

# 迈向二十一世纪的绿色商业模式 从专注节能环保到寻求绿色利润

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过去的几年，世界各地领先企业的关注点都在悄然地发生着变化。不同于过去只关注内部的环境问题，当今的企业正在专注于如何提供符合世界市场需求的解决方案，以及企业自身的商业模式如何从关注产品转变为关注于社会所需要的服务。

产生如此变化是基于以下几点原因：其一、原有改善速度过慢；其二、新市场的不断增长；其三、智能解决方案已准备就绪；以及我们理解了对变革性解决方案的需求。21世纪的企业必须着眼于可提供可持续服务的新型绿色商业模式，而且其领导者必须起到引领作用。

2013年年初，北京迎来了严重的空气污染，同年中国也成为了世界上最大的石油净进口国。二者之间看似毫不相关，联合效应却可能成为推动中国企业绿色变革的绝佳动力，与此同时，我们需要清楚意识到的是，中国跟随西方国家不可持续发展脚步的风险也同时存在。

令人鼓舞的是，在空气污染严重、自然资源需求急剧增加的背景之下，中国政府明确表示，不仅愿意支持更加绿色的发展，更鼓励具有实力和领军作用的公司进行更根本性的绿色创新。事实上，除应对各种环境、气候和生态挑战外，我们还必须保证使地球上的所有人摆脱贫困。当前富人的生活方式



和大多数的商业模式都建立在一个令世界上很大比例的人永远生活在贫困之中的体系之上，因为这颗星球的资源不足以使每个人都像富人一样过着挥霍奢侈的生活。这种情况必须改变。

## 空气污染将迎来崭新的绿色解决方案

空气污染人们通常看得见，对此表示理解，但“雾霾”也却实在让人心烦。假如此情况发生在记者、高收入者和政治决策者云集的地区，通常会有快速的行动来转变现

状。然而需要提出的是，西方国家的前车之鉴却告诉我们，过快的采取行动或将使情况变的更加糟糕，即导致长期的不可持续发展。

涉及到空气污染的标准答案一直以来就是去除根源或对根源稍加改善。当前，世界上很多声音都在要求中国迅速采取行动，西方国家也希望借此机会向中国出售清洁设备和终端解决方案。然而中国所需要的不仅仅是缓解空气污染，更需要应对自然资源过度使用所带来的挑战并根本解决问题。

终端解决方案的最大问题是会阻碍创新。这些方案会巩固既有的思考和经商方式，而无法鼓励企业彻底地对其商业模式进行再思考。好在，中国已经迎来了应对空气污染、实施绿色变革的绝佳时机，人们所要做的是将问题转变成机会。摒弃政治家、媒体和非政府组织只关注排放来源的传统观点，21世纪的服务应使用另一种思维。在城市空气污染的问题上，中国企业应支持那些关注社会需求的服务业，比如绿色交通和建筑。

不难发现，现在已有很多公司都参与到绿色出行的战略思想之中，从IT公司允许员工远程办公而不必须身在办公室，到城市规划者鼓励人们步行或骑车等绿色出行；化工企业提供更智能的电池，钢铁公司提供铁路助力公共交通等也算在内。同样的，更智能的建筑甚至可以产出可持续能源，这样的技术也创造出新的科技群。从提供原材料的企业到传播可持续生活方式的媒体公司，这些变革需要发生在每一个角落。

## 六步实现企业绿色利润

实现绿色利润一直是绿色产业的发展目标，而过往的事例却证明旧的观点在绿色产业发展中是失败的。除去大量的公关广告和阻碍创新的内部工作，没有发生任何实质性的改变。以西方公司为例，他们开局很好，

## 绿色商业发展的旧观点



## 对绿色商业发展的新推动



然而由于领导者只关注解决内部问题并保护品牌形象，最终以抵消内部影响和降低影响为零来妥协达到目标。真正的结果并不是减少排放总量，而是购买继续排放的权利来标榜自己为“绿色”。这种方法忽视了企业对社会的影响，削弱了可持续发展作为创新和创造绿色利润的动力力量。如今，怎样实现绿色利润已成为众企业共同研究的课题，在此我也提出自己的建议以供大家参考。

### 第一、设立绿色销售目标

企业应明确自身的绿色销售目标，确保公司拥有不同层次、种类繁多的绿色产品。西方公司已经在积极践行，让绿色销售报告变得丰富、多元已成为了他们的一大目标。

### 第二、设立绿色销售的环保目标

只列出大量产品和服务就称之为绿色显然是行不通的，所以计算节约量和评估对

可持续发展的长期效应必不可少。轻微低污染、低排放的SUV汽车或节能的私人飞机显然不是绿色的解决方案，相反，这些是应该被减少、代替甚至是被消除的产品。

### 第三、设立绿色销售的社会目标

绿色解决方案的最终目标是保障世界上90亿的人口在有效利用资源的同时，不用负担高昂的费用，且不会为我们的星球制造大问题。这些方案应能帮助人们摆脱贫困，减少收入差距。

### 第四、撰写绿色发展报告

一份不完美的报告总胜过没有报告。透明的绿色发展报告对于21世纪的企业而言是必不可少的，报告中，企业应明确阐明自身的绿色发展目标，并由相关部门进行监管。

精心组织报告来解释公司的战略思想也很重要。

### 第五、按照服务而非旧行业划分，建立全新的合作关系

从绿色利润的角度来看，仍然按照旧有行业划分来定义自己是当前企业所面临的最大障碍之一。改变视角、将绿色趋势作为利润和创新的驱动力至关重要，建立21世纪所需要的服务合作平台也迫在眉睫。

### 第六、针对关键服务建立绿色愿景

很多企业当前的工作非常短视。新世纪的绿色企业要拥有长远的战略目标，并建立如何提供解决方案的绿色愿景。2013年内希望有更多的中国企业开始报告他们为绿色发展作出的积极贡献。■

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## From green savings to green profit Moving towards a 21st century green business model Dennis Pamlin, Founder and CEO, 21st Century Frontiers

The last years leading companies around the world have begun to shift focus. From only working on their internal environmental problems, they now focus on how they can help provide the solutions the world needs and how their business models can change from a focus on products to the services needed in society.

The reason behind this change is that incremental improvements are not enough, new markets are growing, smart solutions are ready at the same time as we understand the need for transformative solutions. The 21st century company must focus on new green business models that deliver sustainable services and have CEO's that take the lead.

The serious air pollution in Beijing during early 2013 happened at the same time as China became the world's largest net importer of oil. These two events and the response to them could be help Chinese companies move in a transformative direction. There is however a risk that China follows in the unsustainable steps of the west.

Against the backdrop of the serious air pollution and China's increased need for natural resources it was encouraging to hear strong statements at the NPC and the CPPCC. Many of these statements indicate a willingness to support not only a greener development, but also more radical green innovation that will require

leadership from companies.

It is not just that we must avoid air pollution, dangerous climate change, collapse of many ecosystems, toxic pollution etc. We must also make sure that everyone on the planet can move out of poverty. Current lifestyles of the rich and most business models are based on a system that require that a large proportion live in poverty forever as there are not enough planet for everyone to have the wasteful lifestyles of the rich. This must change.

### **Turing the air pollution challenge into new green solutions clusters**

Air pollution is often visible, easy to understand and get people upset. If such an event happens in areas where many journalists, people with high income and policy makers live, it usually result in quick action. But, as we have seen from western countries, quick action can result in long-term unsustainable development.

When it comes to air pollution the standard response has been to move, or marginally improve, the source of the problem. There are now voices urging China to take rapid action and many western experts want to sell cleaning equipment and other end-of-pipe solutions. Such solutions are not necessary bad if they are part of a strategy where also the root causes are addressed, i.e. the overuse of natural resources. The problem is that so far the end-of-pipe strategies have only moved the problem, not solved them.

One of the biggest problems with end-of-pipe solutions is that they block innovation. Instead of encouraging companies to radically re-thinking their business models they cements current ways of thinking and doing business.

China has now an opportunity to use the air pollution challenge to move beyond a reactive incremental green agenda to a transformative proactive agenda, where also the underlying problems are addressed and problems turned into opportunities.

Instead of a traditional approach when policy makers, media and NGO's only focus on the sources of emissions a 21st century service approach should be used. Chinese companies should support initiatives where the focus is on key services that societies need, e.g. mobility and buildings in the case of air pollution in cities.

Under a green mobility strategy many companies would participate, from IT companies that allow people to work more flexible so they don't have to go to the office everyday, to city planners with knowledge about solutions that allow people to walk and bike more. Chemical companies that provide smarter batteries and steel companies that provide rails for public transport should also be included.

In the same way companies that can make buildings smarter, or even net producers of renewable energy, can create a new cluster. This would require everything from companies providing the material, to communication companies helping to provide support for sustainable lifestyles.

### **Six steps forward for companies that want green profits**

Moving to green profit has long been a goal among companies and consultants working with green business development. Still very little has happened and it is now time to declare the old view on green business development a failure. Instead of

delivering significant change it has resulted in a lot of focus on PR and internal work that block innovation.

What has happened in many western companies that started out well was that those in charge were only responsible for cleaning up internal problems and protect the brand. So in the end many of them started to focus on zero internal impact and used offsetting to reach that goal. The result is that instead of actually reducing emissions on the planet many companies now buy the right to keep on emitting while trying to call themselves green. This approach is blind to the impact the company has on society, and it is undermining sustainability as a driver for innovation and profit. Below are six steps for companies that want to have green profit and become part of 21st century clusters that deliver the solutions society needs.

#### 1. Set monetary targets for green sales

The first step is to make sure that there are targets for green sales. Make sure that the company has different levels of green sales. Many western companies that report green sales try to get as high numbers as possible with the result that many solutions that are not green are included.

#### 2. Set environmental targets for green sales

In order to be serious it is not possible to just list a lot of products and services and call them green. Calculations for the savings must be done as well as assessments of how they can contribute to low-term sustainability. Slightly less polluting SUVs or energy efficient private jets are not green solutions, they are only slightly less unsustainable products

that should be reduced/eliminated and substituted for smarter solutions.

#### 3. Set social targets for green sales

The ultimate goal for green solutions is that they should be so resource efficient and inexpensive that 9 billion people can use it without creating problems for the planet. This will encourage solutions that help people out of poverty and reduce extreme income differences.

#### 4. Report on green development

While bad reporting is not a good thing, it is still better than no reporting. Companies in the 21st century will become more transparent, either this is a process that the company will support and engage in, or it will be imposed from the outside. To structure reporting in a way that explain the strategy of the company is important.

#### 5. Establish new collaborations based on service, not only old sectors

One of the biggest obstacles for a green profit perspective is that most companies still define themselves based on old industrial sectors. Changing perspective where green trends are drivers for profit and innovation is important. Even more important is to establish collaboration based on the 21st century services needed in society. A cluster platform for transformative solutions should be supported.

#### 6. Establish green visions for key services such as mobility, living and nutrition

Too much of the current work in companies is short-sighted. Green companies should present visions for how they provide key solutions. What is needed during 2013 are clusters of Chinese companies that begin to report on their positive contributions. 🇨🇳