



Examples of Ecosystem Service-related Business Risks and Opportunities



About this presentation

This PowerPoint presentation profiles examples of business risks and opportunities arising from a company's dependence and/or impact on ecosystem services.

The speaker notes for each slide (click “view”, “notes page”) provide information about each example.

This presentation is designed for use by company managers, analysts, and consultants to demonstrate the business case for considering trends in ecosystem services when developing business strategy.

These case examples were implemented before the Corporate Ecosystem Service Review was created.

For more information and supporting tools, visit www.wri.org/ecosystems/esr



Case examples in this presentation

Type	Risk	Opportunity
Operational	• Vittel • Energia Global • Anheuser-Busch • Aboitiz (Binga hydroelectric facility) • Santa Fe Railroad/Amoco /Hubinger • Bai Tho Ltd • Australian Vintage • Rio Tinto	• Mitsubishi Semiconductor America • DuPont • DaimlerChrysler • Rohm and Haas • Campbell Soup Company • Ingenio El Potrero • Clean Water Services • Autovias • Unilever
Regulatory and legal	• Chinese logging industry • European Union fishing industry • Barama Company Ltd. • Mexican companies using freshwater • Coca-Cola • Associated British Ports • ChevronTexaco • Union Pacific	• International Paper • Alfa Laval • Tourism industry (Australia) • Sappi



Case examples in this presentation (continued)

Type	Risk	Opportunity
Reputational	• Home Depot • B&Q • MacMillan Bloedel • Alcan	• Fetzner Vineyards • GDF Suez
Market and product	• Seafood suppliers to Wal-Mart • Travis Perkins • APP	• AgraQuest • Halma • Wood products industry • Fishing industry • AES Corporation • ChevronTexaco • Inland Empire Paper Company • Potlatch • Allegheny Power • Intaran Indonesia • Zhongyi agro-ecological gardening • UPM-Kymmene • Westervelt • Canopy Capital • Farmers Irrigation District • Lafarge Ecosystems
Financing	• Citigroup • ABN AMRO • JPMorgan Chase	• Goldman Sachs • Züblin AG • Gold East Paper



Operational risk: Reduced quality of inputs



Photo Courtesy of Flickr: Phillip



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Operational risk: Reduced productivity

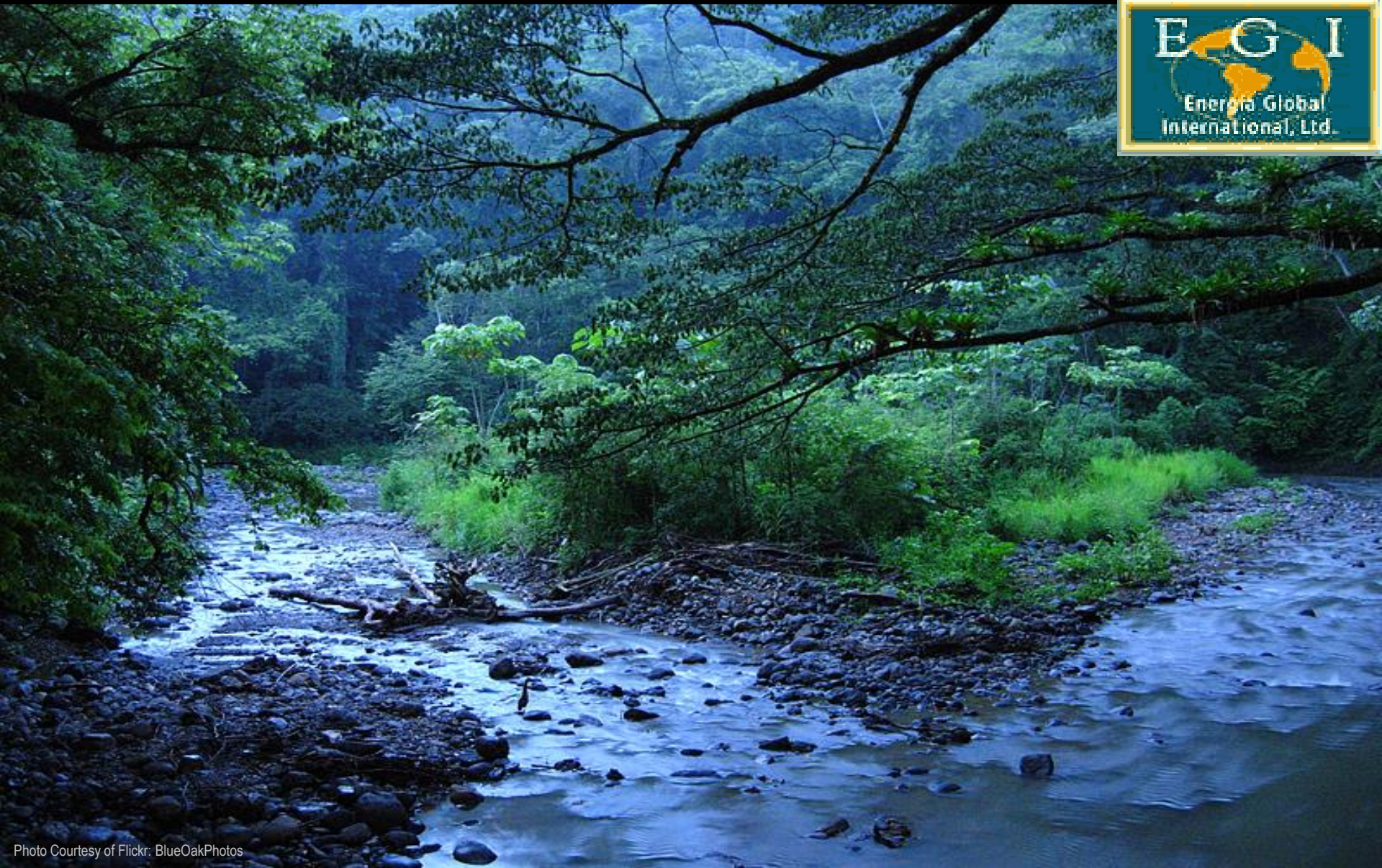


Photo Courtesy of Flickr: BlueOakPhotos



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Operational risk: Increased scarcity or cost of inputs



Photo Courtesy of Flickr: steve took it



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Operational risk: Reduced output

abotiz



Photo Courtesy of Flickr: hamiltonpaulo



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Operational risk: Disruption to business



Operational risk: Disruption to business



Photo Courtesy of grolli77



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Operational risk: Increased cost of inputs



Operational risk: Increased scarcity

Rio Tinto



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Operational opportunity: Increased efficiency



Photo Courtesy of Flickr: StangGT



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Operational opportunity: Low-impact industrial processes



Photo Courtesy of Flickr: gurdonark



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Operational opportunity: Increased efficiency

DAIMLERCHRYSLER



Photo Courtesy of Flickr: manjukhan



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Operational Opportunity: Increased efficiency



Operational opportunity: Increased efficiency

The Campbell's logo, featuring the brand name in a white, cursive script font set against a red rectangular background with a thin gold border.

Operational opportunity: Increased efficiency



Photo Courtesy of **Ricardo Funari



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Operational opportunity: Low impact industrial process



CleanWater  Services



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Operational opportunity: Reduced costs



Autovias
Grupo OHL



Photo Courtesy of Flickr RicardoSEP



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Operational opportunity: Increased efficiency



Photo Courtesy of Flickr: 'Mash'



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Regulatory risk: Extraction moratoria



Photo Courtesy of Flickr - anne legier



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Regulatory risk: Lower quotas



Photo Courtesy of Flickr: photosecosse



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Regulatory risk: Fines

 **BARAMA COMPANY LIMITED**



Photo Courtesy of Flickr: nichan daou



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Regulatory risk: User fees



Photo Courtesy of Flickr: javierdoren



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Regulatory risk: Permit or license suspension



Photo Courtesy of Flickr:Guistaff



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Regulatory risk: Permit denial



Regulatory risk: Lawsuits



Photo Courtesy of Flickr: tefe



Regulatory risk: fines



Photo Courtesy of Flickr: Hsivonen



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Regulatory opportunity: License to expand operation

INTERNATIONAL  PAPER

Photo Courtesy of Flickr: David Kutler



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Regulatory opportunity: New products to meet new regulations



Photo Courtesy of Flickr: Powi...(ponanwi)



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Regulatory opportunity: Opportunity to shape government policy



Regulatory opportunity: Opportunity to shape government policy

sappi



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Reputational risk: Damage to brand or image



Photo Courtesy of Flickr: halmorgan



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Reputational risk: Damage to brand or image



MacMillan Bloedel
Building Materials



Photo Courtesy of Flickr: Alan Cressler



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Reputational risk: Challenge to social “license to operate”



Photo Courtesy of Flickr: ahisgett



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Reputational opportunity: Differentiated brand



Photo Courtesy of Flickr: sonic_serenityr



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Reputational opportunity: Improved brand

GDF SUEZ

REDÉCOUVRONS L'ÉNERGIE

Photo Courtesy of Flickr: Russ Bowling



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Market risk: Changes in customer preferences



WAL★MART®
Save money. Live better.™



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Market risk: Changes in customer preferences



Market risk: Changes in customer preferences



Market opportunity: New products

AGRAQUEST



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Market opportunity: New products

HALMA



Photo Courtesy of Flickr: clint02554



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Market opportunity: Markets for certified products



Photo Courtesy of Flickr: amlanedaleman



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Market opportunity: Markets for certified products



Photo Courtesy of Flickr: pamelarose



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Market opportunity: Markets for ecosystem services

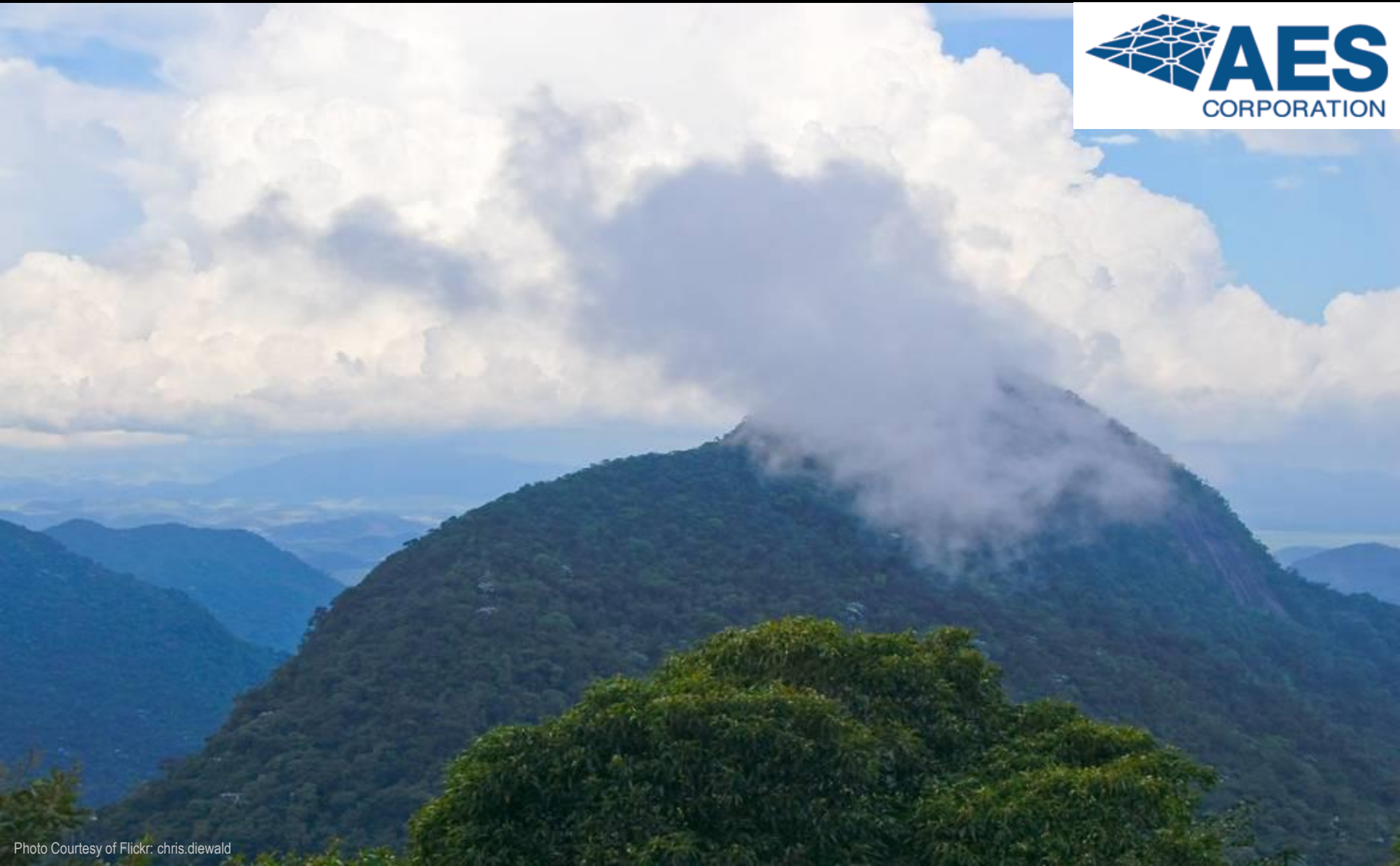


Photo Courtesy of Flickr: chris.diewald



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Market opportunity: Markets for ecosystem services



Market opportunity: New revenue from company-owned ecosystem



Photo Courtesy of Flickr: sidewayscaver



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Market opportunity: New revenue from company-owned ecosystem



Photo Courtesy of Flickr: Al Bell



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Market opportunity: New revenue from company-owned ecosystem



Photo Courtesy of Flickr: Allegheny Power

Market opportunity: New products

PT. Intaran Indonesia
A Pioneer in Developing Sustainable Solutions

Photo Courtesy of Flickr: zeck80



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Market opportunity: New services



Market opportunity: Change in customer preferences



Photo Courtesy of Flickr: AndyCoulson



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Market opportunity: Markets for ecosystem services



Market opportunity: Markets for ecosystem services

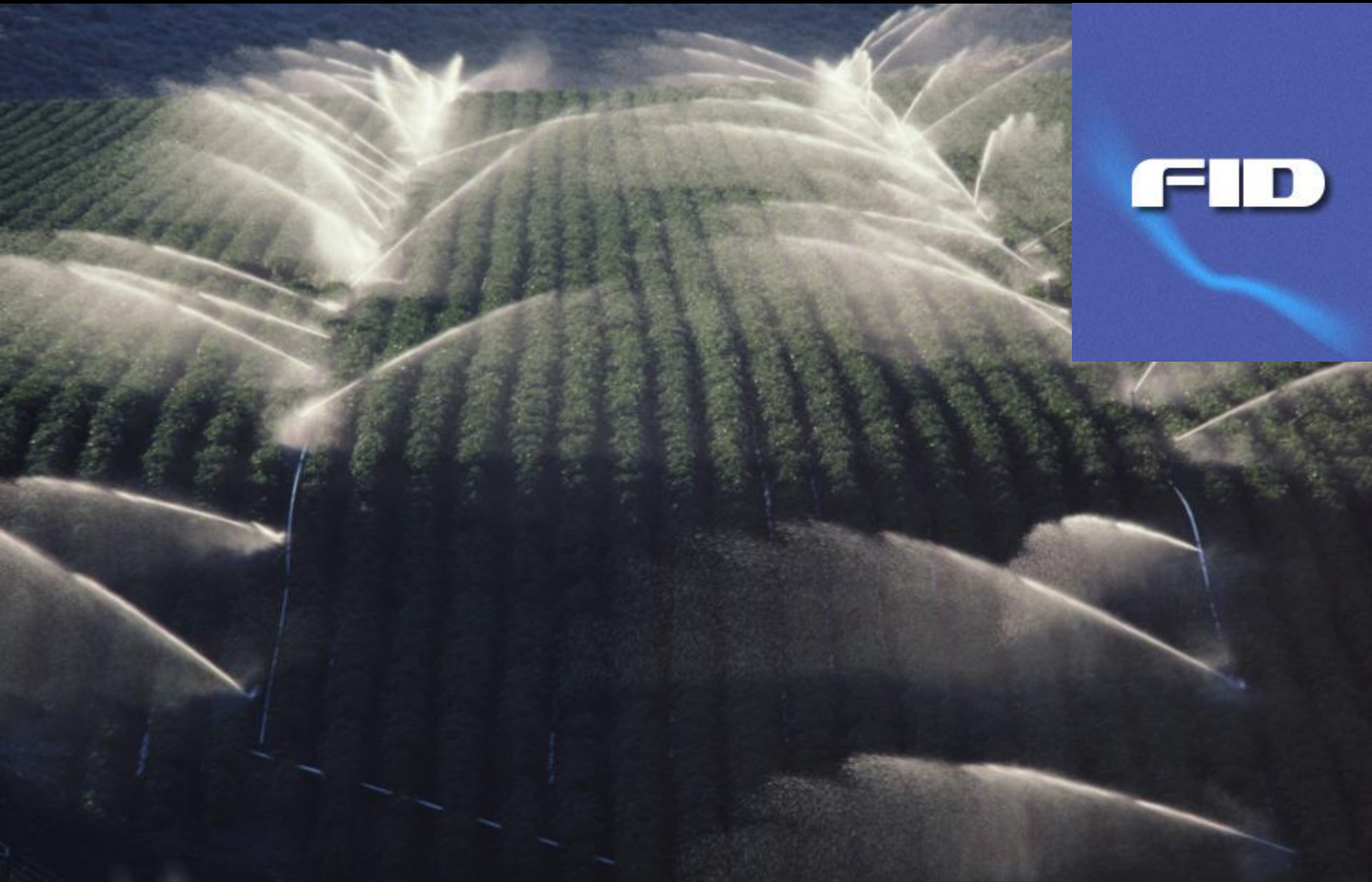


Courtesy of Flickr: CityCat



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Market opportunity: New product



Market opportunity: New service



Courtesy of smudger88



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Financing risk: More rigorous lending requirements



Financing risk: More rigorous lending requirements



ABN·AMRO



Photo Courtesy of Flickr: simplelogic



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Financing risk: More rigorous lending requirements



Photo Courtesy of Flickr: Naaldendam



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Financing risk: Complying with lending standards



ZÜBLIN

Photo Courtesy of Flickr, simonlegic



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Financing risk: More rigorous capital market standards



Financing opportunity: Markets for ecosystem services

Goldman
Sachs



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Guidelines for Identifying Business Risks and Opportunities Arising from Ecosystem Change

Version 1.0



World Business Council for
Sustainable Development



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