



*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](http://www.wri.org/ecosystems/esr)



## *Case examples in this presentation*

Type	Risk	Opportunity
Operational	<ul style="list-style-type: none"><li>• Vittel</li><li>• Energia Global</li><li>• Anheuser-Busch</li><li>• Aboitiz (Binga hydroelectric facility)</li><li>• Santa Fe Railroad</li><li>• Amoco</li><li>• Hubinger</li></ul>	<ul style="list-style-type: none"><li>• Mitsubishi Semiconductor America</li><li>• DuPont</li></ul>
Regulatory and legal	<ul style="list-style-type: none"><li>• Chinese logging industry</li><li>• European Union fishing industry</li><li>• Barama Company Ltd.</li><li>• Mexican companies using freshwater</li><li>• Coca-Cola</li><li>• Associated British Ports</li><li>• ChevronTexaco</li></ul>	<ul style="list-style-type: none"><li>• International Paper</li><li>• Alfa Laval</li><li>• Tourism industry (Australia)</li></ul>



## Case examples in this presentation (continued)

Type	Risk	Opportunity
Reputational	<ul style="list-style-type: none"><li>• Home Depot</li><li>• B&amp;Q</li><li>• MacMillan Bloedel</li><li>• Alcan</li></ul>	<ul style="list-style-type: none"><li>• Fetzer Vineyards</li></ul>
Market and product	<ul style="list-style-type: none"><li>• Seafood suppliers to Wal-Mart</li><li>• Travis Perkins</li></ul>	<ul style="list-style-type: none"><li>• AgraQuest</li><li>• Halma</li><li>• Wood products industry</li><li>• Fishing industry</li><li>• AES Corporation</li><li>• ChevronTexaco</li><li>• Inland Empire Paper Company</li><li>• Potlatch</li><li>• Allegheny Power</li></ul>
Financing	<ul style="list-style-type: none"><li>• Citigroup</li><li>• ABN AMRO</li><li>• JPMorgan Chase</li></ul>	<ul style="list-style-type: none"><li>• Goldman Sachs</li></ul>





## *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: hamiltonpaolo



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# *Operational risk: Disruption to business*



Photo: Courtesy of Flickr: real1960



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## *Operational opportunity: Increased efficiency*



Photo Courtesy of Flickr: SiangGT



## *Operational opportunity: Low-impact industrial processes*



Photo Courtesy of Flickr: gurdonark



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## *Regulatory risk: Extraction moratoria*



Photo Courtesy of Flickr / anne leger





## *Regulatory risk: Lower quotas*



Photo Courtesy of Flickr: photosecosse



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## *Regulatory risk: Fines*



 BARAMA COMPANY LIMITED

Photo Courtesy of Flickr: nicham daou



## *Regulatory risk: User fees*



Photo Courtesy of Flickr: javierdoren



## *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 opportunity: License to expand operation*

INTERNATIONAL  PAPER



Photo Courtesy of Flickr: David Kuttel



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# *Regulatory opportunity: New products to meet new regulations*

ALFA  
LAVAL



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



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# *Regulatory opportunity: Opportunity to shape government policy*

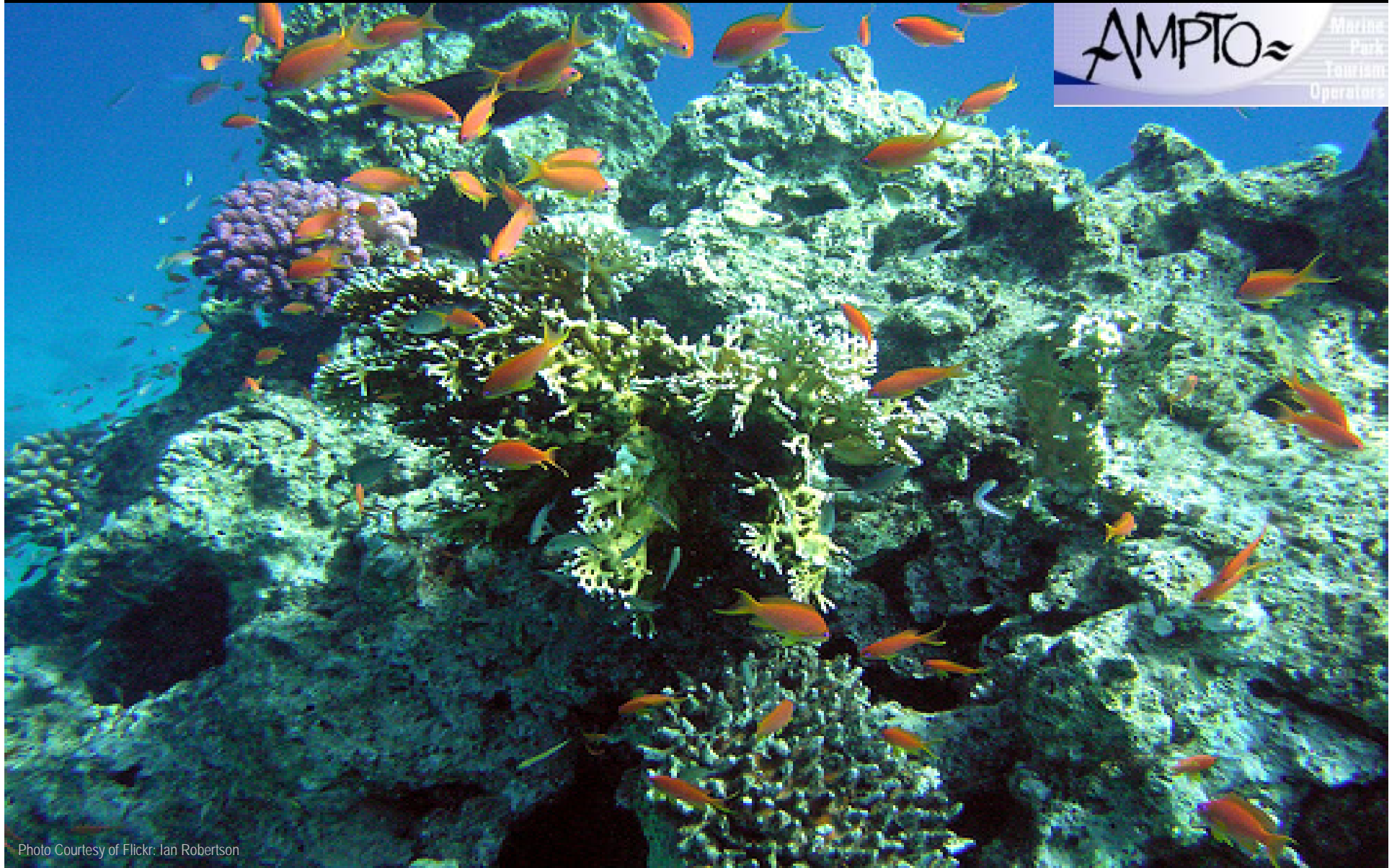


Photo Courtesy of Flickr: Ian Robertson



*Reputational risk: Damage to brand or image*



Photo Courtesy of Flickr: halmorgan





# *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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*Market risk: Changes in customer preferences*

**WAL★MART®**  
Save money. Live better.™



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*Market risk: Changes in customer preferences*





*Market opportunity: New products*

AGRAQUEST 





*Market opportunity: New products*

HALMA



Photo Courtesy of Flickr: clint02554



## *Market opportunity: Markets for certified products*



Photo Courtesy of Flickr: amabedaleman



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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*

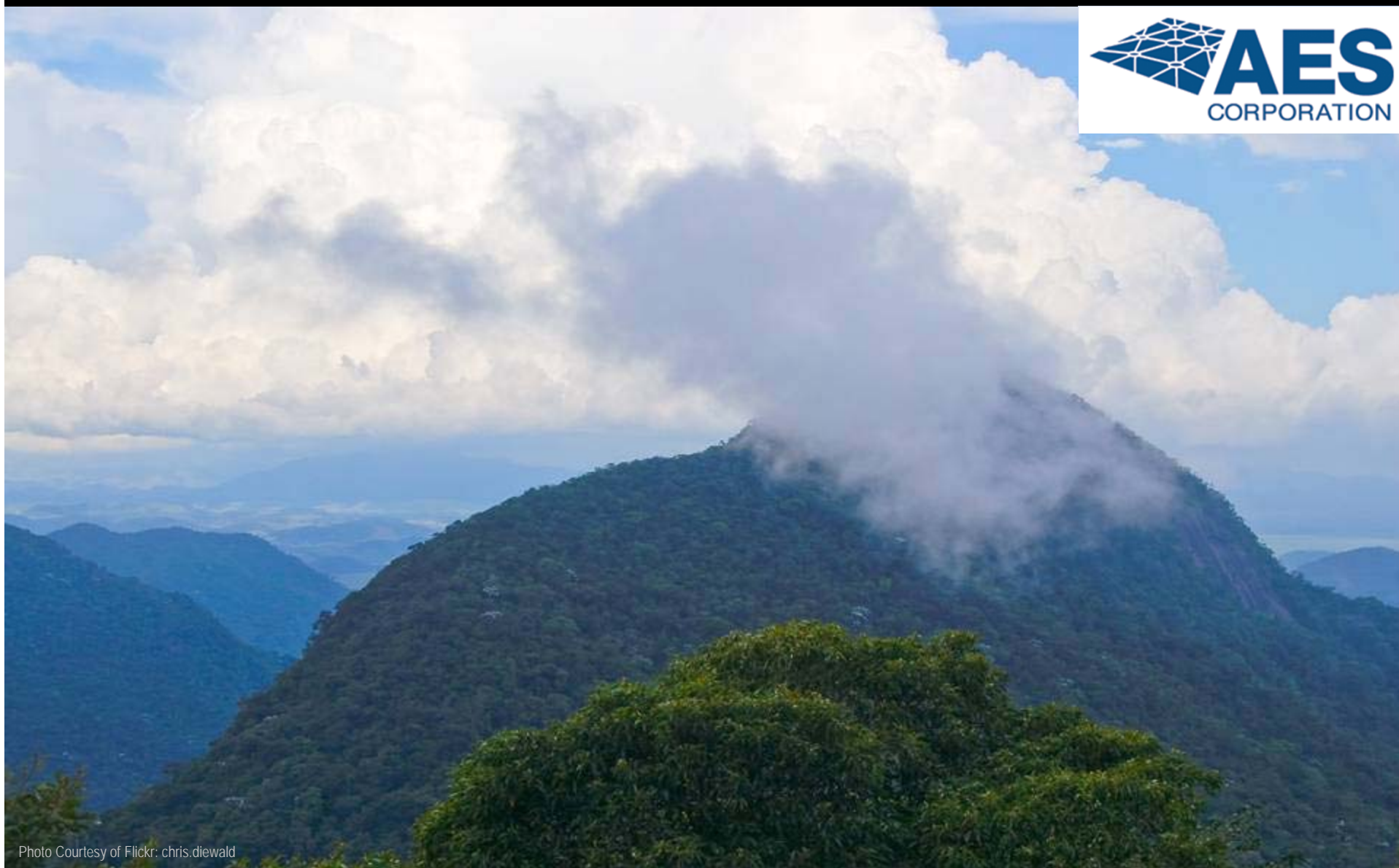


Photo Courtesy of Flickr: chris.diewald



*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



# *Market opportunity: New revenue from company-owned ecosystem*



Photo Courtesy of Flickr: Allegheny Power



## *Financing risk: More rigorous lending requirements*





## *Financing risk: More rigorous lending requirements*



Photo Courtesy of Flickr: simplelogic



# *Financing risk: More rigorous lending requirements*



Photo Courtesy of Flickr, Maudenham



*Financing opportunity: Markets for ecosystem services*

Goldman  
Sachs



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# THE CORPORATE ECOSYSTEM SERVICES REVIEW



## Guidelines for Identifying Business Risks and Opportunities Arising from Ecosystem Change

Version 1.0



World Business Council for  
Sustainable Development



Meridian Institute  
Connecting People to Take Problems



WORLD  
RESOURCES  
INSTITUTE

[www.wri.org/ecosystems/esr](http://www.wri.org/ecosystems/esr)



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