, with a revolutionary product, as small as a transistor radio, the cities could get back their charm.

In 2011, Alcatel-Lucent announced lightRadio™, a breakthrough in mobile and broadband infrastructure that streamlines and radically simplifies mobile networks. Pioneered by Bell Labs, Alcatel-Lucent's unique research and

development arm, the new lightRadio system will dramatically reduce technical complexity and contain power consumption and other operating costs in the face of sharp traffic growth.

This is accomplished by taking today's base stations and massive cell site towers, typically the most expensive, power hungry, and difficult to maintain elements in the network, and radically shrinking and simplifying them.

LightRadio represents a new architecture where the base station, typically located at the base of each cell site tower, is broken into its components elements and then distributed into both the antenna and throughout a cloud-like network. Additionally today's clutter of antennas serving 2G, 3G, and LTE systems are combined and shrunk into a single powerful, Bell Labs-pioneered multi frequency, multi standard Wideband Active Array Antenna that can be mounted on poles, sides of buildings or anywhere else there is power and a broadband connection.

Benefits

- Improves the environment: lightRadio reduces energy consumption of mobile networks by up to 50 percent over current radio access network equipment. (As a point of reference, Bell Labs research estimates that base stations globally emit roughly 18,000,000 metric tons of CO2 per year). Also, lightRadio provides an alternative to today's jungle of large overcrowded cell site towers by enabling small antennas anywhere.
- Addresses digital divide: By reducing the cell site to just the antenna and leveraging future advances in microwave backhaul and compression techniques, this technology will eventually enable the easy creation of broadband coverage virtually anywhere there is power (electricity, sun, wind) by using microwave to connect back to the network.
- Offers major savings for operators: Thanks to Light Radio's impact on site, energy, operations and maintenance costs; when combined with small cells and LTE, this new solution can lead

to a reduction of total cost of ownership (TCO) of mobile networks up to 50% (as a point of reference, Bell Labs estimates that TCO spent by mobile operators in mobile access in 2010 was 150 billion Euros).

Alcatel-Lucent studies have concluded that the total addressable opportunity for the multi-technology radio market, which lightRadio addresses, will be over 12 billion Euros in 2014, representing more than 55 percent of the total wireless RAN market. The cumulative total addressable market will be over 100 billion Euros from 2011-2018.

Alcatel-Lucent's lightRadio portfolio integrates a number of breakthrough innovations and technologies from Alcatel-Lucent's Bell Labs research arm and ecosystem of companies.



What to expect in 2013?



We are going to see regulation playing a role in shaping business responsibility this year: The new Companies Bill brings in some elementary changes. The mandate of two percent of profits to CSR will create a compulsion for a vision for CSR in the long run and a case of too much money chasing few ideas right now: NGOs can expect better funding in 2013. New norms are on the way in corporate governance where reforms are overdue, implying some new learning for our boards.

India's performance in reporting business impacts has been pathetic so far. Global Reporting Initiative (GRI), which offers an international framework for Sustainability Reporting, is not yet a familiar framework for India Inc. National Voluntary Guidelines for Responsible Business (NVGRB), the desi framework drawn by Indians for India has recently been up but not running yet. While NVGRB goes through refinement and adoption by early adopters, GRI will scale up to its fourth generation version - G4 this year, and India Inc. will remain largely and sadly untouched by these progressive tools. SEBI mandating 100 top listed companies to report on CSR should help move some eyeballs at least in that direction.

Issues that are called 'material issues' by sustainability professionals, are expected to be somewhat glanced at, if not looked into, by

India Inc. this year because of people pressure, landowner/farmer troubles, water-seizing by villagers, media exposures. Most sustainability risks today lie in the outer rings of corporate strategy radar, and nothing is expected this year that can bring them into a sharp central view and keep them there.

The segment that will best exemplify Sustainable Business this year will be that of social/green entrepreneurs. It's here that Sustainable Business finds its genuine takers rather than among intrapreneurs or current business leaders doing token service from business-as-usual mindsets. This will be an exciting segment to watch. Expect most of the serious action this year in areas such as renewables, clean-tech, changemaker business models on social issues, e-governance, poverty or education related enterprises etc. to do better justice to responsible business, both in spirit and action, than regulation-led, rhetoric-driven conventional organizations. Mainstream would continue to remain myopic.

From those among the mainstream who have chosen to take the Sustainability path, expect no big surprises. This is a tiny segment, first of all, and here the grab will still be for low-hanging fruits on the sustainability tree: Resource-efficiency will hog attention big time and even noisy self-applause in some cases. Integral approaches (embedding sustainability into product, people, leadership, business models etc.) will continue to remain out of their canvass.

Markets in India for Sustainable businesses are very new, and despite the hype in the media over organics or fair-trade, have a long way to mature. If you're a player in these sectors, the action is surely heating up. Yet, current market developments are in an early stage. It's outside India that these markets are maturing and hence it's the exporters/suppliers who will see the buck in the green market.



Sangeeta Mansur
www.businessandbeyond.in



O ye zealots of sustainability! How sustainable are you as an individual? How efficient you are with your human energies? How effective are you in managing your inner clutter and use of time and effort?

Sustainability, as often misunderstood, is not so much about ecology or economy. By its very definition, it is by and for humanity and human-ness waiting to be awakened.

World over there are many honest believers and missionaries who have dedicated themselves to furthering the cause of sustainability. And then there are, like it happens with any transformational movement, many humbugs that have craftily blended themselves with the sustainability brigade to become rich and famous. I have met both the kinds - the honest and the humbug - and frankly found not much of a difference when it comes to making the mission possible. The reason is simple: all of them are passionate about doing something outside, with the ecology (the supply side) or with economy (the demand side) or both. Yet none seem to be concerned about looking at themselves – their being and

their behaving – and work towards transforming themselves as human beings before going out to transform the world.

If sustainability has to succeed as a mission, it needs to embrace and start with enabling individuals to become emotionally and spiritually more energy efficient, responsible for their behaviors in the human eco system and sensitive to the impact that they leave on humanistic systems by what they think, say and do.

Human beings are perhaps the only form of life on this planet that is capable of generating energy not only for themselves but also for the environment in which they live through consciousness. They're meant to carry a sense of awareness and be led by love which is essentially who they are, to incessantly create and cascade energy all around. It is this consciousness which gives rise in the human, compassion for the earth. It is again this consciousness that brings in the human deep contentment with what life has to offer, as it is. And cradled in lap of this compassion and contentment lies sustainability – a natural outcome of human transformation and evolution.



Indroneil

The author is a transformational coach, executive mentor and personal guide.

Founder of
iProdigy
Learning
Services (P.)
Limited.

reachme@indroneil.com

Turning Wasteland into Bio-diesel Farm

How an entrepreneur and a supportive XLRI don manage to offer jobs to thousands of farmers in Bihar



Kumar Ankit, an engineer from Gaya, a management student from XLRI and an entrepreneur, inspired young MBA students during his talk at Goa Institute of Management recently. Ankit said he was deeply affected by the plight of farmers in Bihar, his home state. This motivated him to start something that would generate jobs and create a steady source of income. While exploring ideas he came across Pongamia (called Dithodi in Hindi, Karanj in Sanskrit), a biodiesel producing plant indigenous to Bihar, which grew on wastelands.

When he started, Bihar had 10 lakh acres of wasteland and has several thousands of jobless farmers. He thought if farmers could start planting Pongamia it would not only generate an alternative source of energy, make use of the wastelands and would become a source of income for the farmers and check migration to cities.

He started Green Leaf Energy Pvt. Ltd in June 2009, with an initial investment of under

Rs. 10 lakhs and guidance of Professor Prabal Sen, chairperson of XLRI's Entrepreneurship Development Centre. Green Leaf has now entered into contracts with about 700 farmers for cultivating Pongamia and about 1.25 lakh saplings have been planted already. Ankit's target is to reach one lakh acres in the next two years and 50,000 jobs.

Government support

He said the process wasn't easy and required a lot of perseverance. He needed support from the Bihar government so he requested Professor Sen to write to Chief Minister Nitish Kumar. The fact that NREGA (National Rural Employment Guarantee Act) funds could also be used for cultivation in private lands of small and marginal farmers for growing crops and Pongamia is one of them.

The Pongamia sapling takes about three years to grow. During this period farmers get monetary support to the extent of Rs 12,400 from the government. After the gestation period, farmers can sell the oilseeds to Green Leaf. Green Leaf will extract bio-diesel, and in turn sell it to oil companies such as Bharat Petroleum. Farmer can get up to Rs 20,000-25,000 per acre annually by selling the seeds to Green Leaf. Their next phase is to have a nursery of 13 lakh Pongamia saplings on 500 acres.

The company has got joint venture offers from Indian Oil and BPCL to set up biodiesel value chain in Bihar. His innovation has earned him an invitation to take part in the 7th Asia Clean Energy Forum, a segment in the Asian Development Bank (ADB) Energy for All Investor Forum 2012 at the ADB headquarters in Manila, Philippines.



eFarm

One of the key problems for Indian farmers is the marketing of their produce to end consumers. It often goes through several middlemen, in very inefficient manner, which contributes to over 40% of wastage. Also, most farmers being less educated, lack proper planning and market inputs to properly plan their cultivation. Often the decision on what to grow, when to harvest are all based on adhoc decisions rather than a well planned approach.

The end consumers are often hit by huge variations in prices and quality and availability, that food security is one of the biggest problems facing our nation today. Though several modern retailers have been operational for over a decade, owing to a combination of factors such as high operational costs, localized presence in metros, and low margins have forced even many large chains to shut operations.

There is hence a critical need for an efficient, low cost agri supply chain mechanism to connect farmers with the end markets. eFarm is a young social enterprise firm based in Chennai. e-Farm is India's first end-to-end agri supply chain platform, providing a combination of technology solutions and on-ground distribution mechanism to enable farmers reach end markets in an effective manner. eFarm ties in farmers, intermediaries, logistics providers, distributors, small time retailers, all the way up to your local road side vendor into a single chain backed up best of breed information systems to deliver fresh, clean, low priced farm produce.

In simple words we are a 'hi-tech' subjiwallah' - connecting farmers, business consumers and intermediaries (such as transport operators, storage providers etc) using a more organized supply chain mechanism.

eFarm's solution takes a more holistic approach, addressing the key needs and pain points of all



stakeholders in the agri supply chain - farmers, transporters, intermediaries end consumers - to evolve a sustainable, transparent and efficient new distribution mechanism. It operates in the B2B space and serves bulk consumers of agri produce such as hotels, caterers, retail chains, food processing industries and vegetable vendors, and also runs a retail outlet for the Indian army.

eFarm's solution is based on following key strategies:

- Develop a IT based backbone for data gathering, analysis, planning and monitoring the entire operation
- Setup low cost collection centers close to villages in partnership with farmers for organized collection and grading
- Setup distribution centers in metros, close to customer location, for final delivery
- Train intermediaries like transport operators in proper handling of perishables to reduce transit wastage
- Map the demand and supply and ensure just in time distribution

eFarm is currently operational in Chennai and sources from over 1500 farmers in surrounding areas of Tamil Nadu.



Confederation of Indian Industry

GreenCo Summit 2013

Theme: How to "GREEN" your company ?

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 - ▶▶ Cement, FMCG, Automobile, Engineering, Pulp & Paper, Glass, Pharmaceuticals, Petrochemicals, Chemicals, etc.,
 - ▶ Service Companies
 - ▶▶ IT, Financial firms, Hotels, Buildings, Airports, Retail, Logistics, etc.,
- ♦ Government Departments
 - ▶ MOEF, MCA, MNRE, CPCB, SPCB's, State Env. Departments, etc.,
- ♦ Consultants & Environmental Professionals
- ♦ NGO
- ♦ Educational Institutions
- ♦ Financial Institutions & Funding Agencies

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 - ▶ Green Procurement
 - ▶ Green Logistics
 - ▶ Technology Solutions
- Product Stewardship
 - ▶ Extended Producer Responsibility
 - ▶ Design for Environment
- Life Cycle Assessment
 - ▶ Indian Experiences & Case studies
- Experiences of GreenCo Certified Companies
- International Experiences in Environmental Sustainability

Highlights of GreenCo Summit 2012



- Over 250 delegates
- Presentations by National & International Speakers representing Godrej, InterfaceFlor, WRI, GE, GSH Group, Dow Corning, BIAL, ITC Ltd, Wipro, HP, Pepsico, JCB, Hindustan Unilever, L&T, Kirloskar Brothers, Tata, SGS, RE Connect, Suzlon, Sun Edison, Forbes Marshall, ACC, PE Sustainability, etc,
- Bangalore International Airport Limited awarded the GreenCo Silver Rating
- ITC Limited - Paper Boards & Specialty Papers Division, Bhadrachalam Unit awarded the GreenCo Gold Rating

For further details, please contact:

DPV Suresh | +91 40 44185131 | suresh.dpv@cii.in

www.greenco.in



Cisco's Banyan

For the first time in human history a majority of the people in the world live in urban areas. Over the next five years, some 500 million people will be added to the world's cities. While urbanization comes with proven benefits of economic growth and development, it also comes with its social and environmental challenges.

With world populations shifting to urban areas, community leaders are pressed for answers to overcrowding, pollution, budget and resource constraints, inadequate infrastructure, and the need for continuing growth.

Furthermore, nearly 80 percent of the carbon dioxide emissions emanate from cities, and that number is expected to grow as the world population moves over the 9 billion mark and congregates increasingly in urban centers. The need for cities to sustainably balance social, economic, and environmental resources is more critical than ever before.

With a potential to save 10-15 percent of annual operating cost for a building, the Building 14 (or 'The Banyan') in the Cisco's Globalisation Center – East campus in Bangalore is a showcase to the world.



Anil Menon,
President,
Globalisation and
Smart+Connected
Communities,
Cisco

It has already realized seven percent in savings on the building's annual operating expenditure. This is a significant saving considering the proportion of energy consumed by commercial buildings.

Implementing S+CC solutions provides tangible value proposition for four primary stakeholders namely; building occupants, property developer, facilities manager and the city government.

How does Cisco do it?

Cisco has implemented its own technology and business architecture offering of Smart + Connected Real Estate (S+CRE) to realize this benefit. S+CRE is one of the many solutions from built on the Smart+Connected Communities (S+CC) business architecture. This underlying architecture is embedded into the building of smart, connected and sustainable communities.

The S+CC implementation in the Banyan building has three components:

- Community+Connect leverages real-time information and applications to provide a comprehensive set of in-building services for a safer, healthier, more sustainable work

environment. This can span to a wide variety of ubiquitous services including healthcare, education, government, etc for residents and businesses in a connected community.

- Community+Exchange is a back-office operations center that helps with the day-to-day operations and management of Banyan. In a larger community, this solution scales to enable information sharing and collaboration across a community's ecosystem of government agencies and private sector partners.
- Both Community+Connect and Community+Exchange are facilitated by the underlying Cisco Service Delivery Platform (SDP). The SDP consists of a device and infrastructure layer that enables Cisco and non-Cisco devices to interact with one another once connected over IP, a services layer that provides end users with an easy-to-use, intuitive interface of service offerings, and a middleware or platform layer that connects all the different smart and non-smart devices (Cisco and third-party applications) to the network in a standardized, open way.



How does Cisco define Smart, Connected?

Cisco's Smart+Connected Communities offers solutions by using intelligent networking capabilities to weave together people, services, community assets, and information into a single pervasive solution. Constituents of Smart+Connected Communities have access to information and services, with solutions for their home, schools, transportation, and more. "Smart+Connected" leverages the network as the platform to help transform physical communities to connected communities. The Smart+Connected Communities initiative brings together a broad portfolio of partnerships, products, services, and solutions to address a significant emerging opportunity using the network as the platform. It changes the way cities are designed, built, managed and renewed to achieve economic, social and environmental sustainability.

What trends do you see for the future and what is S+CC's role?

Urbanization as a phenomenon is inevitable as sure are the problems and challenges of urbanization. The methods adopted by developed economies today lead us down an environmentally unsustainable path. S+CC not only provides a model for a low carbon lifestyle but also makes economic sense.

How tangible are the benefits of such Smart solutions?

Solutions implemented in Banyan have demonstrated the potential of reducing annual operational expenditure by 10 to 15 percent. However, S+CC should not be looked at in isolation from intangible benefits it can deliver.

The Banyan implementation indicates that communities using the network as the platform to plan, build, and manage day-to-day operations will gain significant new efficiencies in every aspect of community life: enhancing productivity among residents / employees, and improving availability and access to public services.

While pure economic benefits yield a 7-10 year break-even, including productivity benefits makes a very attractive case. Implementation requires aligning incentives for stakeholders, increasing awareness and adopting new business models.



- Cisco's Banyan building shows how to potentially reduce a building's annual operating costs by 10-15%
- Lower costs are primarily driven by lower energy consumption and efficient building management
- 7% of savings have already been realized in the Banyan
- Benefits not just restricted to Economical, but also includes Environmental and Social benefits
- Smart+Connected Real Estate (S+CRE) Solution Offering embedded into the building
- Cisco's Smart+Connected Communities (S+CC) business architecture approach is at the heart of smart, connected and sustainable communities.

Know more:

S+CRE: http://www.cisco.com/web/strategy/trec/smart_connected_real_estate.html

Smart+Connected Communities: http://www.cisco.com/web/strategy/smart_connected_communities.html

Cisco: <http://www.cisco.com>



The Story

As the concrete jungle of Mumbai rapidly eats into its forests, Sultan, the leader of the leopards, is killed. A motley crew of animals decides to do something about it. Bajrangi, the militant monkey, Bagga, the hugging bear, Begum, the protective leopardess and her cub Yuvi set off on a journey to Delhi, to petition the government - but not before they kidnap Alex, the crazy parrot who can speak human. Will they make it to the capital? And even if they do, will anyone listen?

Inspiration behind the film

When I started there were multiple story lines, so what you look for is a universal theme that is culturally neutral. Thinking green has become universal now, it impacts everyone, every country, every class of society and it is getting into everyone's consciousness. In the schools, among the kids, it's a very big thing. It is just not for kids, it is for the child in you, it's smart and witty. Children will enjoy it at one level and parents at a different one.

The film is at the intersection of creativity, technology and global marketing. I always wanted to produce movies. It is about movies which are international and there is a big technology component, it's a good mix.

What are the challenges in managing a company in this space?

I used to be a creative director at Ogilvy so I have managed creative teams earlier. Creative teams are different from BPO teams, so if you

India's first stereoscopic 3D animation feature film, co-produced by Krayon, is about the conflict between the livelihoods of animals and greed of humans. The story has a happy ending though.

Aditya Nath Jha, CEO of Krayon, talks about his personal and professional challenges in making the film and his personal journey of finding his peak in the intersection of creativity, technology, marketing and management with **Benedict Paramanand**



give them a higher purpose, love, respect and responsibility people will reciprocate. You have to inspire them to do great work. People want freedom and flexibility and if you give all the above they will treat it as their own company.

I was the head of marketing at Infosys, I have been an entrepreneur, so I am comfortable in multiple roles. I am comfortable at the intersection of creativity, technology, marketing and management.

What is the secret behind your success?

I was probably a bad student. I did chemical engineering from IIT but I was a bad chemical engineer, I wasn't interested. I wanted to have fun in whatever I was doing, so after IIT I joined a creative department at ad agency called Lintas in Bombay. That's how it began but I knew that I wasn't going to be in advertising forever. I wrote a couple of TV serials but that time the internet was beginning. I joined as head of marketing for a start-up Talisma in the US. After that I started my own company which didn't work out. Then I joined Infosys and now I am doing this. I treat each job as a project and move on to the next.

What are the innovations that are there in the film?

Innovation is a very fuzzy word; everyone has their own interpretation so I honestly do not know. Innovation can be at a very micro level as to how we get more out of the same software or how we can reduce rendering time on the same software by writing specific codes. We are the first guys to pump in seven million dollars into an original film out of India and we are also the first to have a complete global model. It's an original story, it's our own IP

What's the cost advantage of doing an animation film in India?

That is a location advantage that brings down the cost; we don't believe that everything has to be India based. It's a globalized world now so probably we will have co-production with a Chinese studio, a writer from Europe or a director from US. Only thing is that the key studio and production could be based in India.

Aditya has been a visiting speaker at MIT Sloan, Johnson School of Management at Cornell and London School of Business. He has a degree in Chemical Engineering from IIT Kharagpur



Whose Sustainability Counts? Basix's Long March From Microfinance to Livelihoods

By **Malcom Harper, Lalitha Iyer, Jane Rosser**
Publisher: Vistaar Publications, 2012

Several recent events have undermined confidence in microfinance and microfinance institutions (MFIs). These events range from the collapse of the microfinance industry in Andhra Pradesh to the Bangladesh government's dismissal of Grameen Bank President Muhammad Yunus- Nobel Prize laureate and venerated father of microcredit-to the increasing publicity about micro-loan debt bondage and debt-induced suicides of MFI clients.

What do these crises signify for the future of microfinance? Are the basic principles of finance for the poor salvageable? Can the model be improved?

From its inception in 1996, BASIX-one of the largest microfinance institutions in India-has realized that focusing solely on loans will not improve the lives of its poor clients. Recognizing that the complex problems of poverty require complex solutions, it has melded financial services with livelihood development and institutional sustainability to achieve its goals, all the while maintaining impeccable ethical standards and practices of social inclusion.

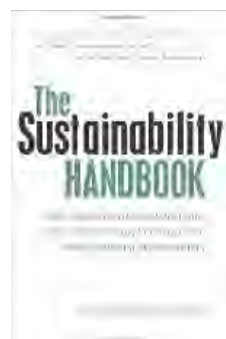
The BASIX experience presents a vital model for a revamped microfinance organization of the future, one that responds to clients' diverse needs equitably and effectively.



Embedded Sustainability: The Next Big Competitive Advantage

By **Chris Laszlo, Nadya Zhexembayeva**
Publisher: Stanford Business Books, April 2011

We are in the midst of a sea-change. In years past, corporate social responsibility may have been seen as a feather in a corporation's cap but, today, ecological and social pressures require a new type of business response. In *Embedded Sustainability*, authors Chris Laszlo and Nadya Zhexembayeva convincingly show how companies can better leverage global challenges for enduring profit and growth.



The Sustainability Handbook: "The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility"

By **William R. Blackburn**
Publisher: Routledge, May 2012

The *Sustainability Handbook* covers all the challenges, complexities and benefits of sustainability for businesses, governments and other organizations. It provides a blueprint for how organizations can reach or exceed economic, social and environmental excellence. It offers a host of practical approaches and tools including a model sustainability policy for organizations, summaries of sustainability codes and tips on selecting them, an extensive collection of metrics and a wealth of supplementary reference material. This is the essential reference for every organization in pursuit of sustainability.

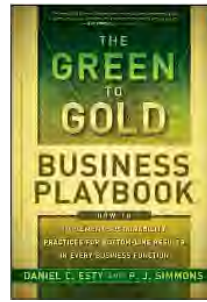


Global Problems: The Search for Equity, Peace, and Sustainability

By **Scott R. Sernau**

Publisher: Prentice Hall; 3 edition, March 2, 2012

This text uses social science perspectives to examine the various dimensions of globalization, the social problems of inequality, war and violence, and environmental sustainability that are occurring on a global scale. Clear writing and vivid examples help students to better understand their role as global citizens. The book was designed for courses such as Global Issues, Contemporary Problems, Social Problems, Social Stratification, World Cultures, and Social Change.



The Green to Gold Business Playbook: How to Implement Sustainability Practices for Bottom-Line Results in Every Business Function

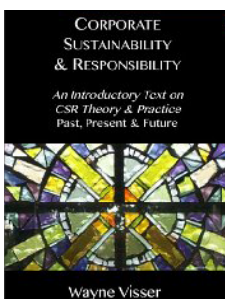
By **Daniel C. Esty** (Author), **P.J. Simmons**

Publisher: Wiley, April 2011

Hard-nosed business advice for gaining competitive advantage through sustainability action in buildings and operations, information technology, product design, sourcing, manufacturing, logistics and transportation, marketing, accounting, and other key business functions.

Whether you are a climate change skeptic or an environmentalist, sustainability issues cannot be ignored in today's corporate world. With rising energy and natural resource costs, intensified regulations, investor pressures, and a growing demand for environmentally friendly products, sustainability is no longer an option—it's a business imperative.

Unlike many green business books, the Playbook skips the environmental ideology and deals exclusively with tools and strategies that have been shown to cut costs, reduce risks, drive revenues, and build brand identity.



Corporate Sustainability & Responsibility: An Introductory Text on CSR Theory & Practice - Past, Present & Future

By **Wayne Visser**

Publisher - Kaleidoscope Futures Ltd., May 2012

Corporate Sustainability & Responsibility (CSR) - incorporating corporate (social) responsibility, sustainable development, business ethics, corporate citizenship, business & society and corporate governance - has become a widely taught subject in business schools and practiced in companies around the world. For the first time, there is a comprehensive e-textbook that introduces students and practitioners to CSR theory and practice, looking at the past, present and future.

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<https://play.google.com/store/search?q=managementnext&c=apps>

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The Global Open University
<http://nagaland.net.in/>

Post-Graduate in Sustainability Management

Silver Bright Institute of Management
<http://www.htcampus.com/college/silver-bright-institute-management-sbim>

M.Sc. in Environmental Science

Dr. Babasaheb Ambedkar Marathawada University
<http://www.bamu.net/dept/environment>

Advanced Diploma in Energy

Vidya Prasarak Mandals Polytechnic
<http://www.vpmthane.org/polywebnew/courses.html>

MBA and MA in Sustainability Management

TERI University
<http://www.teriuniversity.ac.in>

M.Tech in Environmental Engineering

The National Institute Of Technology,
Tiruchirappalli
<http://www.nitt.edu/home>

Master of Architecture (Sustainable Architecture)

Bharati Vidyapeeth Deemed University
<http://www.bharativedyapeeth.edu/Campuses/Pune/default.aspx>

MA in Environmental Economics (Distance Learning)

Annamalai University
<http://www.annamalaiuniversity.ac.in>

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<http://www.thapar.edu>

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Gauhati University
<http://www.gauhati.ac.in>

Post-Graduate Certificate in Sustainable Enterprise

Indian Institute for Sustainable Enterprise
<http://theiise.net/pgcertinse.html>

Post-Graduate Diploma in Sustainability (Distance learning)

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<http://www.cguniversity.com>

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University of Calicut
<http://www.universityofcalicut.info>

PhD in Environmental Science

Panjab University
<http://puhcd.ac.in>

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Bharathiar University
<http://www.b-u.ac.in>

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School of Management & Infrastructure &
Development Studies
<http://www.minds-india.org>

Advanced Diploma in Bio Degradable & Solid Waste

Vellalar College for Women
<http://www.vellalar.com/Arts/carrer-oriented-programmes.php>

MBA in Energy & Environmental Science

Symbiosis Institute of International Business
<http://www.siib.ac.in/programmes.aspx>

PhD in Environmental Bio-Technology & Solid Waste Management

School of Environmental Sciences
Jawaharlal Nehru University
<http://www.jnu.ac.in/main.asp?sendval=SchoolOfEnvironmentalSciences>

International Conference on transfer of biotechnology and Land use management for sustainable development

16 to 17th February 2013
Aron, Madhya Pradesh, India
<http://www.biotecharon.com>

National Conference on Green Technologies for Conservation of Biodiversity

16th February 2013
Coimbatore, Tamilnadu, India
<http://gtcb13.webs.com/about>

International Conference on Trade, Markets and Sustainability (ICTMS 2013)

22nd to 23rd February 2013
Pune, Maharashtra, India
<http://www.siibconference.in>

National Seminar on Green Materials

27th February to 1st March 2013
Mavelikara, Kerala, India
<http://www.green-materials.in>

National Conference on Green Marketing in India - Emerging Opportunities and Challenges

27th to 27th February 2013
CHENNAI, TAMIL NADU, India
<http://loyolacollege.edu/docs/GMIEOC2013Brochure.pdf>

Suscon-III, 3rd Annual International Conference on Sustainability: Ecology, Economy and Ethics

6th to 8th March 2013
Shillong, Meghalaya, India
<http://www.iimshillong.in/sus-con/sus-con.asp>

National Conference on Paradigm for Sustainable Business: People, Planet, and Profit

8th to 9th March 2013
Roorkee, Uttarakhand, India
[http://www.iitr.ac.in/news/uploads/File/DOMS/2013/Final%20brochure%202nd%20Nov%202012\(02012013\).pdf](http://www.iitr.ac.in/news/uploads/File/DOMS/2013/Final%20brochure%202nd%20Nov%202012(02012013).pdf)

International Conference on Global Sustainability and Contemporary Issues in Business

14th to 15th March 2013
Gurgaon, Haryana, India
<http://www.conference.jkef.edu.in>

International Conference On Global Scenario In Environment And Energy

14th to 16th March 2013
Bhopal, Madhya Pradesh, India
<http://www.icgsee2013.com>

National Conference on Environmental and Energy Aspects for Sustainable Development (NCEEASD2013)

15th to 16th March 2013
Nanded, Maharashtra, India
http://www.sggs.ac.in/departments/Chemical/Files/Conference%20Home_Chem%20Department%20_%20Department%20of%20Chemical%20Engineering.htm

International Conference on Managing Inclusive Growth: The Bottom-up Approach for Harmonious Development

15th to 16th March 2013
Greater Noida, Uttar Pradesh, India
<http://www.indusbusinessacademy.org/ic2013/>

International Conference On “Various Facets of Energy Technologies and its Management for Sustainable Development” (ET & MSD-2013)

16th to 17th March 2013
New Delhi, Delhi, India
<http://conferencekrishisanskriti.bravesites.com/>

Green Technologies for Sustainable Environmental Management Conference

27th to 28th March 2013
Dehradun, Uttarakhand, India
http://www.doonuniversity.ac.in/images/pdf/brochure_doon%20university.pdf

ADMISSION ANNOUNCEMENT 2013-15



Post Graduate Diploma in Management Sustainable Development Practices (PGDM - SDP)

Approved & Recognised by AICTE, Ministry of HRD, Govt. of India
In partnership with MDP Global Network, The Earth Institute, Columbia University.

The programme is robustly designed to address current and the potential future needs of corporate and the development sector. The programme offers highly focused courses in health economics, environment science, energy management, social science consulting & business modelling, project management, corporate social responsibility, sustainability measurement tools, and green supply chain management.

Programme Highlights

Global Classroom: The Global Network of 22 world's leading universities offer Web class room to share knowledge, and the best practices.

Immersion Programme: The 10 days field exposure cum class room training to understand the complex issues and challenges of sustainable development.

Grameen Creative Lab: In collaboration with 'Grameen Creative Lab' (founded by Nobel Laureate Prof. Mohammed Yunus), the programme promotes the idea of social business.

Students' Exchange Programme: The institute is having strong tie-up with around 50 international Universities across the continents to encourage students for exchange programme and internships.

Eligibility criteria and selection procedure

Selection Procedure: CAT/MAT/XAT/GMAT and other prominent national / international level management exams, GD+PI+Write-up

Eligibility Criteria: Any Graduate with 50% marks, professionals from development area will get an additional consideration

Equivalence
with MBA
by AIU

Alliance with
B-schools of
USA, Europe & Asia

100% Placement
Assistance in Indian &
Multinational Companies

Founded by
B.K. Birla Group

Landscaped Green
Residential
Wi-Fi Campus

All India
7th Rank
Among Top
Private B-Schools



Source: CNBC-TV18
Cfore B-School
Survey 2012

PGDM- SDP Final Placement and Internship Companies and Organisations:



For admission related queries, please contact to:

Mr. Anshuman Srivastava, Program Manager, PGDM (SDP)

Email: anshuman.srivastava@bimtech.ac.in

Contact: +91-0-9873788681, 0120- 3243638

For programme information: www.bimtech.ac.in/pgdm-Sustainable-Development-Practices.html