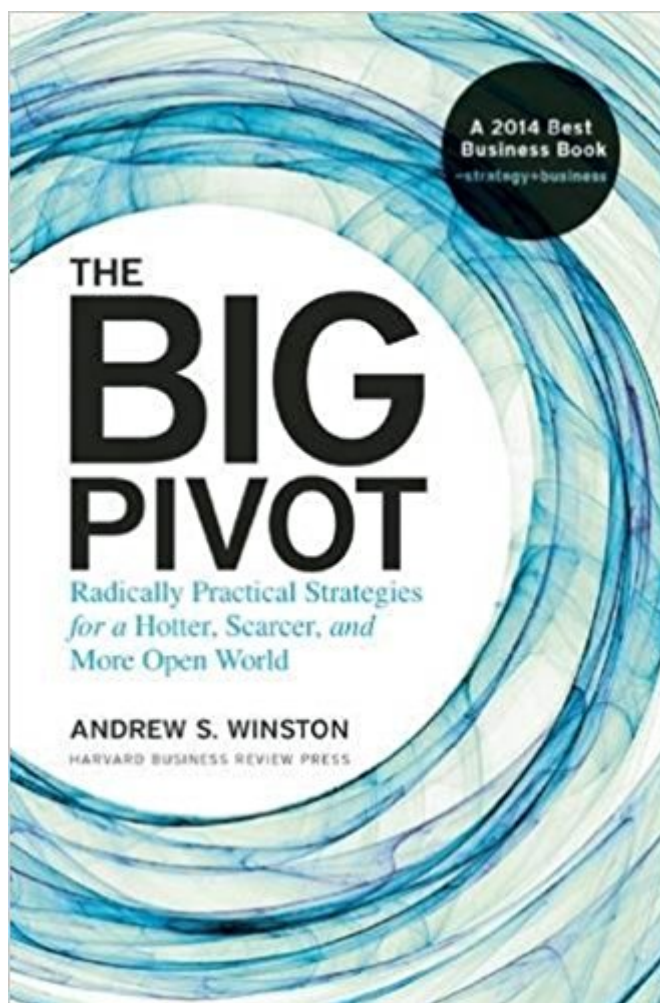


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# The Big Pivot: Radically Practical Strategies For A Hotter, Scarcer, And More Open World



## Synopsis

We live in a fundamentally changed world. It's time for your approach to strategy to change, too. The evidence is all around us. Extreme weather, driven by climate change, is shattering records all over the planet. Our natural resources are in greater demand than ever before as a billion more people enter the global middle class, wanting more of everything. Radical transparency is opening up company operations and supply chains to public scrutiny. This is not some futuristic scenario or model to debate, but today's reality. We've passed an economic tipping point. A weakening of the foundations of our planetary infrastructure is costing businesses dearly and putting our society at risk. The mega challenges of climate change, scarcity, and radical transparency threaten our ability to run an expanding global economy and are profoundly changing business as usual. But they also offer unprecedented opportunities: multi-trillion-dollar markets are in play, and the winners of this new game will profit mightily. According to Andrew Winston, bestselling author (Green to Gold) and globally recognized business strategist, the way companies currently operate will not allow them to keep up with the current and future rate of change. They need to make the Big Pivot. In this indispensable new book, Winston provides ten crucial strategies for leaders and companies ready to move boldly forward and win in this new reality. With concrete advice and tactics, and new stories from companies like British Telecom, Diageo, Dow, Ford, Nike, Unilever, Walmart, and many others, The Big Pivot will help you, and all of us, create more resilient businesses and a more prosperous world. This book is the blueprint to get you started.

## Book Information

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## Customer Reviews

“Best Business Book of the Year: Sustainability” – strategy+business magazine; Winston’s passion and sincerity clearly move his engaging discussion beyond mere consultant hype. In this book, he provides a realistic way to address these mega issues along with tested strategies on how to manage these challenges effectively and profitably. CHOICE, a publication of the American Library Association; a practical, working handbook for teams, organizations and corporations to recreate their operations to succeed within the scientific reality of a hotter, wilder, more radically open world. With a certain climate-challenged future ahead of us, The Big Pivot gives us a realist’s path to making sure it’s a prosperous one, too. Sustainable Brands (sustainablebrands.com) ADVANCE PRAISE for The Big Pivot: Paul Polman, CEO, Unilever; “We’ve reached a tipping point. Our planet and our society are at risk . . . Andrew Winston’s The Big Pivot offers a radical new direction for business that also represents the most practical path forward . . . a must-read for anyone interested in the future of business and our world.” David Crane, President and CEO, NRG Energy; “Andrew Winston’s The Big Pivot is the blinking red warning light on the dashboard for every CEO . . . He lays out a road map for a major shift in consciousness and purpose for the private sector.” Lauralee Martin, CEO, HCP; “Andrew Winston has identified issues for business that require more than just a minor change of behavior; these big challenges demand an urgent pivot by business for our own survival . . . I hope CEOs and other business leaders step up and read this book.” David Steiner, CEO, Waste Management; “Winston’s practical approach to the largest issues of our generation makes him a voice that’s respected by the world’s leaders in politics, NGOs, and business.” L. Hunter Lovins, founder and President, Natural Capital Solutions; coauthor, The Way Out; “The Big Pivot is Winston’s most important and impactful work to date; better even than Green to Gold. It’s a wake-up call for you, your boss, and whoever sits in the corner office . . .” Thomas J. Falk, Chairman and CEO, Kimberly-Clark; “Andrew Winston’s The Big Pivot provides thought-provoking perspectives into some of the biggest issues facing companies around the world . . . a call to action in a time of radical change and competing priorities.” Jeff Seabright, Vice President, Environment & Water Resources, Coca-Cola; “A resounding call to action for business

to embrace the risks of climate change, resource constraints, and radical transparency and turn them into strategic growth opportunities . . . a must-read road map for business success in the twenty-first century. —

Andrew Winston is the founder of Winston Eco-Strategies, advising many of the world's leading companies on environmental strategy. He sits on sustainability advisory boards for Kimberly-Clark, Hewlett-Packard, and Unilever, and serves as Sustainability Advisor to PwC.

Andrew's career history includes corporate strategy consulting with The Boston Consulting Group and management positions in strategy and marketing at Time Warner and MTV. A globally recognized expert on green business strategy, he is a sought-after speaker on the world's mega challenges and how companies can manage and profit from them. He writes regularly for Harvard Business Review online, the Guardian, and other outlets and appears in major media such as the Wall Street Journal, the New York Times, and CNBC.

Andrew Winston's book is ambitious, innovative, heretical, and a delight to read! It is a book that every business manager and executive MUST read. "The Big Pivot" puts forward nothing less than a vision and strategy for the future of the business enterprise. After laying the foundation for why we need a different mindset in business, it describes three key pivots that business leaders need to make regarding business vision, valuation and partnering. Each chapter of the book is filled with fascinating new concepts, innovative ideas, great case studies, and especially, a "How to Execute" section that is very practical and understandable. Most of all, the book is a delight to read -- highly readable, humorous, fast-moving, and filled with examples of companies. I think this is his best book, at the very top of books on resilient/sustainable business, and one of the best books out there on business in general. It is no wonder that the April 2014 issue of the Harvard Business Review featured a cover article on this book! Put simply, "The Big Pivot" will establish the terms of business conversation for years to come.

Andrew Winston's book lays out a clear and compelling case for addressing the threat of climate change now, instead of later. He explains the business reasons why further delay is actually bad for business. Climate change is here NOW: natural disasters cost the US over \$100 billion in 2012 alone. And that figure is only going to rise. As a business strategist who has advised the largest corporations for years, Winston understands the challenges they face. But the real bottom line is that if we don't address climate change now, we

won't be around to debate business plans. We will have drowned, starved, or died in wars driven by too many people chasing too few resources. It's that stark. The book is not all gloom and doom - far from it. The threat of climate change creates enormous economic opportunities. We need new products and services that don't harm the environment for a huge new global middle class. Business has the resources and the innovative skills to build a green economy. Let's do it!

I'm only on the first chapter and I keep coming to pages that are a continuation of a page that isn't there. It's not even readable. If I buy a book for Kindle I'd like to know that I'm getting the ENTIRE book. How much do you charge for a book that has half the pages ripped out? Unbelievable. This book was way too expensive for this and Kindle apparently doesn't let you return faulty products. I kind find a place to submit an issue ticket or get my money back. What a scam.

It's quite the balancing act to talk about humanity's coming catastrophes with a rational, business-minded focus, but strategist and author Andrew Winston pulls it off. That's because he knows what he's talking about. As he and others have said, "Business can't succeed in a world that fails." To start, Winston briskly and clearly lays out the science. Failing is what awaits us if businesses don't start getting ready for climate-change fueled weather disasters, resource scarcities and a radically transparent global marketplace. Businesses need to make The Big Pivot to low/no-carbon, climate-resilient practices and strategies. Then on to examples. Winston knows The Big Pivot--rapid and radical business transformation--is possible because he's seen and helped companies do it. He shares stories to show that change can come from decisive leadership rather than the stick of regulation or crisis. These up-to-date case studies are perfect, sharable examples of what leading companies are doing today. And finally, he offers 10 strategies that show why and how your company or organization can make big, bold moves for equally big returns on business stability and profitability. I'm inspired by Winston's call for businesses to buck the short-term safety of a quarterly profits-obsessed status quo. It's time to pivot to a focus on long-term, science-based realities. With a certain climate-challenged future ahead of us, The Big Pivot gives us a realist's path to making sure it's a prosperous one too.

Fantastic view about the economy and where it is headed, the only place it can go. Winston understands he does not have all the solutions however poses some great ideas and sparks your interest with engaging writing style. I read this for an environmental policy course and it really got

me interested in the economic side of saving the planet. Approaches our dilemma of over consumption and crooked capitalistic society in an optimistic way. He provides ideas for our global economy at the same time leaving every topic open for discussion (rather than pushing ideas down your throat, you know?). Uses lots of evidence from what big companies are doing to become more sustainable. Great read for anyone really.

I used this book extensively when consulting with a major industrial client on sustainability. The principles and approaches clearly lay out the shifts in thinking that are needed. Mr. Winston presents a pointed analysis of the environmental drivers for change. And coming from a business background, he is also able to put forth a compelling business case for change. Very persuasive.

Great condition and good read!

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